



International Coffee Council
116th Session
9 – 11 March 2016
Addis Ababa, Ethiopia

**Draft Terms of Reference –
Strategic Review of the ICO**

Background

1. At its 115th Session in Milan, Italy, the International Coffee Council adopted [Resolution 457](#) which calls for a Strategic Assessment of the activities undertaken by the International Coffee Organization. The Resolution established a Working Group, which was tasked with the responsibility of coordinating the Strategic Assessment and to determine terms of reference for that Assessment. The Resolution cites the following references:

- Article 9(4) of the International Coffee Agreement 2007.
- The Action Plan of the International Coffee Organization ([ICC-105-19 Rev 3](#)).
- The Belo Horizonte Declaration.

2. The Working Group has met four times. At its latest meeting on 18 February 2016 the Working Group approved the draft Terms of Reference for the Strategic Review which are attached to this document.

Action

The Council is requested to consider this document and, if appropriate, to approve it.

THE ASSESSMENT – DRAFT TERMS OF REFERENCE

1. The initial purpose of this exercise is to assess, in close consultation with Members of the Working Group, other Members of the Council and the ICO Secretariat, the strategic focus and priorities of the Organization and their implementation, in order to propose areas for improvement. Secondly the assessment will analyse document [ICC-105-19 Rev 3](#) and, in light of the trends and challenges in the world coffee economy, the resources available and inputs from Members countries and the ICO Secretariat, will propose a clearer strategic focus for the Organization with a revised set of strategic priorities and respective planned actions. This Assessment will not involve discussion of provisions outlined in the International Coffee Agreement 2007, but will cover their execution.

2. Specifically the exercise will:

- Assess the strategic planning framework of the Organization, including performance indicators, and identify areas for improvement and propose ways of achieving it.
- Assess the progress achieved to date on the strategic goals and implementation of priority actions outlined in document [ICC-105-19 Rev 3](#), since the coming into force of the ICA 2007.
- Examine the opportunities and challenges faced by the Organization in the execution of the strategic goals and priority actions outlined in document [ICC-105-19 Rev 3](#), highlighting those areas where progress has been significant as well as those areas where progress has been poor.
- Identify the resources required for, or utilised in, the fulfilment of the strategic goals and priority actions and if necessary, any suggested changes to achieve the most efficient use of resources to fulfil those goals and actions.
- Assess and analyse the strengths and weaknesses of the Organization in delivering all aspects of the Action Plan.
- Evaluate and elaborate both the external and internal constraints faced by the Secretariat in the execution of the Action Plan.
- Provide an overview of the opportunities and challenges facing the global coffee industry over the next five years and suggest, if appropriate, additional actions that should be considered by the membership as priority actions.
- Assist the Working group to produce a prioritisation of the strategic goals and actions, which takes into account the views expressed by Members of the Organization, the resources available, and any new opportunities and challenges that have been identified as being important.