



Promotion and Market Development Committee
20th Meeting
Virtual Meeting
8 September 2020
London, United Kingdom

**Terms of Reference for consultancy services
for preparing a Coffee Market Development
Toolkit**

Background

1. At its 19th meeting held in February 2020, the Promotion and Market Development Committee endorsed document [PM-66/20](#), which outlines a plan for reviewing and updating the ICO Step-by-Step Guide to Promote Coffee Consumption in Producing Countries.
2. In view of the substantial changes in the global coffee sector since the Guide was released in 2004, the Committee agreed on the need to develop a comprehensive Coffee Market Development Toolkit focusing on interventions that would stimulate demand in producing countries and benefit the entire coffee value chain.
3. The Committee also recommended that the Secretariat draft a Terms of Reference for consultancy services to develop the Toolkit. The proposed Terms are contained in this document.

Action

The Committee is requested to consider, and if appropriate, approve the attached Terms of Reference.

TERMS OF REFERENCE FOR CONSULTANCY SERVICES FOR PREPARING A COFFEE MARKET DEVELOPMENT TOOLKIT

Background

The International Coffee Organization (ICO) is a multilateral Organization which works through international cooperation to strengthen the global coffee sector and promote its sustainable development in economic, social and environmental terms.

The global fallout caused by the covid-19 pandemic has exposed the coffee value chain to unprecedented shocks, both on the supply as well as on the demand side. The crisis hit at a time when the sector was already facing a persistent fall in international prices. While structural changes in the sector have contributed to the ongoing downturn, a key factor behind the marked decline in international prices is the imbalance between global supply and demand of coffee.

Despite a steady expansion in demand for coffee in non-traditional markets over the past decade, per capita consumption in coffee-producing countries remains modest. There is a significant potential for growth in the coffee market in producing regions, which can be tapped with programmes on market development and promotion.

Against this background, and within the framework of its [Resolution 465](#) on Coffee Price Levels, the ICO is seeking the services of an individual or team of consultants to prepare a Coffee Market Development Toolkit, which will subsequently be converted into a fully functioning resource that is hosted online.

The Toolkit will build on an existing [ICO Step-by-Step Guide to Promote Coffee Consumption in Producing Countries](#) that provides actionable information on the tasks to be undertaken to increase domestic demand for coffee. Since its launch in 2004, the Guide has served as a catalyst for investments totalling an estimated US\$30 million in consumption programmes in coffee-producing countries. It continues to be used as a guiding document for ongoing programmes in Africa and Central America.

Objectives

The specific objectives of this project are to:

- Develop a methodology and set of action-oriented interventions and approaches that can be used to expand domestic consumption in coffee-producing countries and global demand for coffee, incorporating both positive and negative learnings from the implementation of the Step-by-Step Guide, and accounting for changes in technology and methods of communication since it was first published.
- Identify and disseminate information on existing initiatives that benefit the entire coffee value chain, with a primary focus on coffee-producing countries.
- Present interventions, facilitate knowledge sharing and exchange best practices via an easily accessible website in order to promote the creation of programmes for the development of consumption in coffee-producing countries.
- Devise strategies to mobilize engagement and funding for market development programmes through partnerships with the public and private sector, as well as with intergovernmental organizations and international NGOs.

Scope of Work

The consultant shall prepare a Coffee Market Development Toolkit, modelled on the ICO Step-by-Step Guide to Promote Coffee Consumption in Producing Countries, that provides up-to-date strategies for market development in coffee-producing countries. The Toolkit should focus on interventions that stimulate demand for coffee and benefit the entire supply chain – from farmers to consumers – and should take into consideration a number of elements and emerging trends, including:

- An examination of programmes based on the Step-by-Step Guide, including their successes and failures, as well as a critical analysis of the Guide itself.
- Ways to expand coffee consumption in the digital world, accounting for new habits and technologies, improved connectivity and mobility, and aspects like changing buying patterns, e-commerce, digital branding and e-marketing.
- The impact of the covid-19 pandemic on the global coffee sector, adaptation and recovery strategies, and steps to revive supply and demand of coffee.

- The third wave coffee movement: higher quality markets, better informed consumers, new processes and flavours, and promotion of origins.
- Higher growth in consumption of soluble and single-serve coffee over traditional roast and ground coffee in recent years.
- Demographic and income changes in coffee-producing countries since the Guide was released. This would include, for instance, a focus on aging populations in higher-income countries, and a focus on the base of the income pyramid in lower-income countries.
- An analysis of producing countries and emerging consumer markets where demand for coffee has grown without promotion programmes, and incorporation of the findings in strategies to develop consumption.
- Country-specific factors such as: which coffee waves specific countries are in, the role of soluble coffee in new markets, the role of coffee imports in producing countries, as well as the roles of women and youth, especially in promotion of at-home consumption.
- Examination of traditional themes, such as coffee and health and coffee and wellbeing, as well as that of emerging themes like sustainability.

The development of the Toolkit must ensure a participatory process involving consultations with a wide range of stakeholders including governments, the private sector, intergovernmental organizations and international NGOs.

Deliverables

The consultant shall be contracted to deliver:

- An implementation plan based on a comprehensive review of the ICO Step-by-Step Guide to Promote Coffee Consumption in Producing Countries, as well as on consultations with key stakeholders.
- An up-to-date Coffee Market Development Toolkit, based on global best practices and lessons from the application of the Step-by-Step Guide, offering guidance on coffee market development and increasing demand for coffee in producing countries (to be delivered in a word document).
- Training material for dissemination of the Coffee Market Development Toolkit to representatives of growers and other interested parties in the coffee sector. The material could include presentations, case studies, etc. to support regional workshops.

Duration

The assignment is expected to be completed in a period of no more than five months, and should commence by – *date to be determined*.

Submission requirements

Proposal submissions are to include the following:

- Technical proposal not exceeding 20 pages in length with the planned approach and activities to be taken for the implementation and management of the consultancy, including an operational work plan with timelines.
- Financial proposal with a breakdown of costs, with work days for each component and for each team member (if team approach is utilized). Any travel associated with this project must be integrated into the submitted budget as line item Travel.
- Two references and CV of each person who will form part of the team responsible for delivering the approved strategy.
- Other supporting material deemed to be relevant to the proposal may be attached as an Annex.

Evaluation criteria

Proposals will be evaluated on the basis of cost effectiveness, implementation methodology and experience of the consultant.

For the assignment, the ICO is looking for an individual or organization with a background in the strategic, operational and commercial aspects of the coffee sector as well as proven skills and experience in the following areas:

- Evidence-based planning and priority setting for agricultural transformation and market development.
- Familiarity with the dynamics of agricultural value chains.
- Development and execution of sustainable growth strategies.
- Experience working with international organizations or non-profit organizations, or in an international context.
- Fluency in oral and written English. Knowledge of French, Portuguese or Spanish will be considered an asset.

Application Procedure

Interested applicants should submit electronic copies of their technical and financial proposals as well as their CV and two references to the ICO at info@ico.org no later than – *date to be determined*.