



INTERNATIONAL
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ORGANIZATION

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**Memorandum of Understanding between
the International Coffee Organization and
the Food and Agriculture Organization of
the United Nations**

Background

1. This document contains the Memorandum of Understanding (MoU) between the International Coffee Organization (ICO) and the Food and Agriculture Organization of the United Nations.
2. By way of this MoU, the ICO and FAO aim to further their shared goals and objectives with regard to the economic, social, and environmental sustainability of the global coffee sector, and have agreed to the following areas of cooperation: (a) market transparency and sustainability; (b) market and trade-related issues; (c) resilience and adaptation; and (d) family farmers' sustainability.
3. The draft MoU was originally circulated as [WP-Council 355/26](#) and approved by the Council during its 141st Session, held on 25 and 26 March 2026.



Food and Agriculture
Organization of the
United Nations



INTERNATIONAL
COFFEE
ORGANIZATION

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
(FAO)
AND
THE INTERNATIONAL COFFEE ORGANIZATION (ICO)

WHEREAS the Food and Agriculture Organization of the United Nations (hereinafter “FAO”) is a Specialized Agency of the United Nations system established in 1945 to raise levels of nutrition and standards of living for all people in FAO Member Nations, to secure improvements in the efficiency of production and distribution of food and agricultural products, and to contribute towards expanding world economy and ensuring humanity’s freedom from hunger;

WHEREAS FAO’s actions are geared towards supporting Members in implementing the 2030 Agenda for Sustainable Development, especially with regard to ending hunger and malnutrition in all its forms;

WHEREAS the FAO Strategic Framework 2022-31 is guided by FAO’s vision and the three Global Goals of Members and is firmly anchored in the Sustainable Development Goals (SDGs), and the organising principle of the *four betters – better production, better nutrition, a better environment and a better life, leaving no one behind* – demonstrates how FAO intends to support the achievement of the SDGs and reflect the interconnected economic, social and environmental dimensions of agrifood systems while encouraging a strategic and systems-oriented approach;

WHEREAS the International Coffee Organization (“ICO”), established in 1963 under the aegis of the United Nations, is the main intergovernmental organization for coffee and has the mandate to bring together producing and consuming countries to tackle the challenges facing the world coffee sector through international cooperation, including its sustainable expansion in a market-based environment for the benefit of all actors in the Global Coffee Value Chain;

WHEREAS FAO and ICO (collectively referred to as “Parties” and individually “Party”) share common objectives with regard to supporting the development of the coffee sector globally through the promotion of sustainable production and consumption patterns, inclusive rural transformation, improved market transparency and equitable participation in markets, as well as access to digital technologies to enhance market opportunities;

WHEREAS the Parties intend to conclude this Memorandum of Understanding (“MoU”) with the aim of consolidating, developing and detailing their cooperation and effectiveness to achieve their common objectives in the coffee sector;

RECALLING the successful collaboration of the Parties over the last years, in particular through an MoU which was concluded in September 2004;

WHEREAS the Parties intend their cooperation to cover a broad range of activities, which may include, but not be limited to, capacity building, knowledge exchange, provision of resources and development of financing initiatives for the advancement of their common goals and objectives;

FAO AND ICO HAVE AGREED TO COOPERATE AS FOLLOWS:

Article 1: Interpretation and purpose

1. The purpose of this MoU is to provide a framework for collaboration between the Parties to further their shared goals and objectives with regard to the economic, social, and environmental sustainability of the global coffee sector, as further elaborated under Article 2 below.
2. Any Annex to this MoU shall be considered an integral part of this MoU. References to this MoU shall be construed as including any Annexes, as varied or amended in accordance with the terms of this MoU.
3. The present MoU implies no financial commitment by either Party except as specified in this MoU. Activities to be implemented under this MoU are subject to the availability of personnel and financial resources. Implementation of any projects and programmes pursuant to this MoU, including those involving the transfer of funds between the Parties, shall require the execution of appropriate separate legal agreements between the Parties in accordance with their respective rules and regulations. The terms of such agreements shall be subject to the provisions of this MoU.
4. Separate legal agreements between the Parties as expressed in Article 1 (3) above shall set out detailed and specific technical, financial and other appropriate conditions for collaboration, as well as conditions relating to each Party's role, responsibilities and liability. Such arrangements will be jointly formulated and concluded on a case-by-case basis between the Parties.
5. This MoU supersedes the MoU signed in September 2004.

Article 2: Areas of cooperation and activities

1. The Parties have agreed to the following areas of cooperation for this MoU, which are areas of common interest to the Parties. The Parties consider that progress in these areas could be strengthened through cooperation in:

Market Transparency and Sustainability:

The Parties have agreed to collaborate in various areas to promote the sustainability of the global coffee sector. The Parties agree to: (i) cooperate on enhancing market transparency, addressing data gaps, and analyzing the global coffee market; (ii) promote sustainable coffee production and processing practices, working together to improve productivity and the quality of coffee; (iii) cooperate to improve market access, especially for smallholders; and (iv) promote sustainable sourcing. Throughout this work, innovative technologies and youth involvement will be promoted with the aim of raising awareness about necessary interventions for the sector's long-term viability.

Market and Trade-related issues:

The Parties agree to: (i) analyze trade-related issues affecting the coffee sector, such as tariff escalation and macroeconomic shocks; (ii) share insights on their impacts on the coffee value chain and policy interventions; and (iii) review support needed for compliance with social, labour, economic, and environmental standards to facilitate market access and coffee value chain integration.

Resilience and Adaptation:

The Parties agree to (i) promote climate-smart solutions within the coffee value chain; (ii) encourage forest-positive production; (iii) promote biodiversity conservation; (iv) support farmers' livelihoods; and (v) facilitate initiatives on pest and disease control impacting coffee plantations.

Family Farmers' sustainability:

The Parties agree on promoting the following transversal approaches for all the above-mentioned activities, in order to support Family Farmers' sustainability: (i) promote capacity and resilience among coffee farmers through education, clustering, and improved market access; (ii) enhance support to local service models and financial access; and (iii) encourage youth engagement to ensure long-term sustainability.

2. The Parties have developed a workplan outlining specific activities of collaboration. The workplan is attached to this MoU as Annex I and will constitute an integral part thereof. The workplan will be jointly reviewed on a regular basis between the Parties. Amendments to the workplan will be made, upon mutual agreement, through an Exchange of Letters between the Parties.

3. The list of activities outlined in this MoU and in the workplan should not be taken to exclude or replace other forms of cooperation between the Parties, as may be agreed by the Parties pursuant to Article 3 to allow the Parties to respond to newly emerging issues of common interest.

Article 3: Mechanisms for coordination and review

1. The Parties shall hold regular bilateral meetings on matters of common interest, in accordance with an agenda agreed to in advance by the Parties, for the purpose of developing and monitoring collaborative activities, projects and programmes. Such meetings shall take place at least once every twelve (12) months to:

- a) discuss technical and operational issues related to furthering the objectives of this MoU;
- b) provide overall strategic guidance for the implementation of this MoU; and
- c) monitor the progress in the implementation of the MoU and exchange views on the lessons learned.

2. In identifying joint activities, projects and programmes to be executed under this MoU, due regard shall be given to ICO's geographic coverage, capacity for implementation, experience in the related field, and its network and its public private dialogue and cooperation in the Coffee Public Private Taskforce (CPPTF).

3. Within the context defined above, further bilateral meetings at the desk-to-desk shall be encouraged and set up on an *ad hoc* basis, as deemed necessary by the relevant FAO

divisions and the ICO for the implementation of joint activities, projects and programmes in specific areas, countries and regions.

4. The objectives of this MoU shall also be achieved through the following activities:
 - a) Research based on collaborative efforts in data collection, validation, modelling, and analysis;
 - b) Advocacy and policy dialogue with government counterparts and other actors through working groups, conferences and ad hoc meetings;
 - c) Support to countries in the design, adoption, and implementation of sectoral strategies, policies and programmes;
 - d) Design and implementation of projects and programmes; and
 - e) Transfer of know-how through capacity development and tailored training courses.
5. To implement activities, projects and programmes in the agreed areas, the Parties shall execute separate legal agreements appropriate for the implementation of each initiative in accordance with Article 1 (3) above.

Article 4: Status of the Parties and their personnel

1. The Parties acknowledge and agree that the ICO is an entity separate and distinct from FAO. The employees, personnel, representatives, agents, contractors or affiliates of the ICO, including the personnel engaged by the ICO to carry out any of the activities, projects or programmes conducted pursuant to this MoU, shall not be considered in any respect or for any purposes whatsoever as being employees, personnel, representatives, agents, contractors or affiliates of FAO, nor shall any employees, personnel, representatives, agents, contractors or affiliates of FAO be considered, in any respect or for any purposes whatsoever, as being employees, personnel, representatives, agents, contractors or affiliates of the ICO.
2. The Parties shall undertake the activities under this MoU in accordance with the rules and regulations to which they are subject. Where compliance with rules may lead to a difficulty in performing under the MoU, or adhering to its provisions, the Party concerned undertakes to draw this to the attention of the other Party with a view to resolving the matter appropriately and amicably.
3. Neither Party shall be entitled to act or make legally binding declarations on behalf of the other Party. Nothing in this MoU shall be deemed to constitute a joint venture, agency, interest grouping or any other kind of formal grouping or entity between the Parties.

Article 5: Acknowledgment and publicity

1. The ICO may refer to its collaboration with FAO in its internal documents and will seek and receive FAO's written clearance in advance of any other documents, in particular, materials intended to be made public relating to the collaboration with FAO.
2. At or near a time to be mutually agreed upon by the Parties, they may each issue a press release and make public statements regarding their collaboration, the content of which will be subject to the written agreement of the other Party, which will not unreasonably be withheld or delayed. Neither Party will issue any press release or promotional material, hold any press conference or make any public announcement concerning this MoU and/or the relationship of the Parties hereunder, without obtaining the approval of the other Party.
3. In all cases of acknowledgment and publicity on the collaboration under this MoU, the Parties will use neutral language that accurately reflects the actual contribution of each Party.

4. This MoU or information about this MoU may be published on FAO's website after it has entered into force consistent with its policies on transparency, as amended or updated from time to time. The ICO may also publish the MoU or information about this MoU on its website after it has entered into force.

Article 6: Use of name and logo

The Parties agree not to use the other Party's name or logo in any press release, memo, report, or other published disclosure related to this MoU without the prior written consent of the Party concerned.

Article 7: Confidentiality

1. It is acknowledged that each Party may possess confidential information, including personal data, which is proprietary to it or to third parties collaborating with it. Any information provided by one Party (as the "Disclosing Party") to the other Party (as the "Receiving Party") in the context of this MoU shall be treated by the Receiving Party as confidential and shall only be used by the Receiving Party for the purpose for which it was provided.

2. The Receiving Party shall take all reasonable measures to keep information pursuant to paragraph 1 above confidential and shall only use the information for the purpose for which it was provided. The Receiving Party shall ensure that any persons having access to said information shall be made aware of and be bound by the obligations of the Receiving Party hereunder.

3. Notwithstanding the foregoing, there shall be no obligation of confidentiality or restriction on use where: (i) the information is publicly available, or becomes publicly available otherwise than by action of the Receiving Party; or (ii) the information was already known to the Receiving Party (as evidenced by its written records) prior to its receipt; or (iii) the information was received from a third party not in breach of an obligation of confidentiality owed to the Disclosing Party; or (iv) the Disclosing Party has given its written consent to disclosure to the Receiving Party.

Article 8: Intellectual property rights

1. Intellectual property rights, in particular copyright, in material such as information, software and designs, made available by either of the Parties to be used to carry out activities under this MoU shall remain with the originating Party. Appropriate authorizations for use of such materials by the other Party will be addressed in the agreements concluded in accordance with Article 1 (3) above.

2. Intellectual property rights in materials developed under this MoU, such as information, software and designs, and appropriate authorizations for use of such materials by either of the Parties will be addressed in the agreements concluded in accordance with Article 1 (3) above.

Article 9: Responsibility

Each Party will be responsible for dealing with any claims or demands arising out of its actions or omissions, and those of its personnel, in relation to this MoU.

Article 10: Commitment to respect FAO's principles and values

1. The ICO agrees to respect FAO's constitutional principles and values and warrants that nothing in its governance or operational activities, or those of its affiliates, is incompatible with

FAO's constitutional mandate, principles and policies, or with internationally recognized principles concerning human rights, the environment and anti-corruption as reflected in the United Nations Global Compact Principles.¹

2. The ICO warrants that it has zero tolerance for all forms of sexual wrongdoing and acknowledges that sexual exploitation and abuse and sexual harassment violate human rights and are incompatible with the core values of the United Nations system. The ICO confirms that it has in place appropriate and effective mechanisms to prevent and address conduct incompatible with those core values. It undertakes to promptly inform FAO of allegations against its employees and any other persons involved in the implementation of activities in relation to this MoU and which have been found to be credible under ICO's mechanisms.

Article 11: Privileges and immunities and applicable law

1. Nothing in or relating to this MoU or in any document or arrangement relating thereto shall be construed: (i) as a waiver, express or implied, of any of the privileges and immunities of FAO, nor as extending any privileges or immunities of FAO to the other Party, or to its personnel; (ii) as the acceptance by FAO of the applicability of the laws of any country to FAO; or (iii) as the acceptance by FAO of the jurisdiction of the courts of any country.

2. The present MoU and any document or arrangement relating thereto shall be governed by general principles of law, to the exclusion of any single national system of law. Such general principles of law shall include UNIDROIT General Principles of International Commercial Contracts 2016.

Article 12: Settlement of disputes

Any dispute between the Parties concerning the interpretation and execution of this MoU, or any document or arrangement relating thereto, shall be settled by negotiation between the Parties. Any differences that may not be so settled shall be brought to the attention of the Executive Heads of the two institutions for final resolution.

Article 13: Contacts for correspondence

All correspondence regarding the implementation of this MoU, including notifications made pursuant to this MoU, shall be addressed to:

For FAO:	Director, Markets and Trade Division Address: Viale delle Terme di Caracalla, 00153, Rome Italy Email: EST-Director@fao.org
For ICO:	Head of Operations Address: 222 Gray's Inn Road, WC1X 8HB, London, United Kingdom Email: info@ico.org

¹ <https://www.unglobalcompact.org/what-is-gc/mission/principles>.

Article 14: Notification and amendments

1. Each Party shall promptly notify the other in writing of any anticipated or actual material changes that shall affect the execution of this MoU.
2. This MoU may be amended by mutual consent in writing at any time at the request of either Party. Such amendments shall enter into force one (1) month following notifications of consent by both Parties to the requested amendments or on a date otherwise agreed in writing for the amendment to enter into force. If the written mutual consent occurs on two (2) different dates, amendments will take effect on the date of the second notification. Each Party shall give sympathetic consideration to any amendment proposed by the other.

Article 15: Entry into force, duration and termination

1. This MoU shall be signed by the duly authorized representatives of the Parties and shall enter into force upon the date of last signature. It shall remain in force for a period of five (5) years, unless terminated in accordance with the terms of this Article.
2. Subject to satisfactory past implementation, this MoU may be renewed for similar periods thereafter by written agreement between the Parties through an Exchange of Letters.
3. This MoU may be terminated by either Party upon the provision of three (3) months' written notice to the other Party.
4. Upon termination of this MoU, the rights and obligations of the Parties defined under any other legal agreement executed pursuant to this MoU shall cease to be effective.
5. Notwithstanding the foregoing, any termination of this MoU shall be without prejudice to: (i) the orderly completion of any ongoing collaborative activity; and (ii) any other rights and obligations of the Parties accrued prior to the date of termination under this MoU or any legal agreement executed pursuant to this MoU.
6. The provisions of Articles 7, 8, 11 and 12 shall survive the expiry or termination of this MoU.

IN WITNESS WHEREOF, the duly authorized representatives of the Parties affix their signatures below.

For FAO

For ICO

.....
Mr QU Dongyu
Director-General

.....
Vanúsia Nogueira
Executive Director

Date:.....

Date:.....

Annex 1. – Workplan

On the basis of the Memorandum of Understanding (MoU) between the International Coffee Organization (ICO) and FAO and in view of the need to ensure that collaboration through partnerships are based on areas of mutual interest benefiting and synergizing FAO's work, as outlined in the legal agreement signed, the areas of collaborative activities indicated in this Work Plan have been jointly identified for the implementation period established.

Overarching responsibilities

FOR FAO: Director, Markets and Trade Division
and his designated officer: Senior Economist (EST)

FOR ICO: Executive Director.
Designated person: Head of Operations

Objective:

Supporting smallholder coffee producers by enhancing market transparency through the provision of market information and analysis, addressing climate-change challenges, fighting plant pests and diseases, increasing innovation and access to technology and markets.

Contribution to Sustainable Development Goals (Targets):

SDG 1, Target 1.1, 1.2, 1.5
SDG 2, Target 2.1, 2.2
SDG 12, Target 12.1, 12.2
SDG 13, Target 13.1

Impact Indicator(s) and target at the end of the period.

By the end of the period of the MoU, transparency, sustainability, and resilience of the coffee value chain will be enhanced in several countries by:

- Evidence-based policy recommendations for economic, social, and environmentally sustainable actions increased through higher availability of research outputs.
- Number of joint programs and projects supporting coffee smallholder farmers increased.
- Policy dialogue at national and international levels initiated and strengthened through high-level events with major stakeholders.
- Increased awareness of the main issues affecting the coffee sector achieved in key coffee-producing countries through trainings and capacity building to public and private stakeholders.

Contribution to FAO's Strategic Framework

BP1: Innovation for sustainable agriculture production
BP5: Digital agriculture
BN5: Transparent markets and trade
BL2: Inclusive rural transformation

Contribution to ICO's Strategic Programme/Framework

Area of cooperation 1: Market Transparency and Sustainability			
Activities			
FAO Activity 1.1 - Development of an empirical model to produce a Medium-Term Outlook (MTO) for the coffee sector. - Annual update of the model, with the results based on the data and information provided and validated by ICO. Activity 1.2 - Joint organization of international events to raise awareness around the global coffee value chain.		ICO Activity 1.1 - Provision of the data and additional information needed to run the MTO exercise. - Drafting of Annual Report with the MTO results provided by FAO. - Monitor price transmission to farmers in the value chain and supply of coffee. - Toolkit Living and Prosperous Income (LPI) available and benchmarks, LPI gaps and cost of production in selected countries. Activity 1.2 - Joint organization of international events to raise awareness around the global coffee value chain.	
Time frame	Five years	Geographic Scope	Global
Performance Indicator Activity 1.1 - An empirical model to analyze the MTO for coffee developed. - At least one MTOs is produced and released. Activity 1.2 - At least one international event is co-organized.		Mean(s) of verification - Published Documents on FAO/ICO websites. - Number of people attending the events.	
FAO Contact Activity 1.1 and 1.2 Markets and Trade Division (EST), Director		ICO Contact Activity 1.1 and 1.2 Head of Operations	

Area of cooperation 2: Market and Trade-related issues			
Activities			
FAO Activity 2.1 - Empirical analyses on topical market and trade issues relevant to the global coffee sector carried out. - Reports or Policy Briefs based on the analyses drafted. Activity 2.2 - Development of guidelines and capacity-building programs to help farmers, cooperatives, and exporters comply with evolving traceability and sustainability requirements in global markets.		ICO Activity 2.1 - Identification of the issues to be analyzed, discussed and validated together with FAO, based on dialogue with ICO's members and the ICO Coffee Public-Private Task Force (CPPTF). - If needed, provision of the data and additional information to run the analysis. - Reports and Policy Briefs based on the analyses drafted. Activity 2.2 - Development of guidelines and capacity-building programs to support ICO members' enabling measures for compliance with due diligence regulations. - To develop mappings, dashboards and learnings on the preparedness of countries for inclusive compliance with due diligence regulations, to learn about emerging national data systems on coffee and their governance. - Facilitate continuous public-private dialogue on global due diligence regulations and compliance in the Coffee Public Private Taskforce.	
Time frame	Five years	Geographic Scope	Global
Performance Indicator Activity 2.1 - At least two joint publications produced/released. - Market and trade-related issues will be discussed during the annual ICO conferences.		Mean(s) of verification Published Documents on FAO/ICO websites.	

Activity 2.2 • at least one capacity building product released/produced. • at least one joint analysis of situation of readiness for inclusive compliance and status of national data systems.	
FAO Contact Activity 2.1 Markets and Trade Division (EST), Director Activity 2.2 Forestry Division (NFO), Director, Forestry Officer (NFO)	ICO Contact Activity 2.1, and 2.2: Head of Operations
Area of cooperation 3: Resilience and Adaptation	
Activities	
FAO Activity 3.1 • Promotion of sustainable agricultural practices. Activity 3.2 • Identification/analysis of coffee production areas that provide documented evidence of actions taken to keep coffee deforestation free, promote forest-positive practices, and contribute to fulfilling national commitments under the Paris Agreement. • Provide technical support to keep coffee deforestation free and to promote climate-smart coffee production. Activity 3.3 • Mutation-assisted breeding of coffee to induce climate change adaptation and resilience to transboundary pests and diseases. • Evaluation of drought tolerance and water-use efficiency in coffee cultivars and agronomic practices for coffee production using stable carbon isotope and complementary techniques in on-station and on-farm trials annual update of results based on the data and information. • Disseminating the obtained knowledge on climate change adaptation and resilience to transboundary pests and diseases in coffee to ICO and related partner organizations.	ICO Activity 3.1 • Provide documented evidence and information from production areas. • Facilitate dialogue in the CPPTF on learnings of good agricultural practices. Activity 3.2 • Provide documented evidence and information from production areas on concrete adaptation measures in coffee under different contexts. • Facilitate dialogue in the CPPTF on learnings regarding promotion of agroforestry, circularity and biodiversity and implementation of eco-services. • Provide studies on the impact of climate change on coffee production areas and widen statistics of ICO to cover supply aspects of coffee. Activity 3.3 • Provide documented evidence and information from production areas. • Promote dialogue and good practice in protection, access and use of germplasm of coffee, actively involve ICO members.

		Collect and provide evidence and learnings with ICO members and via CPPTF on propagation of coffee plants and on distribution approaches, renovation processes and mechanisms and finally on regulations for distribution of new varieties.	
Time frame	Five years	Geographic Scope	Global/ Activity 3.3 South and Central America, East Africa
Performance Indicator Activity 3.1 - At least one information product released/produced. Activity 3.2 - At least one report tracking coffee-producing areas contributing to national climate commitments. - At least one capacity building product released/produced. Activity 3.3 - Number of coffee cultivars assessed with regards to their drought tolerance. - Number of agronomic practices for coffee production assessed to improve water use efficiency. - Number of on-station and on-farm trials for testing drought tolerance and resilience to transboundary pests and diseases in coffee production. - Number of virtual and in-person workshops organized to create awareness and disseminate obtained knowledge on how to address climate change adaptation and resilience to pests and diseases in coffee.		Mean(s) of verification Published Documents on FAO/ICO websites. Peer-reviewed scientific papers published in international journals.	
FAO Contact Activity 3.1 Office of Climate Change, Biodiversity and Environment (OCB) Director, Programme Officer (OCBD) Activity 3.2 Forestry Division (NFO), Director, Forestry Officer (NFOU) Activity 3.3 Joint FAO/IAEA Centre of Nuclear Techniques in Food and Agriculture (CJN), Director		ICO Contact Activity 3.1, 3.2 and 3.3: Head of Operations	

Area of cooperation 4: Family Farmers sustainability			
Activities			
FAO		ICO	
Activity 4.1 Joint side events organized on youth engagement in the coffee sector as part of joint international events planned. Activity 4.2 Provide livelihood strengthening and capacity development for family farmers working in the global coffee value chain in mountain areas through the Business Incubator and Accelerator programme of the Mountain Partnership (MP).		Activity 4.1 Joint side events organized on youth engagement in the coffee sector as part of joint international events planned and with CPPTF. Activity 4.2 • Provide living and prosperous income benchmarks and gaps calculation, process guides and toolkits, facilitate processes with countries regarding most adapted strategies to close the income gap. • Elaborate and promote agile data tools for farmers to measure the cost of production of farmers. • Facilitate dialogue with CPPTF on strategies to improve income and resilience of coffee farmers in different contexts.	
Time frame	Five Years	Geographic Scope	Global
Performance Indicator		Mean(s) of verification	
Activity 4.1 At least one side event on youth engagement in the coffee sector co-organized as part of joint international events planned. Activity 4.2 Number of family farmers involved in MP projects.		Published Documents on FAO/ICO websites. Data and best practices provided to MP and farmers.	
FAO Contact		ICO Contact	
Activity 4.1 Rural Transformation and Gender Equality Division (ESP), Director Activity 4.2 Mountain Partnership Secretariat at the Forestry Division (NFO), Coordinator (NFO)		Activity 4.1 and 4.2: Head of Operations	