



**INTERNATIONAL
COFFEE
ORGANIZATION**

WG 23/17

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English only

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**Report of the meeting of the
Working Group on the Strategic Review
of the ICO held on 16 June 2017**

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1. The Working Group on the Strategic Review of the ICO met in London, United Kingdom on 16 June 2017 for its 9th meeting. The following Members were represented either in person or on the telephone: Brazil, Congo (Democratic Republic of the), El Salvador, European Commission, EU-United Kingdom, Japan, Panama, Papua New Guinea, Russian Federation, Switzerland, United States of America and Vietnam. In the absence of the Chair and the Vice-Chair the Executive Director chaired the Meeting.

Item 1: Adoption of the Agenda

2. The Working Group adopted the draft agenda contained in document WG-21/17 Rev. 1. The order of the Agenda items was altered with Item 4 being discussed prior to Item 3.

Item 2: Strategic Review of the ICO – Progress Report

3. The Committee took note of the progress report contained in document WG-20/17.

Item 3: Draft Five-Year Action Plan of the ICO

4. The Executive Director presented document [WG-22/17](#) that contains the draft 'Five-Year Action Plan' of the ICO. He explained that in order to address the increasing challenges faced by the sector, the Action Plan was to set out the overall direction, priorities and key performance indicators (KPI) of the Organization for the next five years. In line with the recommendations derived from the Strategic Review contained in document [ICC-117-15](#), the ICO should focus on:

- (a) Delivering world-class data, analysis and information to inform both policy makers and the industry.
- (b) Promoting membership and third-party engagement by using the Organization's convening power to provide a forum for dialogue between and within the public and private sectors.
- (c) Facilitating the development of projects and promotion programmes through public-private partnerships.

5. In the subsequent discussion, Members thanked the Secretariat for their work and expressed their endorsement for a concise document which paints a broader picture of the Organization's strategic direction, including key actions and KPIs. Members also agreed that it was appropriate to name the document 'Five-Year Action Plan' despite the fact that the International Coffee Agreement (ICA) 2007 is scheduled to expire in 2021, unless Members decide otherwise.

6. Recommendations were made to further strengthen the document. Several Members suggested to adopt a stronger language reflecting the ambition of the Organization to establish itself as a focal point for discussion on coffee-related matters and to provide leadership in the global coffee sector. Furthermore, it was recommended to broaden the scope of the KPIs by not only capturing outputs but also outcomes; KPIs should set the right incentives and include specific target values as well as timelines. This would ensure that the KPIs are objectively measurable indicators of success and allow progress to be tracked over time. One Member suggested to include in the Action Plan a risk assessment, identifying factors potentially affecting the Organization's ability to implement the key actions. With respect to potential collaboration with third parties, one Member proposed that the Secretariat identify organizations to establish partnerships and to submit to the Council for consideration a document describing the nature and benefits of such formal partnerships.

7. After some discussion, Members agreed that the Action Plan should remain general in nature, and that concrete activities and their budgetary implications will be included in the annual Programmes of Activities.

8. Besides comments and suggestions made verbally during the meeting, some Members suggested to allow for additional comments to be submitted to the Secretariat in writing for consideration.

9. In response to the suggestions made by Members, the Executive Director agreed to incorporate the proposed changes in a revised Action Plan to be circulated among Members of the Working Group together with a draft Programme of Activities 2017/18 that is currently being prepared by the Secretariat. It was also agreed that Members could submit additional comments on the Action Plan in writing by **30 June 2017**.

Item 4: Global Adaptation Plan

10. The Executive Director reported on developments related to the Global Adaptation Plan (GAP, formerly Global Arabica Plan), an initiative proposed by Mr Andrea Illy of Illycaffè, with the aim of addressing the impact of climate change on coffee production. At the request of ICO Members during the 119th Session of the International Coffee Council in March 2017, the Executive Director and Head of Operations a.i. participated together with representatives from both the coffee and financial sectors in the first meeting of the GAP which took place on 4 May 2017 in Geneva. The Executive Director explained that the participants of the meeting established a task force with the objective of developing the GAP from a concept to an operational initiative, including determining clear objectives, funding sources, and a suitable governance structure. The first meeting of the task force is scheduled for 6-7 October 2017 in Geneva.

11. Members thanked the Executive Director for participating in the meeting in order to represent ICO views in the process of developing the GAP. Several Members expressed their support for the ICO to play an active role within the GAP task force. One Member suggested that the ICO should explore options for providing the governance structure for the GAP. Another Member raised the point that a positive side-effect of an active participation in the development of the GAP could be to encourage private sector members of the task force to engage in the Private Sector Consultative Board (PSCB). The Executive Director explained that private sector companies were already represented on the PSCB through their trade associations. If further engagement was considered desirable, changes in the terms of reference of that body would be necessary.

12. Given the early stage of the process, one Member proposed that the Secretariat prepare a background document on the GAP to be distributed during the 120th Session of the International Coffee Council in September 2017. The document will allow Members to provide the Secretariat with guidance regarding its mandate to take to the first meeting of the task force.

13. In response to Members' comments, the Executive Director agreed that the Secretariat will produce a relevant document to be submitted to Members for their consideration during the next Council Session.

Item 5: Other business

14. On request by one Member, the Executive Director provided an update on the recruitment process to fill existing vacancies. He reported that the post of Secretariat Officer had been filled and that the selected candidate will join the Organization in August 2017. The post of Statistical Data Manager had been circulated to all Members and the deadline for application was 16 June 2017. Finally, the Executive Director explained that the process of filling the post of Head of Operations and Head of Finance and Administration was being reviewed by him and that Members would be notified in due course.

15. The next meeting of the Working Group will take place on Thursday, 27 July at 14:30 at the ICO premises.