The Common Fund for Commodities
and
The International Coffee Organization

Partners in Coffee Development

COMMON FUND FOR COMMODITIES

- Inter-governmental development financial institution
  Members: 105 countries and 10 regional Inter-Governmental Organisations
- Main Functions – financing measures aimed at mitigating the vulnerability of commodity producers
- Approach – address vulnerability of the poor, i.e. (a) exposure to volatility, and (b) capacity to cope.
  Practical measures include diversification, value addition, market expansion, risk management etc.
- Projects structured around global commodity value chains, instead of “traditional” IFI country focus
- A shared financing facility of ICBs
Distinctive features of the CFC’s activities

- it has an exclusive focus on commodities;
- its projects are:
  - mainly Aid for Trade (AfT);
  - identified and implemented without formal governmental involvement,
  - are proposed, prioritised, formulated and supervised by an ICB,
  - normally involve co-financing and / or counterpart contribution (in cash and/or kind) by any entity with a direct interest in the project (inter alia to foster ‘ownership’ and ‘sustainability’);

Distinctive features of the CFC’s activities

- it aims systematically to cover all commodities that are of importance to least developed countries (LDCs) and to poorer groups within other developing countries.
**Relationship with International Commodity Bodies**

- CFC works in close collaboration with 25 designated International Commodity Bodies (ICBs)
- ICBs are inter-governmental agencies comprising producing and consuming countries
- Collaboration ensures balanced approach in the interest of producers and consumers of the commodity concerned
- ICBs provide technical supervision of projects
- ICB for coffee is the International Coffee Organisation (ICO)

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**CFC: Project Facts**

- Financed over 320 projects
- Total cost ~USD 594 million, of which CFC funding of USD 302 million
- Coffee—35 Projects, USD 103.7 million of which USD 56.3 million from CFC
- The CFC Secretariat in collaboration with ICBs carries out
  - Identification
  - Screening
  - Formulation
  - Appraisal of projects, and
  - Assembling a coalition of co-financiers
CFC Projects: Typical Features

- Small pilot projects: probing for effective way to reduce vulnerability, test a large number of approaches, and mobilise resources to scale up what works
- Endorsed by International Commodity Bodies e.g. International Coffee Organisation
- Project Executing Agency – International organisation, Government, NGOs, etc.
- Financing: (1) CFC Funds, and (2) at least 50% of the project cost as Co-financing / counterpart contribution
- Both loans and grants possible; depends on project needs

Feasible Areas of Interventions

- Improving the competitiveness of commodities and enhancing the cost effectiveness of commodity production;
- Expansion of processing of primary products with a view to assisting in moving up the value addition chain;
- Diversification: horizontal, vertical and geographical diversification of production with a view to increasing the export earnings of developing countries and/or reducing the dependency on a few commodities;
Feasible Areas of Interventions

• Commodity-chain development to increase income; improving access to markets; support for transparent and competitive markets;
• Access to improved agricultural technologies; imparting innovative technologies, good agricultural and manufacturing practices (GAPs, GMPs);
• Introduction of measures to minimize the physical marketing and trading risks; risk management; commodity finance.

Future Role and Mandate - Revisited

– the changed context since its establishment,
– a gap in its administrative cost coverage due to falling revenues from the First Account resources,
– lack of financial resources to sustain project financing functions beyond 2013 in a sustainable manner, and
– a need to align the capacity of the organization to make it financially sustainable.
Future Role and Mandate of the CFC and its Long-term Financial Sustainability

- The Governing Bodies of the Fund are discussing the future role and mandate of the Common Fund for Commodities (CFC) and its long-term financial sustainability since 2009
- It is expected that decision would be taken by Member States in December 2012.

Options being considered

- A: The reform of the CFC including possible amendments, or eventual re-negotiation of the Agreement.
- C: Transformation of the CFC into a project management and fundraising
- D: Reaching a collaboration agreement with an international organization (UNIDO /UNCTAD)
THE PRINCIPLES OF AGREEMENT

• Build upon the identity and expertise of the CFC
• The necessity to improve its governance, efficiency, accountability and effectiveness.
• Pursue reform based on elements contained in Options A and C and to further elaborate on Option D in order to properly examine it.

THE RATIONALE FOR REFORM

• The Working Group agreed that Members shall reform the CFC to face its current challenges
• The reform should lead to an effective, efficient, transparent and visible CFC, within the limits of approved budget.
• The CFC should deliver high impact results through its commodity based interventions.
AGREED CONCLUSIONS OF THE WORKING GROUP OF THE EXECUTIVE BOARD AFTER CONSIDERING DIFFERENT OPTIONS

The reform should be guided, *inter alia*, by:
(i) preservation of identity and expertise of the CFC,
(ii) streamlining of the working of the CFC including its governing structure,
(iii) focussed mandate to deliver high impact results,
(iv) increasing effectiveness and efficiency,
(v) enhancing transparency and accountability,
(vi) a strategy for strengthening the financial base for future project operations, including fundraising, and
(vii) further elaboration of Option D in order to properly examine it.

IMPLEMENTATION PLAN FOR REFORM: REFORM COMMITTEE

- Member led. An Open-ended Committee of Member States Established to elaborate the details of reform and recommend time table for its implementation.
- The Committee would make an interim report at the Executive Board in April 2012 and its final recommendations by the 1st of July 2012 in order to submit them for action to the Governing Council in 2012.
Areas being Examined by the Committee

- **Governance** – Governing Council, Executive Board, Consultative Committee, Relationship with ICBs
- **Operations** - project design, outputs and impact, cost sharing, deadline from identification to approval, baseline data to demonstrate impact,
- **Guiding principle in selection of projects** : Cost Effectiveness, impact, dissemination, replication and scaling up
- **Financing** - Scale of operations, leveraging of available funds through co-financing and partnerships, fund raising, and wider use of loan financing
- **Administration** - Budgetary and staff matters, transparency and accountability to make robust internal systems visible.

CONSEQUENCES OF DIFFERENT OPTIONS

- Continuation of financial support for commodity development measures
- Commodity Focus
- Relationship with ICBs
- Financial Resources
- Knowledge sharing and dissemination of project results
- Advocacy of commodity issues
- Ongoing projects and projects in pipeline
CFC IN TRANSITION AND AT CROSSROADS

• Reformed CFC to better fulfill its Mandate. The reform should lead to more relevant, efficient and effective organisation and send a message to the international community about ability of the ‘reformed’ CFC to deliver high impact results through its interventions.

• Further need for continued support to commodities to realise their full potential for economic development of CDDCs

CFC IN TRANSITION AND AT CROSSROADS

• Internal policy coherence with respect to commodities so that a unified position is presented both at the meeting of ICBs where projects for support of CFC are endorsed and recommended and in the Governing bodies of the CFC where such financing is approved and commitments made for furthering international cooperation in commodity development.

• CFC needs Partners, Friends and Champions to continue to fulfil it Role and Mandate
Thank You
for additional information

Please visit our website

www.common-fund.org