INTERNATIONAL COFFEE ORGANIZATION

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Joint Committee
3rd Meeting
16 June 2025
London, United Kingdom

Status of implementation of the Five-Year Action Plan

Background

1. In September 2017, at its 120th Session, the International Coffee Council approved a Five-Year Action Plan (ICC-120-11) with the aim of setting out the overall direction and priorities of the International Coffee Organization under the International Coffee Agreement (ICA) 2007. The same document also included a set of key performance indicators (KPIs) to track the progress in implementing the annual Programmes of Activities and the results achieved in relation to the Five-Year Action Plan.

2. An initial annual assessment using some of the KPIs mentioned in paragraph 1 was conducted in September 2018. However, this process was discontinued in subsequent coffee years, partly due to the impact of the COVID-19 pandemic on the ICO Secretariat and its operations. Despite this, the ICO Secretariat has continued to operate in line with the approved Five-Year Action Plan.

3. An overview of the current implementation status of the Five-Year Action Plan has been provided. Please note that the timeframes used as references for the listed actions may vary based on the availability of relevant information for each action. **Annex I** of this document contains:

a. A summary table presenting key information on the 16 KPIs, which were also used in the annual assessment mentioned in paragraph 2.

b. A more detailed (but not exhaustive) table outlining the activities carried out under the priority actions of the Five-Year Action Plan, organized according to the Plan's three strategic goals: 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.

Action

The Committee is requested to note the status of implementation of the Five-Year Action Plan contained in Annex I.

Strategic Goal	KPI no.	KPI description	Timeframe	Target	Progress	Notes
Strategic Goal I	1	Quality of statistical data: Compliance of Members in providing data (timeliness of data submission, accuracy, completeness and consistency of data submitted)	From 2017/18 to 2023/24	100% compliance by all Members	Exporting Members: average score has improved from 17% to 28% compliant Importing Members: average score has decreased from 70% to 68% compliant	To improve the rate of compliance of exporting Members regional technical statistical workshops began in May 2025, starting with Asia & Oceania. Workshops in Ethiopia for Africa and in Honduras for the Americas are planned for July and September 2025, respectively
	2	Dissemination of statistical data: Satisfaction among users of ICO data (Members, subscribers, wider public) regarding usefulness and quality	N/A	75% of respondents either agree/ strongly agree that they are satisfied with data services	N/A	N/A as based on survey
	3	Statistical data: Number and category (e.g. roasters, traders, analysts, etc.) of subscribers to ICO statistical reports	from 2017/18 to 2024/25	Increase to 30 unique subscribers by end of 5-Year Action Plan	Increase from 21 to 221 subscribers to ICO statistical reports, increase of sales from 10.5k in 2017/18 to 24.5k in 24/25	

	4	Analytics: Satisfaction among users of economic research (Members, subscribers, wider public) regarding usefulness and quality	N/A	75% of respondents either agree/strongly agree that they are satisfied with economic services	N/A	N/A as based on survey
	5	Analytics: Satisfaction of participants at ICO events	N/A	At least 50% of attendees were satisfied or greatly satisfied	N/A	N/A as based on survey
	6	Analytics: Number of ICO presentations at coffee-related events	last 12 months	The Secretariat presents at all key coffee related events to which it is invited	38 presentations	20 presentations from the Executive Director 18 presentations from other ICO Secretariat staff members

Strategic Goal II	7	Change in membership	Since 2018/19	All countries that are involved in the coffee sector are Members	**ICA 2007** 1 new Member: Nigeria - Nov 2021 2 Member withdrawals: Guatemala - Sep 2020 Uganda - Feb 2022 **ICA 2022** 2 new Members: Saudi Arabia and Mozambique	
	8	(a) Number of Member countries attending ICO meetings (b) High level representation	Since 2018/19 (for in-person Sessions only)	(a) 100% attendance by all Members and (b) 10% high level representation	(a) 30 Members on average (b) Average: 0.8	For (b) high level representation, only Ministers and Vice-Ministers were considered

	9	Media coverage of ICO activities	Last 12 months	Coverage by 5 major media providers	76 contributions to media providers/press	
	10	Engagement with ICO website/social media account	Last 12 months	25% increase in engagement with site and social media activities	20% increase in followers on LinkedIn 19.95% increase in followers on Instagram 69% increase in visits to ICO website	
	11	Number of Member countries visited	Last 36 months	13 per year so that each Member country is visited at least once every 4 years	23 countries	Countries visited by the Executive Director
	12	Number of signed and implemented MoUs	Since 2018/19	At least 1 new MoU signed and implemented (joint action) each year	5 MoUs 4 Cooperation Agreements	
	13	Number of third parties (i.e. representatives from international organisations and International Financial Institutions (IFIs)) attending ICO events (Council, fora, seminars)	Since 2018/19	Increase attendance of third parties by 10-20% a year	Average of 7 per session	

Strategic Goal III	14	Number and value of project proposals developed and which ICO is associated with	Since 2021	US$100 million by the end of the Five-Year Action Plan	11 (past and ongoing since 2021)	Value not available
	15	Reports on results of completed projects	Since 2020/2021	100%	7 reports out of 8 completed projects	
	16	Participation in International Coffee Day (number of events registered)	2024	There should be at least one registered event in each Member country by the end of the Five-Year Action Plan	10 registered events on ICD website 77 engaged countries on social media	

Strategic Goal I: Delivering world-class data, analysis and information to the industry and policy-makers	
I.A. Priority Actions to improve raw data collection, storage and handling	
Actions	**Main activities carried out and Status**
Identify reasons for poor compliance with data submission requirements by Member countries **Address constraints resulting in poor compliance by Member countries (e.g. capacity-building in Member countries and streamlining processes related to data submission)** **Reinforce the linkage to national statistics institutions in charge of data collection and, where necessary, identify alternative sources of data and explore a wider range of sources of information when gaps appear in the Organization's statistical coverage**	The Secretariat has analysed the causes of low compliance and detailed information in this sense will be the subject of a document to be circulated in due course. Capacity and linkages with Members' databases are being supported: • Regional technical workshops to increase compliance are being organized (Asia, Africa, Latin America). The first workshop launched on 14 May 2025, with the inaugural event taking place in Jakarta, Indonesia for Asia & Oceania Members. • In process of linking the ICO's database with Members – Brazil, Colombia and Cote d'Ivoire (via API) Also, official sources and avenues are used to validate the data delivered by the Members, and to improve and supplement (where necessary) data delivered to the Members with regard to statistics: • Until April 2024, subscribed to GTIS, a private trade data service provider, with access to monthly data for 25 countries • May 2024 onwards, switched service provider to TDM, providing access to monthly data for 199 countries • United Nations Commodity Trade Statistics Database (UN Comtrade) used for remaining 77 countries, including 21 exporting Members • Individual, country-specific database used for monthly trade data Annual production, exports, area under coffee collected through national statistical institutions, central banks, national coffee associations.
Promote public-private partnerships to enhance the collection of data on certified coffees (organic coffee, specialty coffee, fair trade coffee, etc.)	The International Coffee Council approved the creation of the Focus Group on Specialty Coffee at its 136th Session. Since then, the Group has met three times (March 2024, July 2024 and January 2025) and discussed several issues of relevance, including the possible definition of 'specialty coffee'. In addition to the Specialty Coffee Association (with which a MoU was signed in December 2023), the Secretariat has been liaising with several organic and trade coffee associations, including Rainforest Alliance, 4C, and Fairtrade.
Establish a robust approach with commonly agreed framework and	"New indicator for Members' compliance with the Rules of Statistics" was adopted at the 125th Session of the Council, September 2019, coffee year 2018/19.

indicators for assessing and improving the adequacy of the statistical data collected by the ICO to ensure: **• Quality (timely, accurate, consistent)** **• Comprehensiveness (relevance of variables collected)**	The new methodology has been used since coffee year 2018/19. Compliance data for individual countries is available.
Ascertain and address the needs and priorities of Members and subscribers	The following Statistics Committee and Joint Committee meetings were held during which the needs and priorities of Members were ascertained: Coffee year 2019/20, Statistics Committee, September 2020: • Modification of the Certificates of Origin Coffee year 2020/21, Statistics Committee, March 2021: • Data concepts and variables used in the statistics of the Organization • Modification of the Certificates of Origin Coffee year 2020/21, Statistics Committee, September 2021: • Modification of the Certificates of Origin Coffee year 2021/22, Statistics Committee, March 2022: • Modification of the Certificates of Origin Coffee year 2021/22, Statistics Committee, September 2022: • Modification of the Certificates of Origin • Procedure for addressing significant discrepancies in exports/imports monthly report Coffee year 2024/25, Joint Committee, March 2024: • Data availability, accessibility and quality improvement Needs and priorities of subscribers were ascertained through continuous ad-hoc interactions.
Improve data management (e.g. upgrade IT solutions for data management and related internal	• World Coffee Statistics Database (WCSD) was launched on 31 January 2022.

processes) in order to increase efficiency of data input, handling, storage and dissemination	• Increase use of macros to automate:
	  o Daily price calculation and uploading
	  o Daily price dissemination
	  o Daily collection of exchange rates, futures prices and volume of trade
	
	• Registration with Stata, statistical programme May 2025

Engage with experts from the private and public sectors to review and, if appropriate, address discrepancies in ICO statistical data	The Statistical Roundtable met on: • March 2019 • February 2022 • May 2022 • June 2023 Roundtable meetings will be restarted in Autumn 2025.
Make relevant and accurate statistical data on the coffee sector (e.g. market and production statistics) available to Members and third parties	The following publications have been made available for dissemination of relevant and accurate statistical data on the coffee sector: • Monthly Trade Statistics • Coffee Market Report • Quarterly Statistical Bulletin • Coffee Report & Outlook

Establish partnerships with universities and research institutions (Agrinatura, etc.) **Enhance collaboration with coffee research institutions**	The ICO has engaged with at least one university annually for the production of the Coffee Development Report (CDR), the ICO's flagship report: • CDR 2019 – Growing for Prosperity – Newcastle University • CDR 2020 – The Value of Coffee: Sustainability, Inclusiveness and Resilience of the Coffee Global Value Chain – Michigan State University (MSU) • CDR 2021 – The Future of Coffee: Investing in Youth for a Resilient and Sustainable Coffee Sector – Michigan State University (MSU) • CDR 2022-23 – Beyond Coffee: Towards a Circular Coffee Economy – Politecnico di Torino, University College London (UCL) In 2021, the ICO contributed to the fourth edition of The Coffee Guide, one of the most extensive sources of information on international coffee trade, published by the International Trade Centre (ITC) and with contributions from more than 70 stakeholders of the coffee sector. In 2022-23, Wageningen University was involved in the ICO/CPPTF independent policy brief "Deforestation and forest degradation in coffee supply chains" on the EUDR and coffee. After its initial publication online, Members decided to remove it from the ICO website and not to disseminate it. In June 2024, the ICO and UNIDO published the report "Sustainability & resilience of the coffee global value chain: towards a global investment vehicle", developed in collaboration with the London School of Economics. In 2025, the ICO supported the execution of a workshop on the access and benefit of sharing coffee genetic resources organized by Crop Trust, in collaboration with the *Centre National de Recherche Agronomique (CNRA)*of Côte d'Ivoire and the International Treaty on Plant Genetic Resources for Food and Agriculture.
Strengthen partnerships with other organizations (FAO, UNCTAD, IFAD, etc.) to conduct economic analyses, as well as creating and sharing of knowledge	The following MoUs have been signed: • September 2023, MoU with the **Global Coffee Platform** (GCP) to promote sustainable development as a means of achieving social and economic progress in coffee producing and importing countries, expand public-private collaborations and enable the coffee sector to contribute to the UN Sustainable Development Goals. • December 2023, MoU with the **Specialty Coffee Association (SCA)** to undertake to create educational programmes for the development of skills in coffee production, trade and commercialization and to plan and design promotion actions focused on high-quality coffee consumption, among other things.

	• December 2023, MoU with **Center for Circular Economy in Coffee (C4CEC)** • December 2023, MoU with the **International Trade Centre (ITC)** • September 2024, MoU with the **Agency for Robusta Coffee of Africa and Madagascar (ACRAM)** to undertake to seek sector coordination and work on priority issues such as research and development, capacity building, sustainability initiatives, exchange of coffee-related information • Renewal of the MoU with the FAO is currently being finalized; key role played by coffee statistics and data. The following Joint Declarations, Cooperation Agreements and Letters of Intent have been signed: • May 2019, Joint Declaration with the **United Nations Industrial Development Organization (UNIDO)** • June 2023, Letter of Intent between the ICO and the **International Labour Organization (ILO)** • November 2023, Cooperation Agreement with **Coffee Training Centre (CTC)** of Ethiopia. It aims to capitalize on the facilities and capabilities of the CTC as a means to foster networking and build the capacity of public and private coffee stakeholders in the African coffee value chain. • January 2024, Joint Declaration with **BMZ** and **GCP** was signed. Other partnerships: • The ICO has developed a partnership with UNIDO and Italy regarding resilience of coffee in Africa and elsewhere. • The ICO was fully involved in the political engagement of the G7 to invest in Coffee as a strategic sector in food system transformation and resilience • In 2025, the ICO has obtained observer status at the United Nations General Assembly The ICO facilitates and provides technical assistance to specific interventions/programmes with the European Commission, World Bank, ILO.

Encourage Members to provide their national coffee strategies and country coffee profiles to share best practices among Members	At the **124th Session of the International Coffee Council**, the following countries presented updates on their coffee policies/their country profile: • Kenya (country profile) • Uganda (country profile) • Vietnam (country profile) • Peru (national coffee policy/strategy) At the **129th Session of the International Coffee Council**, the following countries presented updates on their coffee policies/their country profile: • Honduras (national coffee policy/strategy) At the **130th Session of the International Coffee Council,** the following countries presented updates on their coffee policies/their country profile: • El Salvador (national coffee policy/strategy) At the **132nd Session of the International Coffee Council**, the following countries presented updates on their coffee policies/their country profile: • Peru (national coffee policy/strategy) At the **134th Session of the International Coffee Council**, the following countries presented updates on their coffee policies: • Brazil (national coffee policy/strategy) • El Salvador (national coffee policy/strategy) At the **136th Session of the International Coffee Council**, the following countries presented updates on their coffee policies: • Colombia (national coffee policy/strategy) • El Salvador (national coffee policy/strategy) • Honduras (national coffee policy/strategy) At the **138th Session of the International Coffee Council**, the following countries presented updates on their coffee policies: • Brazil (national coffee policy/strategy) • Colombia (national coffee policy/strategy)

	• El Salvador (national coffee policy/strategy) • EU-Italy (national coffee policy/strategy) • Nepal (national coffee policy/strategy) • Switzerland (national coffee policy/strategy)
Arrange presentations by experts on coffee-related matters during ICO meetings **Invite external experts to ICO events**	**April 2018, 121st ICC in Mexico City** • Understanding the Coffee Value Chain: past and future - Professor Jeffrey Sachs **September 2018, 122nd ICC in London** • Women in the coffee industry - Ms Luiza Carvalho, Regional Director, UN Women for the Americas and the Caribbean **March 2019, 124th ICC in Nairobi** • Updates on analysis of income for smallholder farmers - Professor Jeffrey Sachs • Profitability of coffee farming in selected Latin American countries, Ms Andrea Estrella Chong of the Department of Agricultural and Resource Economics at University of California, at Davis • Specialty coffee market – Mr Ric Rhinehart, Specialty Coffee Association **September 2021, 130th ICC (virtual)** • Presentation on the results of the Domestic Consumption project financed by the ICO Special Fund – Mr René León Gómez, PROMECAFÉ • Presentation on "The Coffee Guide - Fourth Edition"- Ms Sarah Charles, International Trade Centre (ITC) **February 2022, 131st ICC (virtual)** • Preview of ICO's Coffee Development Report 2021 – Prof Felix Kwame Yeboah, Michigan State University (MSU) **October 2022, 134th ICC in Bogotá** • Presentation on the activities carried out by SCA – Ms Kim Elena Ionescu, Specialty Coffee Association (SCA) **March 2023, 135th ICC (virtual)** • CPPTF proposal on the implementation of the Roadmap - Ms Hannelore Beerlandt, Presentation on the independent policy brief "Deforestation and forest degradation in coffee supply chains" – Dr María Naranjo Barrantes, Wageningen University Since their establishment, several experts have been invited to intervene in panels and seminars organized under the framework of the Coffee Public-Private Task Force (CPPTF) and the CEOs and Global Leaders Forum (CGLF). Some of the strategic development

	partners and coffee stakeholders are (but not limited to) Afreximbank, ASECC, Cecafé, CLAC, Conselho Nacional do Café, Cooxupé Brasil, GIZ, IACO, IDH, PROMECAFE, Rainforest Alliance, SECO, and the World Bank Group, but also ICO Members' relevant ministries and institutions, such as SADER in Mexico.
Prepare and disseminate studies on emerging issues in the global coffee sector, socio-economic aspects of coffee production, and impacts of agricultural policies	In September 2018 the ICO published the insight report "GENDER EQUALITY IN THE COFFEE SECTOR". The ICO's flagship report has adopted topics tackling the most emerging issues in the global coffee sector: • CDR 2020: Sustainability, inclusiveness and resilience of the coffee global value chain • CDR 2021: Investing in youth for a resilient and sustainable coffee sector • CDR 2022-23: Towards a circular coffee economy

Strategic Goal II: Using the Organization's convening power to provide a forum for dialogue between and within the public and private sectors

II.A. Priority actions to strengthen membership engagement

Actions	Main activities carried out and Status
Provide a forum for dialogue on coffee-related issues	22 meetings of the Sherpas of the Coffee Public-Private Task Force and 9 Open sessions of the CPPTF: • Discussions on living & prosperous income, EUDR, policies in importing countries, cost of production studies, landscape approaches in coffee regions. 6 CEOs & Global Leaders Forums: • Updates on the work of the CPPTF regarding living & prosperous income • Discussion about EUDR and what the ICO should do next • Update on the Global Coffee Fund initiative from the Government of Italy • Presentation of the Coffee Development Report 2022-2023 – Beyond Coffee: Towards a Circular Economy in Coffee • 80 participants in London – from public sector, private sector, development agencies and civil society • 1 World Coffee Conference (WCC) in Bangalore, India, in 2023. The previous WCC had taken place in Addis Abeba, Ethiopia, in 2016, before the Five-Year Action Plan was approved.
Organize Council sessions and other ICO meetings in Member countries at appropriate intervals	Since the approval of the "Five-Year Action Plan for the International Coffee Organization", 19 Sessions of the International Coffee Council have been organized and held. Of these: • 14 regular Sessions • Five special Sessions (123rd, 126th, 128th, 131st, and 133rd) • Four Sessions held in London (122nd, 123rd, 125th, and 138th) • Four Sessions held in Member Countries (121st in Mexico City, 124th in Nairobi, 134th in Bogotá, and 136th in Bengaluru) • 11 Sessions held online on Zoom (126th – 133rd, 135th, 137th, and 138th)

Organize a session of the Consultative Forum on Coffee Sector Finance once a year	The last session of the Consultative Forum on Coffee Sector Finance (9th) was held on 24 September 2019 in London. The 10th session of the Consultative Forum on Coffee Sector Finance had originally been scheduled to take place along with the 129th Session of the Council in Spring 2021. The session in question was not organized as meetings continued to be held online due to the COVID-19 pandemic throughout coffee year 2020/21. Themes usually addressed within the Consultative Forum on Coffee Sector Finance were gradually absorbed by the CPPTF and the CGLF.
Organize self-funding seminars on relevant topics in selected Member countries **Organize webinars on coffee-related matters**	The ICO Secretariat has actively participated in and co-organized numerous webinars in collaboration with Member States, as well as in-person seminars, often held during the Executive Director's visits to these countries. International seminars on sustainability in the coffee sector were set up in 2019 in partnership with the International Fund for Agricultural Development, the UN, the Italian Agency for Development Cooperation, and the EU in March, April and June 2019. The ICO organized several webinars with the International Trade Centre (ITC) on specific market and sustainability issues. Between May and November 2024, a global webinar series on circular economy was co-organized with ITC and the Center for Circular Economy in Coffee (C4CEC), with participants from the private and public sectors, academia and international organizations, to underscore how a circular economy can drive innovations, improve business practices and create opportunities in coffee producing countries. Since their establishment, numerous panels and seminars have been organized under the framework of the Coffee Public-Private Task Force (CPPTF) and the CEOs and Global Leaders Forum (CGLF), in collaboration with strategic development partners and coffee stakeholders such as (but not limited to) Afreximbank, ASECC, Cecafé, CLAC, Conselho Nacional do Café, Cooxupé Brasil, GIZ, IACO, IDH, PROMECAFE, Rainforest Alliance, SECO, and the World Bank Group, but also ICO Members' relevant ministries and institutions, such as SADER in Mexico. Within CPPTF's Technical Workstreams – TWs (TW1 on Living and Prosperous Income, TW2 on Cost of Production, TW3 on Policies of Importing Countries and TW4 on Landscape Approaches) several seminars have been organized with the participation of the public and private sector and NGOs. In addition, open webinars have been conducted on key topics such as Living and Prosperous Income, market development (with a focus on Mexico and Rwanda), and EUDR-related issues—including a webinar during the World of Coffee event in 2024, discussions on Joint Data Systems, and the EUDR Information System Pilot. A series of four webinars also focused on regenerative agriculture.

Organize the World Coffee Conference in conjunction with the host country	• The 5th World Coffee Conference was organized in conjunction with the Coffee Board of India and held in Bengaluru from 25 to 28 September 2023. As per the information shared by the host country, the Conference covered a wide range of topics across 12 thematic sessions, boasting the participation of 127 international speakers and attracting over 2,000 delegates from across the globe. Additionally, the host country organized 13 technical workshops, an exhibition with 253 different stands and more than 17,000 business visitors, competitions, as well as the first Grower's Conclave, which brought together more than 1,000 farmers and global hands-on experts to discuss the pressing challenges facing the sector. • The 4th World Coffee Conference, in 2016, was organized in Addis Abeba in Ethiopia.
Organize press briefings during Council Sessions and special events with national and international media to brief them about the ICO and coffee issues	During the 134th ICC in Bogota and during the 136th ICC in Bangalore, press conferences were organized by the hosts in which the Executive Director of the ICO played a central role together with the hosting Country. Press and media releases have taken place on the occasion of each ICC Meeting.
Promote close contacts with representatives of Members based in London by holding special briefings on the ICO agenda prior to each Council session	In preparation for each Session of the Council, special briefing meetings have been organized in London or in the hosting country. Briefing meetings are generally attended by the Chair and Vice-Chair of the Council; the Chairs and Vice-Chairs of the Committees (Joint Committee and Finance and Administration Committee) and Working Groups; the spokespersons for exporting and importing Members; the ICO's Executive Director, Head of Operations, Head of Finance and Administration and any other relevant staff of the ICO Secretariat. The ICO Secretariat maintains close contact with representatives of Members based in London. This is implemented through: • Ad hoc bilateral meetings either at the request of Members or when deemed necessary by the ICO Secretariat, with the aim of advancing the Organization's agenda (on average 3 meetings per month). • Hybrid Induction Workshops for new delegates joining Members' delegations to the ICO (once per calendar year since 2023) • The ICO Secretariat's regular participation in the "Embassy Induction Seminar", organized by "Embassy Magazine" with the support of FCDO, to brief new diplomats posted in London, including from ICO Members, on the activities of the Organization.

Develop links with senior government representatives when visiting ICO member countries	The Executive Director has been meeting with high-level senior government representatives when visiting ICO Member countries. In the past two years, the ED has met with high-level representatives of the following ICO Members: Brazil, Cameroon, Colombia, Côte d'Ivoire, Ethiopia, EU-European Commission, EU-Germany, EU-Italy, Honduras, India, Indonesia, Mexico, Rwanda, Switzerland, Tanzania, Togo, and Vietnam.
Expand, develop and improve the ICO website content and outward communication	The new ICO website was launched in February 2023 as part of an effort to create a more modern and user-friendly platform for ICO delegates and the broader audience. The updated site features an enhanced layout, an optimized search function and advanced analytics. Since its launch, the new ICO website has been visited 5.6 million times. Through the ICO website, Members and the broader audience can have access to several tools and platforms, such as the World Coffee Statistics Database (since January 2022) and the CPPTF Global Knowledge Hub (since 2023) in which specific outputs of the CPPTF and TWs are available, such as the mapping of global due diligence regulations, mapping of sustainability support initiatives, etc. With the hiring of a Communications Officer in January 2024, the ICO has strengthened its presence on social media platforms and bolstered its in-house capacity to produce content promoting both its activities and the coffee sector, including for International Coffee Day campaigns. In the last 12 months, the ICO's social media profiles have shown positive performance, with a considerable growth in the number of followers: +20% on LinkedIn; +19.9% on Instagram. In January 2025, a new document section was introduced, creating a restricted area exclusively for ICO Members. In April 2025, the ICO started to implement a new strategy to boost engagement with the global press. Following the release of the Coffee Market Report to Members, the ICO Secretariat has been sending a press release featuring key data and a brief analysis to a mailing list of journalists.
Organize activities on the ICO website on coffee-related matters	N/A
Prepare a fact-video providing information on Member countries' national coffee sectors	N/A

Organize missions to Member countries	The ED took part in the following missions to ICO Member countries since the start of her mandate (some Members have been visited more than once): Brazil, Cameroon, Colombia, Costa Rica, Côte d'Ivoire, Ethiopia, EU-Belgium, EU-Czech Republic, EU-Denmark, EU-Germany, EU-Greece, EU-Italy, EU-Netherlands, EU-Spain, Honduras, India, Indonesia, Mexico, Rwanda, Switzerland, Tanzania, Togo, and Vietnam. Missions served as an opportunity to meet with ICO delegates and government representatives, as well as to participate in coffee events. For each mission, presentations and country briefs (an average of 40 per calendar year) are prepared to support the ED's participation in the abovementioned meetings and events.
Participate in national and international coffee events **Participate in coffee events organized by regional and national coffee organizations or associations**	During the last two years, the ED has participated in several private sector associations' events (NCA, SCA, AFCA, SCTA, Cecafé, CNC, Sintercafe, PROMECAFE, Fairtrade International, etc). The Head of Operations has joined some of the meetings as well. The ED or senior staff of the ICO Secretariat normally meet with representatives of regional coffee organizations during missions (PROMECAFE, Asean Coffee Federation, IACO). The ED participated in the Inter-African Coffee Organization (IACO) 62nd annual meeting in Lomé, Togo, while the former Chief Economist participated in their 64th annual meeting in Addis Abeba, Ethiopia, in 2024. Since the beginning of her mandate, the ED has visited several development partners of the ICO such as FAO, ITC, WTO, GIZ/BMZ, GCP, European Commission, IFAD, and other UN agencies, also joining some of their technical missions. In 2023, the ED participated in a meeting with the European Space Agency (EUSPA) within their work on the EUDR. In 2024, the ED participated in the Green Week in Berlin (January) and took part in a mission in Brazil (Pará and Espírito Santo states) with the EU Competent Authorities responsible for enforcing the implementation of the EUDR (November-December). For each visit, presentations and country briefs (an average of 40 per calendar year) are prepared to support the ED's participation.
Organize missions to non-member countries with a view to inviting their accession. Promote close contacts with non-members based in London by holding special briefings on coffee and the ICO	Since the beginning of her mandate, the Executive Director has visited the following non-member countries with a view to expanding the membership of the ICO: China, Guatemala, Mozambique, Uganda, and USA.

II.B. Priority actions to strengthen engagement with third parties	
Actions	**Main activities carried out and Status**
Foster the ICO's role as the leading coffee authority ensuring that it is seen as the global forum for discussions on coffee matters. **Enhance cooperation and communication on coffee policies and actions with the private sector.** **Organize coffee events in partnership with the private sector and NGOs.**	During the ICC meeting weeks, countries present their policies and strategies related to coffee and exchange experiences (see above). 22 closed CPPTF Sherpas-only meetings took place, as well as 9 CPPTF open meetings. • Discussions on living & prosperous income, EUDR, policies in importing countries, cost of production studies, landscape approaches in coffee regions. • Participants from signatory companies of the London Declaration and representatives of industry associations from different countries and regions. 6 CEOs & Global Leaders Forums • Updates on the work of the CPPTF regarding living & prosperous income • Discussion about the EUDR and what the ICO should do next • Update on the Global Coffee Fund initiative from the Government of Italy • Presentation of the Coffee Development Report 2022-2023 – Beyond Coffee: Towards a Circular Economy in Coffee • 80 participants in London – from public sector, private sector, development agencies and civil society Since their establishment, numerous panels and seminars have been organized under the framework of the Coffee Public-Private Task Force (CPPTF) and the CEOs and Global Leaders Forum (CGLF), in collaboration with strategic development partners and coffee stakeholders such as (but not limited to) Afreximbank, ASECC, Cecafé, CLAC, Conselho Nacional do Café, Cooxupé Brasil, GIZ, IACO, IDH, PROMECAFE, Rainforest Alliance, SECO, and the World Bank Group, but also with ICO Members' relevant ministries and institutions, such as SADER in Mexico. The 5th World Coffee Conference was organized by the Coffee Board of India in partnership with the ICO and held in Bengaluru from 25 to 28 September 2023. As per the information shared by the host country, the Conference covered a wide range of topics across 12 thematic sessions, boasting the participation of 127 international speakers and attracting over 2,000 delegates from across the globe.

	Due diligence policy-related discussions with relevant stakeholders and the private sector as part of TW3 – Importing Countries – 14 meetings Sessions with relevant authorities and private sector related to EUDR implementation – 4 Mapping of 43 survey providers for EUDR and mapping of joint action for EUDR Mapping of global due diligence regulations (possibly) applicable to coffee Mapping of sustainability projects (public, private) for the coffee sector + app
Enhance collaboration with coffee research institutions	See above for collaboration with coffee research institutions. Additionally: • In 2021, the ICO contributed to the fourth edition of The Coffee Guide, one of the most extensive sources of information on international coffee trade, published by ITC and with contributions from more than 70 stakeholders of the coffee sector. • In 2025, the ICO supported the execution of a workshop on the access and benefit of sharing coffee genetic resources organized by Crop Trust, in collaboration with the *Centre National de Recherche Agronomique (CNRA)*of Côte d'Ivoire and the International Treaty on Plant Genetic Resources for Food and Agriculture.
Strengthen links with United Nations institutions, international and regional development banks, other development finance institutions in order to mobilize capital flows into the coffee sector	• The ICO has been involved in the political and financial engagement of the G7 to promote the coffee sector as an essential part of food system transformation and to increase supply security by public-private finance. The G7 has launched the concept to establish the Global Coffee Fund. Mobilization of development banks around engagement of G7 on coffee, with ICO. • Collaboration with GIZ/BMZ on sustainable coffee and digitalization. Yearly strategic dialogue and financing to the CPPTF. • Collaboration with UNIDO and AICS on financing coffee sector, public-private cooperation, involvement of Italian Development Bank and strategic actions by the ICO. Contribution of UNIDO to Trust Fund of the ICO. • Close cooperation with SECO on investments in the coffee sector and sustainability, also via Swiss Sustainable Coffee Platform • Meetings with World Bank and FAO Investment Centre and FAO Investment Forum for their investments in the coffee sector. • Facilitation of coherence and complementarities and cooperation with Team Europe Initiative on the EUDR, with the European Forest Institute and Team Europe Initiative on Coffee in Africa, via EC DG INTPA F3.In 2023, AJCA, the ICO and ILO started a partnership to promote decent work in the Colombian coffee supply chain. In 2025, a second phase of this collaboration has been approved and will focus on enhancing the capacity of AJCA and its members to promote and support decent work. • In 2025, the ICO secured ITC's funding of ACRAM members to participate in the workshop in Côte d'Ivoire on access and benefit sharing of coffee genetic resources. The ICO has had active cooperation with ITC on processes like The Coffee Guide, Circular Economy, mapping of coffee initiatives and monitoring of market developments.

Strengthen links with NGOs, sustainability initiatives, and other organizations working in the field of international development and poverty alleviation	Frequent interactions with NGOs and sustainability initiatives as part of TW1, TW2, TW4 – 20 meetings (Living and Prosperous Income, value chain transparency and cost of production, landscape approaches) + 18 meetings with TW3 (Policies of Coffee Importing Countries). The Sustainable Coffee Challenge and Global Coffee Platform are both Sherpas in the CPPTF and lead implementation of actions in the TWs. The strong potential of the coffee sector to alleviate poverty of coffee farmers is addressed under the work of TW1 and TW2 on Living and Prosperous income. This includes conceptual work as well as field work with the interested coffee exporting countries. Sustainable Food Lab leads implementation of actions under TW1. COSA leads implementation of actions in TW2 and TW1. Regional and national farmers' organizations and cooperatives participate on a regular basis in several of the TWs. In TW3 they have been able to present their positions, actions and challenges. TW3 has built a stable network with CIAT, GCP, European Forest Institute, Fairtrade, ISEAL, Proforest, ITC, GIZ, FAO, WRI to work on technical aspects of EUDR and to make use of their coordinated technical advice for the coffee sector.
Raise awareness of coffee-related issues through award competitions	For International Coffee Day 2018, the "Women in Coffee" photo competition was launched. The winning picture was selected through online votes (2000+ voters) and votes of delegates attending the 122nd ICC Session. ICO Award for Excellence in Coffee-Related Research 2019, designed to promote high-quality research on emerging issues in the global coffee sector from among ICO Member countries.
Maintain close contact with the media through regular press releases and briefings	Since the beginning of coffee year 2022/23, 25 press releases have been circulated. The ICO Secretariat has participated in an average of five press interviews per month, either recorded with the Executive Director or through written responses. This average excludes market-related consultations handled by the Statistical Division. In April 2025, the ICO started to implement a new strategy to boost engagement with the global press. Following the release of the Coffee Market Report to Members, the ICO Secretariat has been sending a press release featuring key data and a brief analysis to a mailing list of journalists. During the ICC meetings in Member countries, press conferences are organized by the host government.

Strategic Goal III: Facilitating the development of projects and promotion programmes through public-private partnerships

III.A. Priority actions to facilitate coffee sector development projects

Actions	Main activities carried out and Status
Identify, in collaboration with development agencies, the key areas where coffee can play a major role in promoting sustainable development **Identify and mobilize funds for coffee sector development projects** **Raise awareness of the profile of the coffee sector in the donor community**	• In September 2016, Members decided to distribute the remaining assets from the Special Fund among three regions: Latin America, Africa and Asia, to promote coffee domestic consumption in exporting countries. In Latin America, PROMECAFE received US$458,566 and executed a project in 10 countries between 2018 and 2021. In Africa, the Inter-African Coffee Organisation (IACO) received US$454,021 and covered 15 countries starting in May 2019. In September 2020, Asia and Oceania countries agreed to allocate detailed portions to each country to implement independent and decentralized projects. The Philippines and Timor-Leste have not yet requested their Fund allocation. • Development of Coffee Market Development Tool (2021) • Delta project 2022/23 with BCI, GCP, ICAC, ISEAL Innovation Fund • Kenya Circular Economy Assessment (2024) • In September 2021, the Central American Bank for Economic Integration (BCIE) offered to grant finance to the ICO to commission a report of the impact of climate-related shocks in Honduras and Nicaragua, in addition to a project proposal to address the challenges and build a resilient coffee sector. • Implementation of the Coffee Sustainability Initiatives Mapping Tool. • The ICO has been involved in the political and financial engagement of the G7 to promote the coffee sector as an essential part of food system transformation and to increase supply security by public-private finance. The G7 has

	consecutively launched the concept to establish the Global Coffee Fund. Mobilization of Development Banks around engagement of G7 on coffee, with ICO • Close collaboration with GIZ/BMZ on sustainable coffee and digitalization. Yearly strategic dialogue and financing to CPPTF • Close collaboration with UNIDO and AICS on financing coffee sector, public-private cooperation, involvement of Italian Development Bank and strategic actions by the ICO. Contribution of UNIDO to Trust Fund of the ICO. • Close cooperation with SECO on investments in the coffee sector and sustainability, also via Swiss Sustainable Coffee Platform • Meetings with World Bank and FAO Investment Centre and FAO Investment Forum concerning their investments in the coffee sector. Collaboration with FAO on data and coffee market analysis • Facilitation of coherence and complementarities and cooperation with Team Europe Initiative on EUDR, with the European Forest Institute and Team Europe Initiative on Coffee in Africa, via EC DG INTPA F3 • In 2023, AJCA, ICO and ILO started a partnership to promote decent work in the Colombian coffee supply chain. In 2025, a second phase of this collaboration has been approved and will focus on enhancing the capacity of AJCA and its members to promote and support decent work • In 2025, the ICO secured ITC's funding of ACRAM members to participate in the workshop in Côte d'Ivoire on access and benefit sharing of coffee genetic resources. The ICO has had active cooperation with ITC on processes like The Coffee Guide, Circular Economy, mapping of coffee initiatives and monitoring of market developments. As part of the MoU between ITC and the ICO, there has been collaboration in developing projects to assist coffee producers to increase productivity, quality, safety and livelihoods and reduce vulnerability to price.

Support the design and implementation of national coffee strategies and encourage sharing of best practices	• As part of the Autumn meetings of the ICC, there is a regular exchange on national strategies and Members present their national policies (see above) • As part of the CPPTF, there has been support for efforts from Mexico and Rwanda to create roadmaps/strategies to close the living income gaps in coffee regions. As part of the CPPTF, there has been support for efforts in Honduras, Togo, Ethiopia • In TW3, Members and stakeholders of coffee exporting Members have on a very regular basis explained and discussed their strategies on how to contribute to compliance by the private sector with the EUDR • Meetings with World Bank and FAO Investment Centre and FAO Investment Forum for their investments in the national coffee strategies • During the missions of the ED to Member Countries, national strategies are discussed
Assist in the preparation of coffee sector development project proposals	• In September 2016, Members decided to distribute the remaining assets from the ICA Special Fund among 3 regions: Latin America, Africa and Asia, to promote coffee domestic consumption in exporting countries. In Latin America, PROMECAFE received US$458,566 and executed a project in 10 countries between 2018 and 2021. In Africa, the Inter-African Coffee Organisation (IACO) received US$454,021 and covered 15 countries starting in May 2019. In September 2020, Asia and Oceania countries agreed to allocate detailed portions to each country to implement independent and decentralized projects. The Philippines and Timor-Leste have not yet requested their Fund allocation • Assisted in the draft of the "Advancing Climate Resilience and Transformation in African Coffee (ACT)" programme, a partnership between Italy and UNIDO • Supported the second phase of the "Strengthening compliance with fundamental principles and right at work in the coffee supply chain" project, a collaboration between AJCA, ICO and the ICO • Meetings with World Bank and FAO Investment centre and FAO Investment Forum for their investments in the coffee sector • Facilitation of coherence and complementarities and cooperation with Team Europe Initiative on EUDR, with the European Forest Institute and Team Europe Initiative on Coffee in Africa, via EC DG INTPA F3, for their programmes in coffee exporting countries • Facilitation of projects of Center for Circular Economy in Coffee (C4CEC) in Kenya and Vietnam
Support research and development of new technologies	The ICO supported the execution of a workshop on the access and benefit of sharing coffee genetic resources organized by Crop Trust, in collaboration with the Centre National de Recherche Agronomique (CNRA) of Côte d'Ivoire and the International Treaty on Plant Genetic Resources for Food and Agriculture.
Actively support initiatives that encourage entrepreneurship in rural communities	In September 2016, Members decided to distribute the remaining assets from the ICA Special Fund among 3 regions: Latin America, Africa and Asia, to promote coffee domestic consumption in exporting countries. In Latin America, PROMECAFE

	received US$458,566 and executed a project in 10 countries between 2018 and 2021. In Africa, the Inter-African Coffee Organization (IACO) received US$454,021 and covered 15 countries starting in May 2019. In September 2020, Asia and Oceania countries agreed to allocate detailed portions to each country to implement independent and decentralized projects. The Philippines and Timor-Leste have not yet requested their Fund allocation. The ICO is a strategic member of the Centre for Circular Economy, C4CEC, a unique pre-competitive platform designed to put circular economy into practice at each stage of the coffee value circle. In May 2025, training on the Speciality Coffee Association (SCA) standards and protocols for baristas and professional coffee tasters took place in Abidjan, Côte d'Ivoire. Co-organized by the Conseil du Café-Cacao (CCC) in Côte d'Ivoire, in partnership with ITC and ACRAM, the training supported the Ivorian Government's efforts to promote local products and access regional markets, while strengthening local expertise in cupping and barista skills.
Contribute to capacity-building of farmers' organizations	• Trainings on Living and Prosperous Income approach from TW1 included farmer organizations (Honduras, Ethiopia, Togo). Work on cost of production by TW2 directly included farmers' cooperatives in Rwanda and Mexico. • Regional and national Farmers Organisations and Cooperatives participate on a regular basis in several of the TW. In TW3 they have been able to present their positions, actions and challenges. • In 2021, the ICO contributed to the fourth edition of The Coffee Guide, one of the most extensive sources of information on international coffee trade, published by ITC and with contributions from more than 70 stakeholders of the coffee sector.
Share results from policies, and individual projects/interventions widely among the development community (donors, stakeholders, implementing parties, etc.)	During 18 TW3 Meetings, stakeholders have been exchanging their strategies and approaches to contribute in an inclusive way to private sector compliance with the EUDR.

III.B. Priority actions to stimulate promotion programmes through public-private partnerships	
Actions	**Main activities carried out and Status**
Provide effective promotion of International Coffee Day, thereby reinforcing the ICO's status as the international organization for coffee	The ICO Secretariat has been actively developing and distributing promotional materials in preparation for the celebration of International Coffee Day (ICD), targeting both ICO Members and coffee stakeholders. Below are details of some of the recent campaigns created by the ICO Secretariat, which are available on the Organization's dedicated ICD website (https://www.internationalcoffeeday.org/). • 2018: Women in Coffee • 2019: The Future of Coffee • 2020: A celebration of coffee – Make a date with your coffee companion • 2021: Coffee's Next Generation • 2022: The Circular Coffee Economy • 2023: Coffee People - Joining forces for a safer coffee supply chain (in partnership with the International Labour Organization) • 2024: Coffee: your daily ritual, our shared journey - Embracing Collaboration for Collective Action
Encourage actions related to the promotion and consumption of coffee **Collaborate with exporting Members to encourage an effective growth in domestic consumption**	In September 2016, Members decided to distribute the remaining assets from the ICA Special Fund among 3 regions: Latin America, Africa and Asia, to promote coffee domestic consumption in exporting countries. In Latin America, PROMECAFE received US$458,566 and executed a project in 10 countries between 2018 and 2021. In Africa, the Inter-African Coffee Organisation (IACO) received US$454,021 and covered 15 countries starting in May 2019. In September 2020, Asia and Oceania countries agreed to allocate detailed portions to each country to implement independent and decentralized projects. The Philippines and Timor-Leste have not yet requested their Fund allocation. The ED is making specific efforts to promote coffee during her participation in official missions and in events of the coffee sector. Some specific examples: participation of the ED in Green Week Berlin event in January 2024; participation in the Specialty Coffee Association EXPO - see participation in events, above. In May 2025, training on the Speciality Coffee Association (SCA) standards and protocols for baristas and professional coffee tasters took place in Abidjan, Côte d'Ivoire. Co-organized by the Conseil du Café-Cacao (CCC) in Côte d'Ivoire, in partnership with ITC and ACRAM, the training supported the Ivorian Government's efforts to promote local products and access regional markets, while strengthening local expertise in cupping and barista skills.
Strengthen partnerships with the private sector to host relevant coffee events	See below Strategic Goal II
Ensure effective media coverage of ICO events	See below Strategic Goal II