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Finance and Administration Committee
65th Meeting
24 September 2025
London, United Kingdom

**Draft Administrative Budget for
financial year 2025/26**

RESTRICTED

Introduction

1. This document contains the revised draft Administrative Budget for financial year 2025/26 for Members to consider and, if appropriate, recommend **to the International Coffee Council during its 140th Session for approval**. Changes made after the **circulation of the fourth revision of the Draft Administrative Budget for financial year 2025/26 (document [FA-388/25 Rev. 4](#))**, on 18 September 2025, have been highlighted in red.

2. As suggested by some Members, the Secretariat has taken the recent United Nations 80th Anniversary (UN80) Initiative into consideration to reanalyse the proposed budget, with a focus on: (i) the efficient use of resources and consistent delivery of services; (ii) consolidation to improve functional efficiency; and (iii) coordination to enhance overall effectiveness. The ICO carried out a similar exercise when the United States of America decided to withdraw from the Organization in coffee year 2017/18. In response, the Secretariat was requested by Member States to address the new scenario by cutting eight staff positions and other expenses, as reflected in the budget for the coffee year 2018/19 contained in document [FA-173/18, Rev. 3](#), paragraph 6.

3. Accordingly, the Secretariat suggests reducing Members' contributions from £2,600,000 (£1,300/vote), as in 2024/25, to £2,432,000 (£1,216/vote) for coffee year 2025/26, all while still taking into account the need to continue enhancing ICO activities and carry out the mandate of the Organization at normal activity levels. The Administrative Budget, in line with standards for multilateral international organizations in which staff carry out all the planned activities, can be divided into three broad categories: Premises (15%), Personnel (72.9%) and Other Expenses (12.1%). The proposed contribution budget for 2025/26 is lower by about 6.5% in nominal terms as compared to 2018/19 and 2019/20 budgets, as well as the budgets for 2024/25 and 2023/24. Nevertheless, the proposed contribution budget for 2025/26 is still significantly higher than in previous years, which established:

- £942 per vote in 2020/21;
- £953 per vote in 2021/22, and
- £1,114 per vote in 2022/23.

Action

The Committee is requested to consider and, if appropriate, to recommend the draft Administrative Budget for approval of the International Coffee Council.

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DRAFT ADMINISTRATIVE BUDGET FOR FINANCIAL YEAR 2025/26

1. This budget has been prepared on a similar accounting basis to previous years, while also considering the approval of Resolution 470 by the Council at its 126th Session.

Contributions

2. Based upon contributions of £2,432,000, which are lower than the approved 2024/25 budget (£2,600,000) by 6.5%, the contribution per vote has been reduced from £1,300 to £1,216. The estimated total revenue for financial year 2025/26 is £2,518,350, compared to: (i) £2,656,800, as authorized for financial year 2024/25; and (ii) £2,780,241, the audited revenue in financial year 2023/24 (see **Annex Ia**).

Provision for Members in persistent arrears

3. A provision has been included in the budget to account for persistent arrears exceeding 21 months from the beginning of the budget year. This applies to Members who owe more than two years of contributions to the Administrative Budget as at 1 October, based on [ICC Resolution 470](#) which was adopted at the 126th Special Session of the Council in June 2020 ([ICC-126-6](#), para. 115). For the 2025/26 Administrative Budget, the arrears for 2022/23 would normally be set aside for this provision. However, as shown in Table C of document [FA-395/25](#), there are no arrears for the year 2022/23¹. Therefore, no provision has been made for 2025/26.

External Sources

4. Estimated revenue from external sources amounts to £86,350.

5. An increase of £21,550 is foreseen in the 2025/26 revenues from data subscriptions to statistical services from the 2024/25 budget and from data-related products. This is based on: **(i) increased investments in the ICO's statistical services; and (ii) an increased interest for market data, reflected in increased demand for subscriptions.**

6. Another factor that has led to the increase has been the fact that the 2024/25 budgeted income was set to £14,000 based on the 2022/23 actual income of £14,830 ([FA-365/24](#) – Administrative Accounts of the Organization for financial year 2022/23 and Report of the Auditors). Since the actual income from the data subscription resulted in £25,512 as of the end of July 2025, as indicated in Table B of document [FA-394/25](#) (Financial Situation), and is now

¹ Bolivia owes £227 for the year 2022/23. However, this amount is considered immaterial to be recorded as a provision in the 2025/26 Administrative Budget.

forecasted to be about £30,000 by the end of this current year, the 2025/26 budget has been set to £35,550.

7. Interest income is forecast at £38,000. The estimation of this amount is based on the actual interest earned during coffee year 2024/25, with an average interest rate that dropped from 2.68% to 1.68% during the fourth quarter thereof.

Expenditure

8. **Annex Ib** shows the proposed expenditure for financial year 2025/26 and compares this to authorized expenditure in 2024/25 and the audited actual expenditure in financial year 2023/24. The following table provides a summary of this information.

**NET EXPENDITURE
FINANCIAL YEAR 2025/26 COMPARED TO PREVIOUS FINANCIAL YEARS**

Financial year	Net expenditure	Increase/(decrease)	
		Amount	Percentage
	<u>£000</u>	<u>£000</u>	<u>%</u>
2023/24	2,519	402	18.9
2024/25	2,592	73	2.9
2025/26	2,518	(74)	(2.9)

Premises

9. The term of the current premises lease runs from April 2017 to June 2025. Based on the decision made at the 137th Session of the Council in March 2024, the ICO will stay in the same premises for two more years from June 2025, under the break clause of the four-year lease extension agreement signed by the ICO and the landlord, New Printing House Square Ltd. (CLS), in January 2025. The annual lease after June 2025 will decrease for two reasons: (1) the rent per square foot will decrease from £42 to £41, and (2) a three-month rent-free scheme will be recognized over the two-year extension period starting June 2025, as per the draft agreement with the landlord. The calculation for the 2025/26 budgeted rent is as follows:

Annual Rent from June 2025	$£41/\text{sqf} \times 6,778 \text{ sqf} = £277,898$
with Lease Extension:	
3 months free rent:	$£277,898 / 12 \text{ months} \times 3 \text{ months} = £69,474$
Free rent for 2025/26:	$£69,474 / 2 \text{ years} = £34,737$
Total budgeted rent for 2025/26:	$£277,898 - £34,737 = £243,161$

Thus, £243,500 has been budgeted as rent for the 2025/26 coffee year. (**Annex Ib**)

10. The amount of £120,000 under Item 1.3 in **Annex Ib** reflects an increase of £14,000 in the estimated service charge of £13 per square foot based on the annual service charge reported by the landlord, which is linked to the Retail Price Index and which is adjusted by the landlord periodically. The increase is also related to inflation on other costs. Included under this item are costs pertaining to building insurance, cleaning, electricity, replacement of lights and air conditioning.

Language services under contracts

11. The provision for **interpretation** is based on a programme of two Council Sessions, one in the spring and one in September, and other meetings which may require interpretation services. As a cost-saving measure, provision is made for between two and three days of interpretation at each Session, plus one more day of meetings during the year. The budget for interpretation remains at £35,000, like last year.

12. The provision for **translation** is for work contracted to a language services provider. Wherever possible, computer-assisted translation tools will be employed as a cost-saving measure, always alongside suitable quality and efficiency measures. Partial automation of translation work will enable recurring content to be automatically translated. The budget for translation costs remains the same as in 2024/25; reduced to £35,000, indicating a decrease of £25,000 from the 2023/24 budget for translation.

Special contracts – Professional fees

13. The provision for Special contracts – Professional fees has been eliminated, as there are no ongoing cases in 2024/25.

Travel

14. Many Members have invited the Executive Director to visit them, and efforts are being made to maximize the ICO's presence and implement new activities (**Annex II**). Thus far, expenses have been funded by the organizers of the events whenever possible. However, in accordance with the UN80 Initiative, which encourages the efficient use of resources, the travel budget for 2025/26 has been reduced by 6.7% to £42,000, as compared to £45,000 in 2024/25.

Personnel

15. **Annex IIIa** shows the proposed Establishment Table of the Organization for 2025/26 (with a related Organigram in **Annex IIIb**). The following table presents a breakdown of the cost of personnel for each category of staff in financial years 2023/24 to 2025/26.

	Number of posts			Personnel cost		
	2023/24	2024/25	2025/26	2023/24	2024/25	2025/26
				£000	£000	£000
Total	15	15	15	1,848	1,841	1,807
Professional staff	14	14	14	1,802	1,793	1,773
General Service staff	1	1	1	46	48	34

16. The Secretariat conducted another review after the 63rd meeting of the Finance and Administration Committee held on 17 June 2025. The revised draft budget proposes a net decrease in personnel costs of £34,000 for financial year 2025/26, regardless of the expected increase of approximately 2.5% in the new Salary and Provident Fund Scales for 2025/26, as well as step increases for eligible staff, as detailed below:

- (a) Basic Salaries, Post Adjustments and Provident Funds for 2025/26 have been recalculated based on the latest situation regarding staffing:
 - (i) anticipated unpaid leave has been taken into account;
 - (ii) the Communications Officer position has been temporarily filled with a freelancer **who will continue to provide services for the 2025/26 financial year with a budget allocation of £29,500 (see Annex IIIa of this document). The recruitment of a full-time staff member will take place in the last quarter of 2025/26;** and
 - (iii) staff hired under contracts of less than one year will not receive Provident Fund contributions from the Organization, as per the ICO Staff Rules and Regulations.
- (b) The grades of the posts of Head of Operations and Chief Economist were regraded from D-1 to P-5 and P-5 to P-4, respectively in 2024/25.

17. The calculation of annual personnel costs (Salary, Post Adjustment and Dependency Allowances), except for National Insurance, private health insurance, travel and life insurances and home leave, is based on the UN Salary Scale and the Provident Fund Scale released in January 2025 and February 2025 respectively and approved at the 139th Session of the International Coffee Council ([FA-385/25 Rev. 2](#)).

18. In the Organigram in **Annex IIIb**, there have been some changes from the previous year: (1) the Chief Economist will supervise the Statistics Section as well as the Economics Section for better integration of activities, and (2) the title of 'Finance Officer' has been replaced with 'Accountant' as the position requires duties to be handled with a professional certification and technical expertise in the field of accounting.

19. The decrease in installation/repatriation costs is a result of there not being any new posts planned for 2025/26 and of there not being any staff due to go on retirement during said period. The decreases in Education Grant and Dependency Allowance expenses are a result of staff going on retirement in 2024/25 and of new staff members who have joined the ICO since last year.

Computer-related costs

20. There is an increase of £10,000 for 2025/26 under computer-related costs due to recent inflation and the need to keep the ICO's hardware and software up to date. Meeting said need will require the replacement of some obsolete computers with new ones, as well as system maintenance, such as software updates and monitoring, cybersecurity, and backups of ICO operational daily data for recent increased ICO activities and paperless operations.

Council meeting costs

21. Under this budget scenario, expenditures under Item 9 of **Annex Ib**, 'Council meeting costs', will increase by £15,000 from the previous year. This assumes that, in 2025/26, the Spring Council Session will be held in virtual format and that an Autumn Council Session in the UK could serve as a fallback option if no agreement is reached on the offer proposed by a Member State during the Council in March 2025. Provision has been made for an electronic hub for interpreters, venues and other meeting-related expenses during sessions of the Council and other ICO meetings.

Support for the Programme of Activities

22. The Programme of Activities (PoA) will be implemented by the staff of the ICO and by the Operations Division. Furthermore, the Administrative Budget assists the PoA via contributions to technical infrastructure (for example for the functioning, infrastructure and backup of the ICO World Statistics Database, the website, software, promotion material, virtual meeting facilities etc.). All the expenditures for the PoA follow the ICO's Five-Year Action Plan (document [ICC-120-11](#)). In the draft Administrative Budget for 2025/26, an allocation of £118,000 (**Annex Ib**) for the PoA is included, representing a reduction of £22,000 from 2024/25 (**Annex V**).

Other costs

23. Other operating expenses (audit fees, building insurance, bank charges, and staff medical examinations) have slightly decreased from 2024/25 despite inflation, due to the implementation of cost-efficiency measures such as selecting less expensive options for medical check-ups and insurance premiums.

Other Operating Expenses:	(GBP)
Audit	15,000
Catering	1,000
Medical Expenses	3,000
Insurance -Public Liability/Building contents	7,550
Bank Charges	1,500
	28,050

Reserve Fund

24. Movements in the Reserve Fund, based on the audited financial reports ([FA-365/24](#)) from 1 October 2022 to 30 September 2023 and the audited financial reports from 1 October 2023 to 30 September 2024 ([FA-382/25 Rev. 1](#)) are summarized in **Annex IV**.

Liquidation costs

25. The estimated cost of liquidation of the Organization at 30 September 2025 was £1,282,000 (as compared to £1,096,000 at 30 September 2024) based on an exchange rate of US\$1.28/GBP (average rate of the last 6 months as of June 2025).

26. The net increase is mainly due to a combination of: (i) the retirement of two staff members in year 2024/25, which reduced the estimated outstanding annual leave pay-out and other entitlements upon liquidation as at 30 September 2025, as per the Staff Regulations and Staff Rules; and (ii) the increase in Premises costs, which were set as a 21-month lump sum rental cost obligation up to June 2027, considering that the ICO will stay in the same premises for two more years starting June 2025 in accordance with the lease extension signed by the ICO and the landlord, New Printing House Square Ltd. (CLS), in January 2025.

Summary of liquidation cost, as at 30 September 2025

	£ 000's	£ 000's
Premises		
Rent and car parking	405	
Service charge and rates	149	
Electricity, heat and maintenance	10	

	£ 000's	£ 000's
Dilapidations	96	
		660
Personnel		
Salaries of staff to liquidate the organization	106	
Termination indemnity	435	
Repatriation costs	38	
		579
Communications		
Postage, telephone, etc.	3	
Other expenses	40	
		43
Total cost of liquidation		1,282

Surplus/(Deficit)

27. By maintaining the current overall level of contributions and income from external resources, the proposed budget would result in a zero deficit.

ADMINISTRATIVE BUDGET 2025/26

**ESTIMATED REVENUE AND EXPENDITURE
(FIGURES IN £ STERLING)**

	Audited 2023/24	Authorized 2024/25	Proposed 2025/26
Revenue			
(a) Contributions of Members	2,701,863 ¹	2,600,000 ²	2,432,000 ³
(b) External sources			
Interest	42,500	30,000	38,000
Accounting services	7,800	7,800	7,800
Statistical data subscriptions	24,078	14,000	35,550
Administrative fee for Trust Fund	4,000	5,000	5,000
External sources	78,378	56,800	86,350
Total revenue	2,780,241	2,656,800	2,518,350
Net expenditure	2,518,547	2,592,000	2,518,350
Less: Provisions for outstanding contributions	60,127	64,800	-
Surplus/(Deficit)	201,567	-	-

1/ The 2023/24 contribution corresponds to £1,300 per vote (lower than £1,471 in 2017/18 and similar to £1,304 in 2018/19 and 2019/20).

2/ The 2024/25 contribution corresponds to £1,300 per vote.

3/ The 2025/26 contribution corresponds to £1,216 per vote. *Nevertheless, the proposed contribution budget for 2025/26 is still significantly higher than in previous years:*

- £942 per vote in 2020/21;
- £953 per vote in 2021/22, and
- £1,114 per vote in 2022/23.

ADMINISTRATIVE BUDGET 2025/26
EXPENDITURE BY ITEM AND SUB-ITEM
(FIGURES IN £ STERLING)

Item and sub-item	<u>Audited</u> <u>2023/24</u>	<u>Authorized</u> <u>2024/25</u>	<u>Proposed</u> <u>2025/26</u>	<u>Increase/(Decrease)</u> <u>2024/25 versus</u> <u>2025/26</u>	
				<u>Variance</u>	<u>Percent</u>
1. Premises	386,335	389,000	373,500	(15,500)	(4.0%)
1.1 Rent	286,537	273,000	243,500	(29,500)	(10.8%)
1.2 Rates	9,479	10,000	10,000		
1.3 Service charge, utilities and maintenance	90,319	106,000	120,000	14,000	13.2%
1.4 Dilapidation/Refurbishment costs for relocation	0	0	0	-	-
2. Language services under contract	76,388	70,000	70,000	-	-
2.1 Interpretation	22,468	35,000	35,000		
2.2 Translation	53,920	35,000	35,000		
3. Special contracts	9,938	10,000	0	(10,000)	(100.0%)
3.1 Coffee price service	0	0	0		
3.2 Professional fees	9,938	10,000	0	(10,000)	(100.0%)
4. Travel	44,605	45,000	42,000	(3,000)	(6.7%)
4.1 Fares for official travel	27,126	30,000	27,750	(2,250)	(7.5%)
4.2 Subsistence allowance	17,480	15,000	14,250	(750)	(5.0%)
5. Communications	7,742	10,200	8,000	(2,200)	(22%)
5.1 Postage	57	200	200	-	-
5.2 Telephone and fax	7,685	10,000	7,800	(2,200)	(22%)
6. Personnel	1,847,460	1,841,000	1,807,000	(34,000)	(1.8%)
6.1 Basic salaries (net)	810,103	756,000	803,000	47,000	6.2%
6.2 Post adjustments	500,943	574,000	547,000	(27,000)	(4.7%)
6.3 Personal representation allowance	5,000	5,000	5,000	-	-
6.4 Dependency allowance	33,684	40,000	42,000	2,000	4.0%
6.5 Education grant	43,436	35,000	25,000	(10,000)	(28.5%)

Item and sub-item	<u>Audited</u> <u>2023/24</u>	<u>Authorized</u> <u>2024/25</u>	<u>Proposed</u> <u>2025/26</u>	<u>Increase/(Decrease)</u> <u>2024/25 versus</u> <u>2025/26</u>	
				<u>Variance</u>	<u>Percent</u>
6.6 Provident Fund	362,585	348,000	340,000	(8,000)	(2.1%)
6.7 Insurance	57,624	37,000	40,000	3,000	7.2%
6.8 Installation/Repatriation	6,400	46,000	-	(46,000)	(100.0%)
6.9 Fares for home leave	6,856	-	5,000	5,000	100.0%
6.10 Temporary/Outside service	20,829	-	-	-	-
7. Other operating costs	26,262	36,800	34,850	(1,950)	(5.3%)
7.1 Photocopiers and printers					
a. Rental and service	2,131	3,000	2,000	(1,000)	(33.3%)
7.2 Office supplies and stationery					
a. Document production	1,368	1,000	1,000	-	-
b. General	1,822	2,300	2,300	-	-
7.3 Publications	1,295	1,500	1,500	-	-
7.4 Other expenses	19,646	29,000	28,050	(950)	(3.3%)
8. Computer-related costs	19,110	25,000	25,000	-	-
9. Council meeting costs	25,266	25,000	40,000	15,000	60.0%
10. Support for the Programme of Activities	75,421	140,000	118,000	(22,000)	(15.7%)
Total	2,518,547	2,592,000	2,518,350	(73,650)	(2.8%)

EXECUTIVE DIRECTOR'S TRAVEL: COMPLETED 2024/25 AND PLANNED 2025/26

Completed travel 2024/25

October 2024

- Basel, Switzerland – Attended the SCTA Coffee Forum 2024 with many bilateral meetings with traders and roasters
- Geneva, Switzerland – Participated as a panellist in a multi-year expert meeting for Developments and Commodities
- Rome, Italy – Participated as a speaker in the International Coffee Day celebrations at the Embassy of Brazil in Italy
- Mannheim, Germany – Participated as a speaker in the International Coffee Convention and workshop on the use of coffee genetic resources conservation within the framework of the Nagoya Protocol
- Pescara, Italy – Participated in the G7 Ministers' Meeting on Development

November 2024

- New York, USA – Participated in the Ernesto Illy International Coffee Award – ninth edition as a judge and in a panel named "Global Alliance for Coffee: Mobilizing a Public-Private Fund to Fight Climate Change" at the United Nations Headquarters
- Varginha, Brazil – Participated as a keynote speaker of the event Coffee Connect

December 2024

- Belém and Vitória, Brazil – Participated in field missions with EU Competent and Controlling Authorities within the framework of the AL-INVEST Verde project

February 2025

- Bonn, Germany – Attended meetings with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the German Federal Ministry for Economic Cooperation and Development (BMZ) and Global Coffee Platform (GCP)
- Dar es Salaam, Tanzania – Participated as a panellist in the African Fine Coffees Association (AFCA) Conference and in many bilateral meetings with partners, producing countries and roasters

March 2025

- Houston, USA – Attended the National Coffee Association 2025 Convention with bilateral meetings with partners
- Hanoi and Dak Lak, Vietnam – Attended meetings with government representatives and participation in the Buôn Ma Thuột Coffee Festival as a keynote speaker
- Tegucigalpa and San Pedro Sula, Honduras – Attended meetings with authorities, initial preparation for the 140th Session of the International Coffee Council, and participated in Cafexpo Honduras 2025 as a keynote speaker

April 2025

- Houston, USA – At the Specialty Coffee Expo, attended various meetings, including a board meeting of the Cup of Excellence competitions, participated in the panel of the lecture “Shared Value Through Circular Economy and Regenerative Agriculture”

May 2025

- Abidjan and Divo, Côte d'Ivoire – Attendance at coffee workshop on advancing the implementation of the global conservation strategy for coffee genetic resources, participation in tour of coffee genebank of the National Agricultural Research Center of Ivory Coast (CNRA), meeting with different local authorities, participation in workshop to launch the education programme “Formation sur les Normes et Protocoles SCA Pour Les Baristas et le Cupping/les Dégustateurs Professionnels de Café” with the International Trade Centre (ITC) and Specialty Coffee Association (SCA)
- Guatemala – Participation as keynote speaker and panellist in the first forum of Fairtrade coffee of Latin America and participation in the FAO workshop for Central America regarding the EUDR

June 2025

- Basel and Geneva, Switzerland – Attended the GCP board meeting in Basel. Attended the “Coffee Future from Seed to Cup” meeting with high-level authorities from coffee-producing countries and ITC.

July 2025

- Campinas, Brazil – Attended the 10th CecaFé Coffee Dinner and Summit. Took part in the event “Congresso Conecta CCAgro 2025” with a lecture entitled “From Seed to Cup: What can we expect in the future?”. Participated in the panel “Future of Sustainable Coffee Growing”. Took part in a side event of the Coffee Summit, entitled “Promoting Decent Work in the Coffee Sector: Opportunities for Cooperation”. Undertook technical visits with leaders from ECF, GCA, SCTA FNC and CecaFé.

- El Salvador - Attended the XXVI Latin American Symposium on Coffee Growing, organised by PROMECAFE with the support of the Salvadoran Coffee Institute. Participated as a keynote speaker, delivered a speech on “The Coffee Family: Challenges and Opportunities”. Attended a meeting with Vice President of the Republic of El Salvador, Dr. Félix Ulloa.
- Johannesburg, South Africa - Participated as a keynote speaker on the following panels: “Circular Economy: (Re)generating Value for SMEs in the Global Coffee Sector” and contributed to the Third Ministerial Roundtable Discussion on “Green and Inclusive Growth for SMEs – Climate, Nature, Circularity, and Sustainability” during the session on private sector views.
- Addis Ababa, Ethiopia - Actively took part in the ICO/IACO Statistics Workshop. Met with H.E. Ambassador Hadera Abera, State Minister at the Ministry of Foreign Affairs of Ethiopia, as well as Mr Andrea Illy of Illycaffè and H.E. Jessica Alupo, Vice-President of Uganda. Participated in the panel “Advancing the Transformation of the Coffee Value Chain” as part of the UN Food Systems Summit Stocktake (UNFSS+4).

August 2025

- Colombia – Undertook a two-day mission to Colombia at the invitation of the Federación Nacional de Cafeteros de Colombia (FNC). Met with the Minister of Agriculture, Ms. Martha Viviana Carvajalino Villegas. Joined the FNC Executive Board. Took part in a press conference and addressed the Colombian media on global coffee challenges. Participated in a panel discussion entitled “Coffee – Current Realities and Prospects”.

Planned travel 2025/26

Each trip usually takes between three to five days. For travel outside of Europe, the amount spent is usually between £5,000 and £6,000 per trip. Travel within Europe usually ranges from £1,000 to £2,000, except for the Swiss Coffee Trade Association (SCTA) Forum, which could be considered comparable to a trip outside the European Union.

Planned travel for 2025/26 will follow the same basic schedule as in the last two coffee years:

- **Major private sector coffee events**, such as NCA, SCTA and SCA. Objectives include staying updated on market developments, promoting the ICO and participating in panels on key topics (statistics, EUDR, sustainability).
- **Major coffee events in producing regions**, with at least one per continent and always considering possible financial support from partners (UN agencies and/or organizers), such as: IACO, AFCA, Sintercafe (Costa Rica), International Coffee Week in Brazil, Expocafe (Honduras), and events in Vietnam, India, and Indonesia. Objectives include promoting the ICO, participating in panels on key topics,

meeting with local and regional governments, and engaging with producers and cooperatives, etc.

- **Missions to UN agencies**, such as ITC, UNIDO, UN – NY, WTO, FAO, COP, for meetings related to coffee, including promotion, funding for new projects, etc.
- **Missions to consuming countries**, such as Belgium, Germany, Italy and Switzerland, to discuss opportunities, challenges and coffee promotion activities (e.g.: meetings with GIZ and International Coffee Day at the Brazilian Embassy in Rome). Other objectives include meeting with local and regional governments and their partners to introduce and/or reinforce the role of the ICO and promoting coffee.

ADMINISTRATIVE BUDGET 2025/26

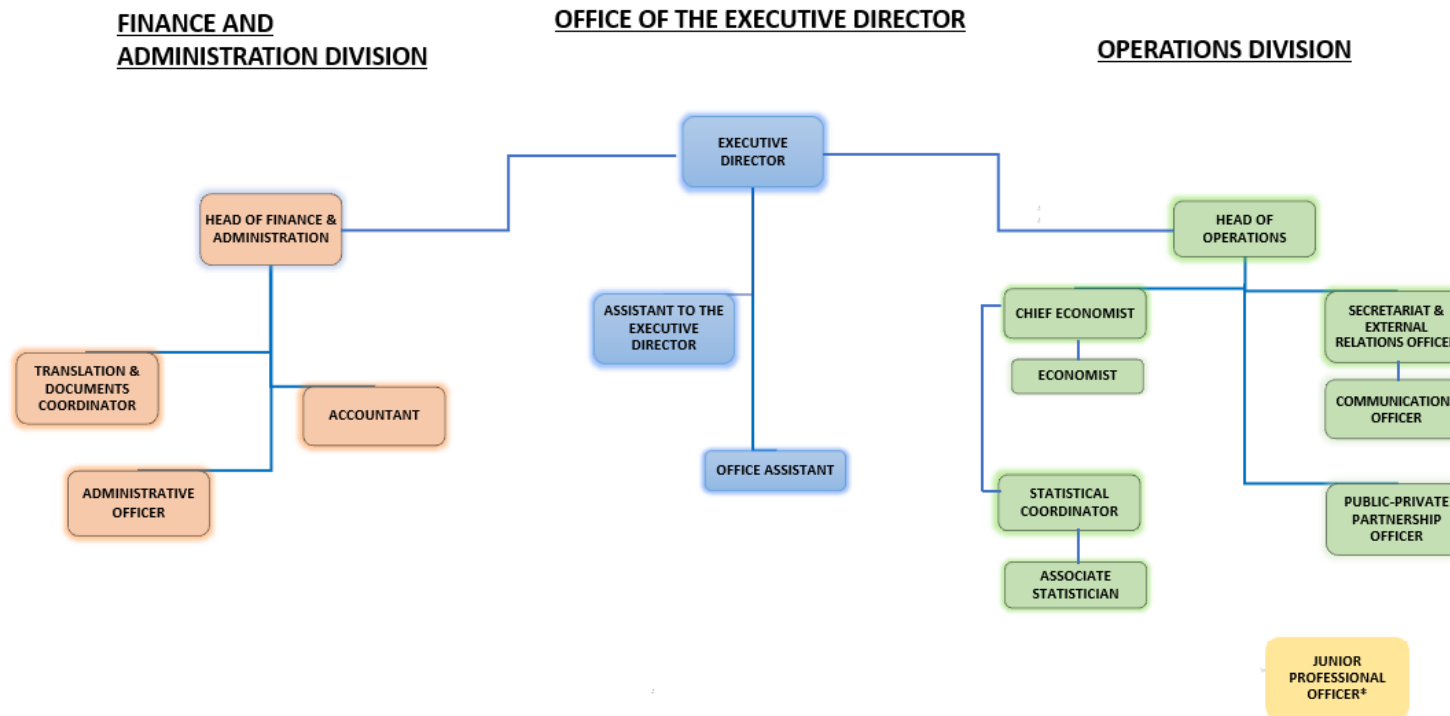
ESTABLISHMENT TABLE

2025/26	Post title	Classification	Personnel Cost Budget per post (in GBP)
15	TOTAL		
3	OFFICE OF THE EXECUTIVE DIRECTOR		
1	Executive Director	USG	316,000
1	Assistant to the Executive Director	P-1 / P-2	67,000
1	Office Assistant *1	G-4 / G-5	34,000
8	OPERATIONS DIVISION		
1	Head of Operations	P-5 / D-1	196,000
1	Chief Economist	P-4 / P-5	167,500
1	Public-Private Partnership Officer	P-3 / P-4	133,000
1	Statistical Coordinator	P-2 / P-3	137,000
1	Secretariat and External Relations Officer	P-1 / P-2	101,500
1	Associate Statistician	P-1 / P-2	84,000
1	Communications Officer*2	P-1 / P-2	29,500
1	Economist	P-1 / P-2	75,500
4	ADMINISTRATION DIVISION		
1	Head of Finance and Administration	P-4 / P-5	227,000
1	Translation and Documents Coordinator	P-1 / P-2	90,000
1	Administrative Officer	P-1 / P-2	82,000
1	Accountant	P-1 / P-2	67,000
		TOTAL (GBP)	1,807,000

*1... Unpaid leave is anticipated.

*2... This position was re-established in the 2023/24 coffee year ([ICC-136-4](#) para 15 (c)), after being abolished in 2018 when eight staff positions were cut, as reflected in the budget for the coffee year 2018/19 ([EA-173/18, Rev. 3](#), para 6).

ORGANIGRAM



*Junior Professional Officer – funded by the ICO Trust Fund

**MOVEMENTS OF THE RESERVE FUND
AS AT 30 SEPTEMBER 2024**

	£
Balance as at 30 September 2022	1,514,970
<hr/>	
<u>Add:</u>	
Surplus carried to Reserve Fund	153,351
Transfer from 'Set Aside' Account	0
Recovery from Provision for the outstanding contributions	25,775
<u>Less:</u>	
Provision for the outstanding contributions	(38,821)
Amounts transferred re termination of contract	(26,446)
Balance as at 30 September 2023	1,628,829
<hr/>	
<u>Add:</u>	
Surplus carried to Reserve Fund	261,694
Transfer from 'Set Aside' Account	115,000
<u>Less:</u>	
Prior Year Adjustment – to settle financial matters related to former premises	153,419
Provision for the outstanding contributions	(60,127)
Balance as at 30 September 2024 ^{1/}	2,098,816
<hr/>	

1/ Figures are based on the audited financial reports for 2023/24 ([FA-382/25 Rev. 1](#))

PROGRAMME OF ACTIVITIES AND BUDGET FORECAST FOR COFFEE YEAR 2025/26

A. Activities and budget covered by the PoA

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This document outlines the proposed Programme of Activities (PoA) and the funds and resources allocated under the Administrative Budget to support its implementation. The Programme of Activities (PoA) will be implemented by the staff of the ICO and by the Operations Division. A total budget of £118,000 is provided in the Administrative Budget of 2025/26 to cover for specific infrastructure, functioning, promotion material, IT services, workshops, institutional meetings, processes and missions needed to support the implementation of the PoA. This contribution to the PoA complements the regular staff costs of the Operations Division and some other running costs under the ICO's Administrative Budget intended to facilitate the implementation the annual PoA. Note that the implementation of the PoA is co-financed by the mobilization of additional voluntary contributions by Members and by the private sector and via development projects ([International Coffee Agreement 2007 \(ICA 2007\)](#) Article 15 and Article 28 (paragraphs 1 and 3)).

B. Guiding principles for the PoA

The PoA has been drafted in accordance with the following institutional framework:

1. Mandated actions as defined by the International Coffee Agreement 2007:

- i. Collection, exchange and publication of statistical and technical information including the daily composite indicator price (I-CIP) ([ICA 2007](#) Article 32 (paragraphs 1 and 2) and Article 33 (paragraph 1)).
- ii. Producing studies, surveys, technical reports and other documents concerning relevant aspects of the coffee sector, as well as the periodic survey on obstacles to consumption, report on compliance on mixtures and substitutes, report on status of all projects approved by or submitted to the Council ([ICA 2007](#) Articles 34, 36 and 37 and Articles 24, 26 and 27).
- iii. Providing a forum for consultations on coffee matters among governments and with the private sector and promoting international cooperation on coffee matters.
- iv. Developing, evaluating and seeking finance for projects that benefit Members and the world coffee economy ([ICA 2007](#) Article 1, Article 28 (paragraphs 1 and 3), Article 29 (paragraphs 5 and 6), Article 31 (paragraphs 1 and 2)).
- v. Promotion of consumption and market development activities ([ICA 2007](#) Article 25).

- vi. Holding of two regular sessions of the Council a year, and special sessions as required, as well as regular and intersessional meetings of Committees and advisory bodies (ICA 2007 Article 11 (paragraphs 1-3)).

2. The objectives of the Five-Year Action Plan for the International Coffee Organization, approved by the Council (ICA 2007 Article 9 (paragraph 4)) during its 120th Session on 29 September 2017:

- i. Delivering world-class data, analysis and information to the industry and policy-makers.
- ii. Using the Organization's convening power to provide a forum for dialogue between and within the public and private sectors.
- iii. Facilitating the development of projects and promotion programmes through public-private partnerships.

C. The budget distribution over the workplan and budget posts

The budget allocated under Item 10 of the Administrative Budget, 'Support for the Programme of Activities', is compared with the overall distribution of the ICO's budget over the goals and activity pillars of the Five-Year Action Plan as presented in the table below. The financial support from the Administrative Budget to the PoA (Item 10), focuses relatively more on the first goal (Delivering world-class data, analysis and information to the industry and policy-makers) and the third goal (Facilitating the development of projects and promotion of programmes through public-private partnerships).

GENERAL ACTIVITY-BASED ADMINISTRATIVE BUDGET FOR COFFEE YEAR 2025/26^{1/}
Allocation based on the main activities and relative percentage of Item 10 to support the PoA

REF	GOAL	BUDGET ITEMS	COSTS (£)	TOTAL (£)	% OF TOTAL BUDGET
I	Delivering world-class data, analysis and information to the industry and policy-makers	Premises	186,750	1,296,550	51.5%
		Personnel	906,375		
		Support for the Programme of Activities (item 10)	93,500		
		Language services, Travel, Communications, Other operating costs ^{2/} , Computer-related costs, Other meeting costs	109,925		
II	Using the Organization's convening power to provide a forum for dialogue between and within the public and private sectors	Premises	126,575	821,505	32.6%
		Personnel	610,925		
		Support for the Programme of Activities (item 10)	9,500		
		Language services, Travel, Communications, Other operating costs ^{2/} , Computer-related costs, Other meeting costs	74,505		
III	Facilitating the development of projects and promotion programmes through public-private partnerships	Premises	60,175	400,295	15.9%
		Personnel	289,700		
		Support for the Programme of Activities (item 10)	15,000		
		Language services, Travel, Communications, Other operating costs ^{2/} , Computer-related costs, Other meeting costs	35,420		
	Draft budget – Activity-based		2,518,350	2,518,350	100%

1/ This general ICO budget distribution is activity-based (the time spent by the staff and costs on different types of activities are monitored).

2/... Other operating costs include Audit, Medical Expenses, Catering, Insurance-Public Liability/Building Contents and Bank charges (Item 24 on page 7)

D. Orientation of activities for 2025/26

The proposed funds and capacities of the ICO and its Programme of Activities will be directed toward supporting the Organization's intergovernmental meetings and committees, as well as facilitating and advising Member States and partners. In addition, and in accordance with the mandates outlined in the International Coffee Agreement, the Programme of Activities will contribute to the provision of data and statistics, market promotion, and the implementation of projects, studies, surveys, and documents mandated by Member States.

The preliminary budget foreseen in the PoA 2025/26 for the different items is included in the table that follows. The activities of the PoA will be implemented by the staff of the ICO. Within the framework of the programmatic alignment prescribed by the UN80 Task Force, the ICO's partners will be fully recognized and leveraged according to their core roles. At the start of coffee year 2025/26, an operational workplan will be developed for all activities, including those under the Programme of Activities (PoA) within the Administrative Budget, and will be submitted for the appreciation of Member States.

PRELIMINARY ALLOCATION OF BUDGET 2025/26

Topic	Resources	Breakdown
INTERGOVERNMENTAL PROCESSES, MEETINGS AND COMMITTEES OF THE ICO (under Strategic Goal II of the Five-Year Action Plan)		
<ul style="list-style-type: none"> • Preparation and organization of two regular sessions of the ICC (and further special sessions if the ICC decides) • Preparation and organization of meetings of the Finance and Administration Committee and the Joint Committee (including consultations) • Facilitation of the ICA 2022 membership process (briefing activities for Members and execution of Depositary functions) • Preparation and organization of meetings of the Working Group for the Entry into Force of the ICA 2022 • Preparation and organization of meetings of the Focus Group on Specialty Coffee • Preparation and organization of meetings of the Private Sector Consultative Board meetings • Preparation and organization of the CEOs and Global Leaders Forum (CGLF) and forums for consultations on coffee matters among governments and with the private sector • Enhancing Members' engagement in the activities of the Organization, also through the organization of inception workshops for new delegates • Collecting, storing and disseminating relevant institutional information to Members • Preparation of visits of the Executive Director to Members, elaboration of country profiles, presentations and reports 	Staff	
FOLLOW-UP, FACILITATION AND TECHNICAL ADVICE TO PARTNERS, ELABORATION OF PROPOSALS (under Strategic Goals II and III of the Five-Year Action Plan)		
<ul style="list-style-type: none"> • Continuous follow-up on partners, establishing new partnerships, dialogue (private sector, technical partners, research institutions, international organizations and agencies, development banks) • Technical advice to and facilitation of partners, participation in meetings of partners, preparation of presentations • Developing, evaluating and seeking finance for projects that benefit Members and the world coffee economy • Resource mobilization and partnership efforts • Participation in expert groups or organization of expert groups • Communications 	Staff + £15,000	<ul style="list-style-type: none"> • Promotion materials and maintenance of ICO tools, Global Knowledge Hub and interface for database (sustainability database, gender tracker, due diligence regulations): £10,000 • Participation of staff in expert groups, material for expert groups (includes travel): £5,000
MARKET PROMOTION (JC) (under Strategic Goal I and III of the Five-Year Action Plan)		
<ul style="list-style-type: none"> • Annual reports on obstacles to trade and consumption • Promotion of consumption and market development activities • Development of communication material to support Members on International Coffee Day 	Staff + £26,000	<ul style="list-style-type: none"> • ICD material: £5,000 • Hardware for media content, social media, videos: £4,000

<ul style="list-style-type: none"> ▪ Communication material on the website and on social media to promote coffee ▪ Market or consumer-specific analysis or analysis related to the promotion of the coffee sector's role in certain areas of sustainability ▪ Potential projects on joint action for the promotion of coffee, for example at international events or advocacy-related activities regarding the coffee sector and trade 		<ul style="list-style-type: none"> • Maintenance website: £5,000 • Outreach and special events, incl. travel, information and material, workshops, seminars and licences for webinars and meetings: £12,000
STATISTICS AND DATA (JC) (under Strategic Goal I of the Five-Year Action Plan)		
<ul style="list-style-type: none"> • Collection, exchange and publication of statistical and technical information, including the daily composite indicator price (I-CIP) • Development of Members' capacity to deliver data, including through training workshops, continuous dialogue, collaboration with donors for infrastructure and equipment • Providing statistics to Members as they request them and providing statistics needed for the implementation of the ICA • Elaboration and implementation of statistics and economic research related to new segments of the market • Developing and implementing new information/data dashboards for Members, toolkits • Maintenance and upgrading of all databases, tools, software, API, automated access to data, back-ups and reports 	Staff + £72,000	<ul style="list-style-type: none"> • Capacity development of Members, including workshops, webinars, translation, travel, material: £30,000 • Mandatory statistics development and publication (including access to basic data, statistical programmes etc.): £14,000 • Database maintenance, migrations, server updates etc: £15,000 • Back-up of statistics database: £6,000 • Interface development and API on request by Members: £7,000
PROJECT/ANALYTICAL REPORTS (JC) (under Strategic Goal III of the Five-Year Action Plan)		
<ul style="list-style-type: none"> • Producing studies, surveys, technical reports and other documents concerning relevant aspects of the coffee sector • Report on status of all projects approved by or submitted to the Council 	Staff + £5,000	<ul style="list-style-type: none"> • Design, printing and translation of reports and related material (content produced by ICO staff): £5,000