



**INTERNATIONAL
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**Proposal to support the effective
implementation of the ICO's
Five-Year Action Plan**

SUBMITTED BY THE EXECUTIVE DIRECTOR

Background

The attached document contains proposals to enhance the effectiveness of the implementation of the Five-Year Action Plan through the identification of annual themes, so as to sharpen the strategic focus and better define the priorities of the Organization and their implementation, as well as to streamline resources to enable the Organization to meet its goals.

Action

The Council is invited to consider this proposal and, if appropriate, to approve it.

PROPOSAL TO SUPPORT THE EFFECTIVE IMPLEMENTATION OF THE ICO'S FIVE-YEAR ACTION PLAN

I. INTRODUCTION

1. At its 115th Session in September 2015 in Milan, Italy, the International Coffee Council adopted Resolution 457 which called for a Strategic Review. The purpose of the Strategic Review was to assess the International Coffee Organization (ICO), with the goal of sharpening the strategic focus and defining better the priorities of the Organization and their implementation, to propose areas for improvement, and to provide guidance to the Secretariat. The Resolution provided for the establishment of a Working Group, which was given the responsibility of coordinating the strategic assessment. At its 117th Session the Council adopted document ICC-117-15, containing the recommendations of the Working Group.

2. As a result of the Strategic Review, it was agreed that the ICO's overarching mission of promoting a sustainable world coffee sector is to be accomplished through three strategic objectives:

- 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.

II. ANNUAL THEME TO FOCUS THE ICO'S WORK

3. In order to support the effective implementation of the Five-Year Action Plan and its strategic objectives, it is proposed to define annual themes to guide the work of the Organization throughout the respective coffee years, thereby sharpening its strategic focus. Focusing on an annual theme will allow a streamlining of existing resources and achievement of synergies, so that all the functions of the Secretariat (statistics and economics, membership and stakeholder engagement, coffee sector development projects, and promotion of consumption) work in unison on one theme.

4. The theme-based approach will enable the Organization to:

- Establish the ICO as an agenda-setting organization in the coffee sector and improve its visibility.
- Conduct evidence-based advocacy for coffee-related issues across political forum.
- Unlock finance for coffee sector development projects and programmes.
- Align the ICO strategy with the 2030 Sustainable Development Agenda and reporting cycle.

III. IMPLEMENTATION

5. The overall Organization's alignment with each annual theme will be reflected across the Secretariat functions and ICO governance structure as relevant.

III.1 Statistics and Economics

6. A 'flagship report' containing extensive analysis on each selected annual theme will provide the analytical underpinning for the key messages delivered by the Organization throughout the coffee year and will provide Members and decision-makers in the coffee sector with relevant information. The flagship report will be prepared in collaboration with academics at leading research institutions to ensure the highest standard and rigour. It will also include annual trade statistics of the global coffee sector.

7. The proposed new ICO Award for Excellence in Coffee-Related Research (document [SC-83/18](#)) will be given to outstanding contributions by economists with priority given to research on topics related to the annual theme.

III.2 Forum for discussion of coffee related matters

8. The annual theme will be reflected in at least one of the regular ICO events such as the Consultative Forum on Coffee Sector Finance or topical seminars held during the week of Council meetings.

III.3 Projects

9. Informed by the findings of the flagship report, specific attention will be given to the development of project proposals reflecting the focus theme to address weaknesses and challenges therein identified.

III.4 Communications and engagement

10. Without losing sight of core business, ICO communication and engagement activity with Members and wider stakeholders will reflect the annual theme, providing a focus for knowledge building and sharing. The International Coffee Day's campaign and strapline will reflect the annual theme and promote the launch of the proposed new ICO flagship report. Existing partnerships will be further strengthened, and new alliances will be forged with organizations sharing the same interests as the annual theme. Special attention will be given to linkages and potential alignment with the 2030 Agenda for Sustainable Development and its reporting framework and cycle. This will increase the visibility of issues critical to the development of the coffee sector in order to highlight funding opportunities by the international community, including donors.

III.5 Governance structure

11. The annual theme will also stimulate a stronger focus of the work of the various committees and Council meetings, ensuring a more time- and cost-effective implementation.

IV. PROPOSED NEXT STEPS

12. Annual themes will be implemented starting in coffee year 2018/19 (see the table below). The implementation will be reflected in the Annual Programmes of Activities, to be reviewed by the respective Committees and to avoid duplication).

13. For the remainder of coffee year 2017/18, it is suggested the guiding theme 'Gender equality' be adopted taking also advantage of the analytical work carried out by the Secretariat on this subject. This will enable the Secretariat to pilot the theme-based work, i.e. alignment between analytical work and the International Coffee Day theme as well as on sensitizing donors and partners.

Thematic focus of the ICO

Coffee year	Theme
2017/2018	Gender equality
2018/2019	Climate change
2019/2020	Innovation & technology
2020/2021	Productivity & profitability
2021/2022	tbd