



Coffee Public-Private Task Force (CPPTF)/  
International Coffee Council  
132nd Session  
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London, United Kingdom

**DRAFT version**

**Proposal by CPPTF regarding  
implementation of the Roadmap  
in Technical Workstream # 3  
Forum**

### **Background**

1. Subsequent to the approval of the Roadmap in October 2020 as part of the “Communiqué - Pursuing economic sustainability for an inclusive and resilient global coffee sector” by the International Coffee Council during its 128<sup>th</sup> Special Session on 28 October 2020, the Coffee Public-Private Task Force (CPPTF) has continued its operations and extended the scope and engagement of coffee stakeholders and development partners.
2. The Task Force is now being supported by five fully functioning Technical Workstreams (TWs, which are progressing in the operationalization of their agreed targets. Specifically, TW1 Living and Prosperous Income (LPI), TW2 Market Transparency (MT), TW4 Resilient Coffee Landscapes (RL) and TW5 Sector Coordination (SC) have submitted specific and action-oriented proposals for the benefit of coffee producers and coffee stakeholders. TW1 and TW4 jointly presented their proposal to the Council in August 2021, which was approved. The TW3 Forum ‘Sector Transformation in Coffee Exporting Countries’, which forms part of the TW3 on ‘Market Policies, Institutions and Global Funding Mechanisms,’ started its work in August 2021 and through a participatory process generated consensus on the contents presented in the attached proposal. The CPPTF may still organise further work in TWS3, including on global funding mechanisms and importing country policies.
3. Both public and private sector representatives (Sherpas) of the CPPTF have reached consensus on the proposal that is herewith submitted by the Task Force to the 132<sup>nd</sup> ICC for consideration and adoption. This proposal covers issues in line with the targets and commitments of the CPPTF Roadmap for TW3 Forum, ‘Sector Transformation in Coffee Exporting Countries.’

**Action:** The Council is requested to consider and adopt the following proposal submitted by the Task Force Technical Workstream 3 Forum, based on the decisions of the six meetings held, respectively, between 3<sup>rd</sup> August and 30<sup>th</sup> November 2021 and the subsequent discussion at the Sector Coordination meeting on 16th December. The proposal represents the TW3 Forum's contribution to the CPPTF Roadmap.

**Proposal:** ICO Members agree to:

- Invite all ICO exporting members to engage proactively in the sustainable transformation of their coffee sectors thereby contributing to achieving the 2030 CPPTF Roadmap and other development objectives by establishing new or strengthening existing national multi-stakeholder processes to develop the shared vision and define collaborative action to address current and future competitiveness and sustainability challenges in their sectors.
- Invite ICO exporting members to create or update frameworks for concerted action, including national coffee sustainability plans and -strategies, to align and orient planning, activities, investments, institutional strengthening, partnership building and other efforts, with due consideration of opportunities to advance equality for gender, youth and marginalized groups in their countries by all national and relevant international stakeholders, and in this regard to consider and act on targets agreed in the CPPTF Roadmap.
- Encourage all ICO members, observers and collaborators to actively support national transformation efforts in exporting countries, through coordinated action, Public-Private-Partnerships (PPPs) and co-financing support, to implement identified and locally prioritized measures to transform their coffee sectors.
- Encourage and enthuse all ICO members to open and generous sharing of knowledge, proven technology and lessons learnt, to support exporting countries in their journey to improve livelihoods, build resilient coffee landscapes, while increasing market transparency and integration into the global coffee value chains.
- Endorse the proposed process and high-level plan to implement the CPPTF Roadmap and establish or strengthen nationally led multi-stakeholder processes in several ICO exporting member countries, to facilitate national coffee sector transformation.

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ANNEX 1:  
**PROPOSAL TO ICO CPPTF and the INTERNATIONAL COFFEE COUNCIL**

**TECHNICAL WORKSTREAM (3) FORUM  
'SECTOR TRANSFORMATION IN COFFEE EXPORTING COUNTRIES'**

**IMPLEMENT CPPTF ROADMAP BY ESTABLISHING OR STRENGTHENING NATIONALLY LED MULTI-STAKEHOLDER PROCESSES TO FACILITATE COFFEE SECTOR TRANSFORMATION IN EXPORTING COUNTRIES**

**A. Background**

In 2020, the International Coffee Council confirmed its commitments and goals to realize Resolution 465<sup>1</sup> and the London Declaration by approving the Coffee Public Private Task Force (CPPTF). Primarily in response to systemic price volatility in the sector, the externalization of environmental and social costs, and the recurring threats these cause to production and supply in many origins, the ICO created the CPPTF to bring together the leading private, public and civil society actors in the sector to identify and collectively develop responsive action, informed by credible data, to the challenges facing the sector. Collectively these actors have set the vision of achieving “A sustainable and prosperous future for coffee producers and the sector as a whole”.

The operationalization of the CPPTF includes the articulation of a roadmap which has been supported during 2021 by a number of Technical Workstreams. One of these, the TW3 Forum, ‘Sector Transformation in Coffee Exporting Countries’ (henceforth referred to as the ‘TW3 Forum’) was charged with addressing transformation of coffee sectors in exporting countries, particularly focused on countries dominated by smallholder farmers, to address challenges to competitiveness, sustainable livelihoods for farmers and environmental integrity in production landscapes.

The design of the TW3 Forum is based on the following premises:

- Actions over several decades by national and international stakeholders to address sustainability challenges in exporting countries have generated some impact, but have rarely succeeded in creating sector-wide and lasting change.

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<sup>1</sup> The vision statement and root cause analysis is stated in the ICO Resolution 465 (<http://www.ico.org/documents/cy2017-18/icc-res-465e-low-coffee-prices.pdf>) and the signatories of the London Declaration (<http://www.ico.org/documents/cy2018-19/pr-306e-london-declaration.pdf>) agreed to address and combat these root causes to achieve the CPPTF’s Vision and Future State. These documents have guided the entire process behind the CPPTF.

- Challenges facing the coffee sectors are too large and complex for any single public, private or other stakeholder to address, yet many stakeholders still work in isolation.
- To create transformational change needed to overcome challenges, stakeholders must generate a shared vision of the future of national coffee sectors, and develop willingness to collaborate to scale solutions, thereby contributing to the achievement of the 2030 CPPTF Roadmap and to the SDGs.
- There are few effective multi-stakeholder dialogue collaboration spaces available in exporting countries. Where spaces exist, they often need to strengthen collaborative processes and expand to include all relevant voices, including women, youth, indigenous peoples and other marginalized groups.
- The TW3 Forum strongly encourages building on, complementing and strengthening existing structures, capacities, platforms, projects, and other on-going efforts in exporting countries. Also, it will work proactively to implement the CPPTF Roadmap, including coordinating and complementing action in exporting countries with the interventions recommended by other CPPTF workstreams.

During the design phase of the TW3 Forum the facilitators had extensive dialogue and consultations with national and international coffee leaders, which helped shape the meeting formats and contents. Key conclusions included:

- Particularly national coffee leaders expressed encouragement that the ICO CPPTF would focus on nationally-led transformation processes. Several welcomed this as an opportunity to engage further with the ICO. In addition to the ICO CPPTF public-sector Sherpas representing exporting countries, the TW3 Forum sought to involve other national coffee sector leaders who would be close to national decision-making to engage in multi-stakeholder processes for sector transformation.
- Many leaders emphasized progress already made and existence of participatory structures such as public-private country platforms or roundtables, while recognizing need for further strengthening these processes and structures to foster system-wide transformation. TW3 Forum strongly focused on building on what is already there.
- Leaders felt solutions to the shared challenges are well understood, but remain hard to implement at scale due to lack of an enabling environment for transformational change. The TW3 Forum's design was therefore oriented towards the 'how' to implement solutions as opposed to the 'what'. Using the SDGs and CPPTF Roadmap, each exporting country's stakeholders are being encouraged

to define or update their own national priorities through multi-stakeholder processes. These processes will be defined, coordinated and owned by leading national coffee stakeholders with support from TW3 Forum members and facilitators. Resulting actionable frameworks such as national coffee sustainability plans or strategies will guide nationally driven sector transformation and provide for opportunities to orient support, co-funding and financing from international partners in aligned and more effective ways.

- National and international leaders suggested a wide range of themes that are important for sector transformation. A total of 13 themes were identified, of which 8 were selected by TW3 Forum participants for further discussion (See Annex 3 for further detail on themes covered by TW3 Forum).

Over the course of six meeting sessions (See figure 1) between August and November 2021 a multistakeholder group met virtually (See Annex 5 for participant list), bringing together representatives from twelve exporting countries, leading coffee companies, civil society organizations, experts, and development agencies, all interested in joint efforts to support systemic change processes in origin countries.

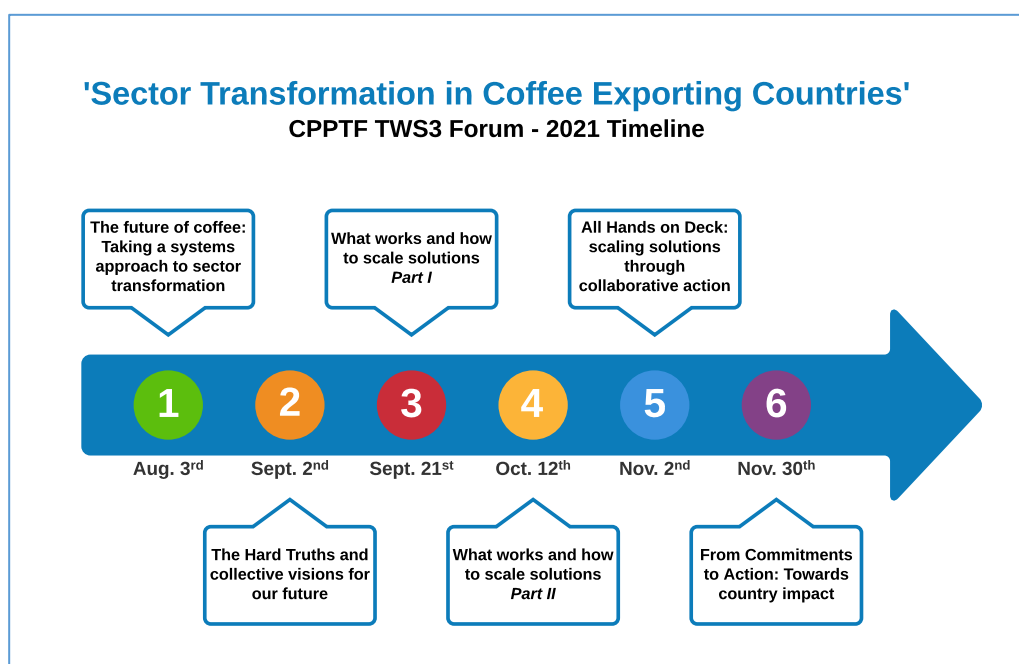


Figure 1: CPPTF TWS3 Forum – 2021 Timeline

In the six sessions, the TW3 Forum examined the 'hard truths' facing smallholder-dominated exporting countries and how to establish a shared vision among stakeholders for the future of their national coffee sectors. It examined a range of solutions with demonstrated results and reflected on how to scale them

to increase systemic impact. Based on parallel outreach with national and international coffee leaders, it also sought to reconfirm national and international interest in new or strengthened multi-stakeholder collaborative processes in exporting countries with the aim to define national interventions in close coordination with the other TWs and the overall CPPTF Roadmap starting from 2022 and onwards. Please refer to Annex 3 for further detail on the participatory process.

Subject to approval of this proposal, and based on the interest of individual ICO exporting member countries, the TW3 Forum facilitation team will work with national coffee leaders and with other national stakeholders, as well as with potential international partners, to help design practical and tailored country-specific interventions to create new or strengthen existing multi-stakeholder collaboration processes and plans with specific goals and targets to transform national coffee sectors.

A key enabling factor is resource mobilization for this work, which will be supported by the TW3 Forum facilitators, the ICO and CPPTF Secretariat, and ICO members and engaged partners. In addition to national resources support from global public and private partners is expected.

## **B. Key features of the proposal:**

This proposal contributes to the implementation of the commitments and vision within the ICO's CPPTF Roadmap by supporting national transformation processes in five ICO exporting member countries by 2025, growing to at least 10 countries by 2030. The nationally led processes will help address a range of challenges, and consider targets and commitments identified in the CPPTF Roadmap in accordance with nationally defined visions and priorities. The proposal will lead to the establishment or strengthening of national multi-stakeholder platforms or similar dialogue spaces in coffee exporting countries and the set-up of a coordination space for CPPTF Roadmap implementation. The exact shape or form of each national platform, respective work areas as well as concrete deliverables such as e.g. national coffee sustainability plans, will be defined by the country's stakeholders in a co-creation process supported by the TW3 Forum facilitators, in close collaboration with the CPPTF Secretariat and other TW facilitators.

The estimated number of country interventions by 2025 has been set at five based on the immediate expression of interest from coffee exporting country leaders. However, the exact number and selection of interventions will depend on strong country commitment generated through wider stakeholder engagement activities, and on practical aspects such as capacity, availability of resources and potential of success. The TW3 Forum will strive to ensure a geographical balance in the interventions in ICO member countries. It is possible that more countries will sign up through continuing dialogue in the TW3 Forum

and driven by emerging interest in replicating approaches and results. Hence, TW3 Forum expects that by 2030 10 or more ICO exporting country members will be engaging in nationally led multi-stakeholder processes for sector transformation.

In the following is presented a general approach to country interventions building or strengthening multi-stakeholder dialogue/ collaboration for sector transformation and delivering on the the CPPTF Roadmap goals. Further details will be defined in collaboration with leading national stakeholders and will subsequently be laid out in specific proposals for each country:

### **1. Initial five ICO member countries establish or strengthen platforms for multi-stakeholder dialogue and collaboration**

This will be achieved through the following activities:

- Identification of existing platforms such as the Country Platforms supported by the Global Coffee Platform<sup>2</sup>, as well as initiatives, projects, processes and activities which can serve as a base or input for new or strengthened multi-stakeholder dialogue at national level.
- Co-ordination with the ICO and the wider CPPTF to ensure plans align, avoid duplication and effectively use resources to ensure CPPTF goal delivery.
- Co-creation of multi-stakeholder processes or enhancement of existing platforms, in collaboration with key national stakeholders. The process should include representation from women, youth and marginalized groups.
- Securing of required resources for multi-stakeholder platforms (cash and in-kind) from national and international sources.
- Securing appropriate knowledge and expertise, support structures and facilitation capacity for multi-stakeholder dialogue and collaboration.
- Formation or strengthening of enabling public-private partnerships between national and international stakeholders for collaborative action on topics that support the implementation of national priorities as well as the ICO CPPTF Roadmap.

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<sup>2</sup> The Global Coffee Platform, a multistakeholder membership association, has been helping to establish and supporting multistakeholder Coffee Platforms at national level in several coffee exporting countries. To support sustainability efforts by these Country Platforms in exporting countries, GCP offers common sustainability tools such as the Coffee Sustainability Reference Code and activates its global membership to co-create and co-fund public-private initiatives including Collective Action Initiatives. These multi-year programs address locally prioritized sustainability issues such as agrochemicals, social well-being, farmers' prosperity and living income in pre-competitive collaboration, building on existing structures in exporting countries.



- Establishing or connecting to existing learning and knowledge exchange mechanisms at the national, regional and global level whereby exporting country stakeholders can learn from each other, and receive support from international partners.
- Securing the connection between the national dialogue and the global space of the CPPTF where exporting and importing countries, next to the private sector, are represented
- Working with the ICO to prepare and present country specific proposals to potential donors and partners in coordination with the other CPPTF TWs.

## **2. Coordination efforts to achieve all the CPPTF Roadmap goals**

Proposed action, commitments and targets from several CPPTF workstreams may have relevance for each country, and some countries may have committed to multiple actions of the CPPTF Roadmap. In these countries, it will be important to establish a mechanism to coordinate Roadmap action. Commitments to different Roadmap interventions can advance on different timelines. A commitment to establish or strengthen a multi-stakeholder collaboration space does not prevent other workstream activities from going forward. The TW facilitators will help coordinate interventions to maximize synergies between efforts and help ensure a coherent approach as proposed and pursued by the CPPTF. Identifying and responding to the capacity needs of national institutions and key actors who need to be involved in the CPPTF Roadmap implementation and dialogue will also be part of the approach.

## **3. Quick Wins**

The CPPTF Roadmap aims to generate long-term impact, but also quick wins along the way to keep stakeholders engaged and committed. For nationally led multi-stakeholder processes for transformation of coffee sectors this can include:

- Identification of and alignment with existing efforts create sensation of quick progress, synergies and improvement.
- Identification of influential national champions to stimulate stakeholder engagement and raise visibility.
- Multi-stakeholder dialogue processes to focus both on long-term transformation goals as well as short-term action, low-hanging fruits and step-wise approaches that visualize progress.

- Effective communications efforts to keep stakeholders informed on progress. New or existing reporting frameworks track progress being made across key priority areas.

**Timeframe:** 4-year program (2022-2025 inclusive)

### **C. How to get there: Collaborative Action Process**

Several enabling factors will help optimize the chances of successful coffee system transformation through the collaborative action outlined above, including:

1. Commitment from all stakeholders to carry through a participatory process and deliver on the actions that come out of it
2. Facilitation to ensure constructive, inclusive and effective multi-stakeholder dialogue and collaboration
3. Shared resources are available and jointly identified by stakeholders, including money, capacity, knowledge, etc.
4. Plans for inclusion (women, youth, marginalised groups) are built in from the start
5. A spirit of generosity sharing knowledge and learnings in an open-source manner and existing tried and tested methodologies are adopted within the plans

The resulting new or updated plan for each country is co-created and is firmly rooted in the reality of the national coffee sector, institutions and existing policies as they are today. For many exporting countries the political and economic circumstances are volatile, which must be acknowledged too. Plans must build off the participatory structures and work that has been done or is underway in the country / region and ensure engagement of existing stakeholders as well as the inclusion of new ones, including often underrepresented and marginalized groups. Critically, it should coordinate with other CPPTF workstreams and align with CPPTF targets, commitments and plans. Figure 2 offers a draft schematic of the likely stages of this approach within a single country. Note initial mapping will build off existing data where possible, including data collected for CPPTF by other Technical Workstreams or that is held by the ICO.

### **D. What 'success' looks like**

Many countries will have some experience with multi-stakeholder processes, such as platforms, roundtables or public-private coordination bodies, but in many cases these will need significant

strengthening to drive true sector-wide transformation. While needs will vary from one country to the next, common areas for strengthening can include:

- **Building trust.** Stakeholders often mistrust each other for a variety of reasons: due to real or perceived differences in objectives, lack of understanding of other stakeholders' legitimate interests, or disappointment from prior unsuccessful processes, to mention some. Lack of trust will significantly limit the effectiveness of participatory processes.
- **Shared vision.** Many stakeholders enter processes with a 'zero-sum game' focus and desire to prevail among competing agendas. Different stakeholders may have radically different world views, and little understanding for each other's' objectives. Stakeholder may also have different interpretation of CPPTF Roadmap action.
- **Leadership and coordination capacity.** Processes may lack effective decision-making structures and capacity to drive or oversee implementation of agreed actions, including those of the CPPTF Roadmap and Technical Workstreams.
- **Participation.** Key stakeholders are missing in many existing processes. For example, some private sector-oriented platforms may lack strong government participation and leadership, and many forums lack voices of stakeholders who are strongly dependent on or impacted by the sector, including smallholder farmers, women, youth or indigenous peoples.
- **Participatory dialogue facilitation, methodologies and tools.** Existing processes and structures may lack effective techniques for participatory dialogue. Meeting formats may not accommodate constructive exchange between participants, instead relying on formalistic agendas, 'passing the microphone' and allowing the strongest voices to drown out dissenting voices. Effective meeting facilitation is rarely used.
- **Institutional capacity and resources.** Commonly, existing processes and structures are under-resourced and understaffed, lacking facilitation support, effective secretariat functions and monitoring systems.

Effective multi-stakeholder processes will have balanced representation under strong government leadership, where all actors understand and accept others' sometimes diverging objectives. Together, through dialogue stakeholders build a shared understanding of and vision for their coffee sector and commit to take joint action to overcome challenges, within an agreed actionable framework. Stakeholders will agree on wide-ranging action, roles and responsibilities to address root causes of current problems and create an effective enabling environment for change.

By 2025, there will be a concerted effort among all actors to implement agreed national action plans and commitments to CPPTF Roadmap action, and to establish the corresponding public-private partnerships to achieve agreed objectives and outcomes.

The CPPTF set out to orchestrate transformation of the global coffee sector. While exporting countries can take important steps to address systemic challenges at home, true and successful transformation of the global coffee sector will also depend on change elsewhere: in coffee companies, in the financial industry, in the marketplace and in importing countries. National transformation efforts should therefore be linked to change efforts everywhere.

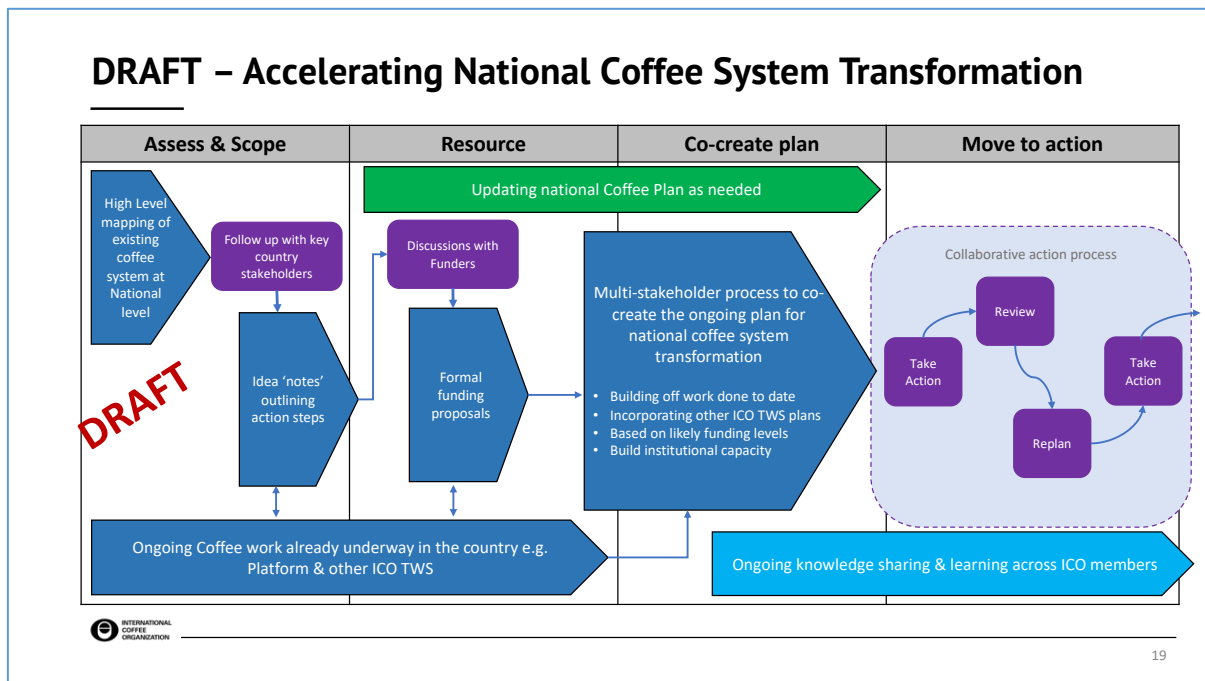
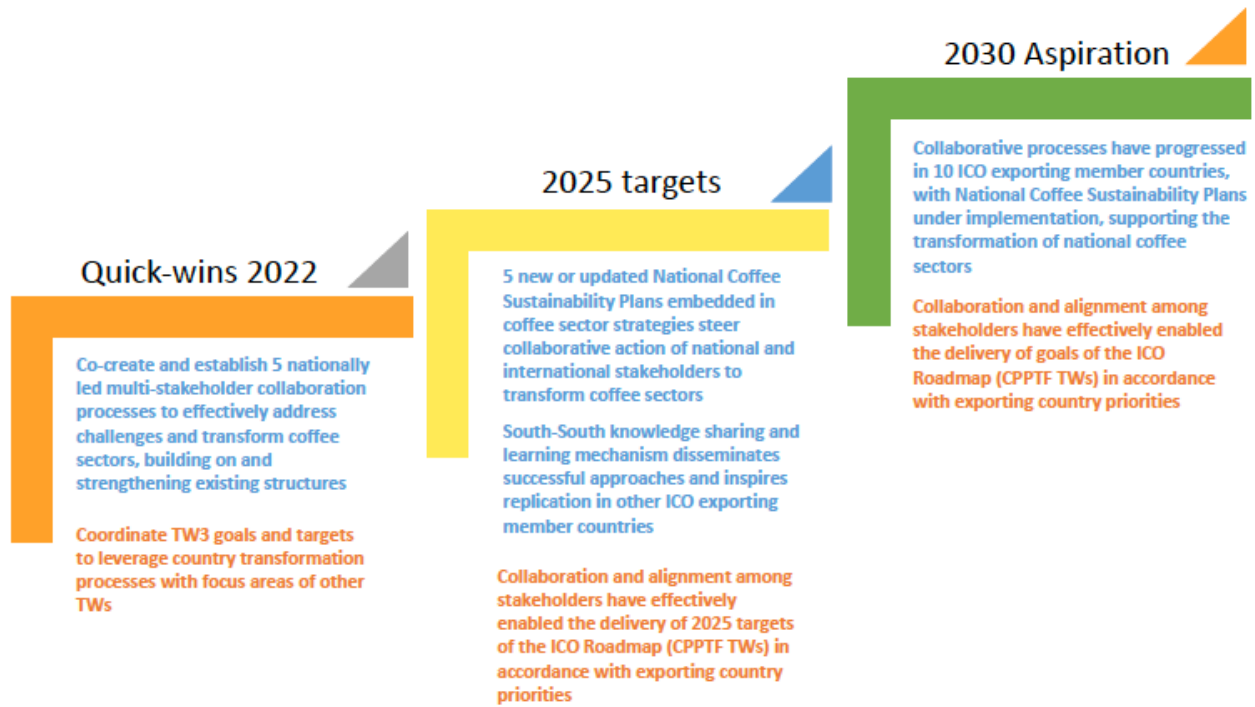


Figure 2: Draft country approach to coffee sector transformation

ANNEX 2:

**TW3 Forum CPPTF Roadmap Targets and Aspirations**



*The action and targets will be supported by TW3 members and facilitators (UNDP, GCP) under the coordination of the ICO CPPTF Secretariat*

*Figure 3: TW3 Forum CPPTF Roadmap Targets and Aspirations*

## ANNEX 3:

### **TW3 Forum: 'Sector Transformation in Coffee Exporting Countries' A Journey to collaborative action in exporting countries**

In the following is presented a short overview of the participatory process of the TW3 Forum. A report summarizing insights, conclusions and lessons learned will subsequently be available.

#### **The premise of TWS3 Forum**

As the London Declaration and the CPPTF recognize the need for comprehensive reform throughout the global coffee sector, no doubt the most daunting challenges are faced by the exporting countries dominated by smallholder producers. While 20-30 years of coffee development work has created some progress and isolated impact, it has rarely led to comprehensive transformation of coffee sectors. To overcome today's problems, and prepare for tomorrow's challenges, producing countries need to pursue significant change. Problems are enormous in scope and complexity and impossible to address for any single stakeholder. But whereas solutions require shared vision among stakeholders and the willingness to take collaborative action, many countries lack effective collaborative spaces to build commitment, collaboration and partnerships.

TW3 Forum set out to explore the path to comprehensive sector transformation through a series of six participatory virtual events, running from 3<sup>rd</sup> of August to 30<sup>th</sup> of November, 2021. The events, which had heavy participation from national coffee leaders as well as representatives from leading coffee companies, civil society organizations and development partners, helped shape the focus of the TW3 Forum by selecting themes for further exploration. The combined knowledge and active inputs provided by the TW3 Forum members through the process has informed this proposal to the ICO/ICC.

#### **Hard Truths and Shared Vision**

TW3 Forum explored the 'hard truths' facing coffee exporting countries, who face difficult threats to the viability of their coffee sectors. While the threats are often realities out of countries' control, the 'hard truths' can be managed with the appropriate strategies, but they require a clear-eyed acknowledgement and concerted action to overcome.

Hard truths include the behaviour of market prices; the availability of resources to invest and give support to farmers; the questionable viability of some existing smallholder production models; the competition

from alternative labour markets which makes it harder to attract young generations to farming; and they include threats of climate change and changes in temperatures and rain patterns, among others.

The participants discussed the importance of articulating a national shared vision for the future of their coffee sectors. The consensus in the TW3 Forum was that coffee sectors should be centred around the profitability and productivity of farmers - especially smallholders, supported by the government and a wider system of connected stakeholders engaged in the development, at scale, of a sustainable coffee sector that regenerates landscapes and soil, delivered with local ownership and buy-in.

### Enabling Environment and Scaling Solutions

The TW3 Forum acknowledged the multitude of issues that are part of an enabling environment for sector transformation. Many felt solutions were well understood and documented but remained isolated successes. Hence, the question was not so much the ‘what’ to do, but the ‘how’ to scale solutions to achieve lasting impact across sectors. Through research, including the ICO CDR2020, and inputs from participants a total of 13 central issues were identified, of which the participants selected eight for further exploration:

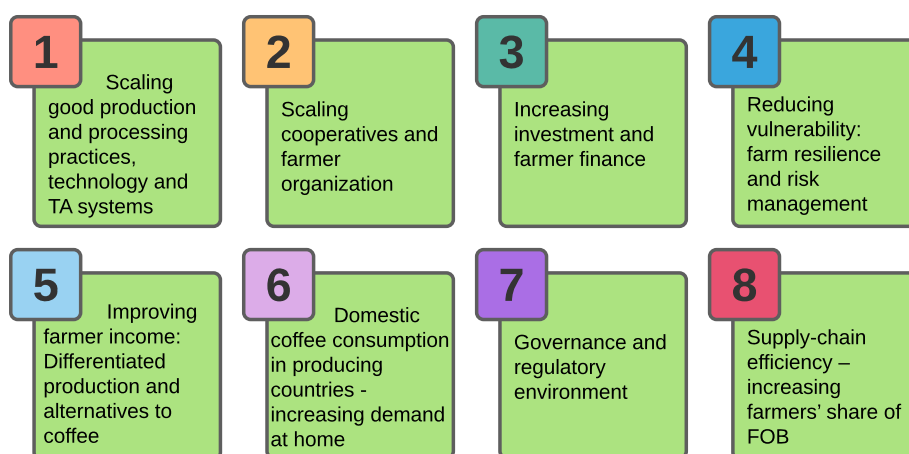


Figure 4: Eight themes selected by TW3 participants for discussion

The eight themes were explored in smaller groups in TW3 Forum sessions 3 & 4. For each theme, a topic expert presented a successful solution, followed by a group discussion of how to bring it to scale. The discussions covered success factors and barriers to scale-up, how to get there, roles and responsibilities in scaling, hybrid solutions, innovative partnerships and gender issues, among others. While each exporting country stakeholders must prioritize their challenges, issues covered in the TW3 Forum are likely to be central for sector transformation everywhere.

## **It's up to us!**

In spite of the technical insights into key issues for sector-wide transformation, the TW3 Forum had a strong process focus on how to achieve sector transformation. Time and again the members reconfirmed the importance of multi-stakeholder approaches:

- No stakeholders can achieve sector transformation alone, but all stakeholders must play their role
- Collaborative processes must build trust and empathy among actors who often quarrel and promote own narrow agendas. Processes must improve participation, facilitation, coordination and effectiveness.
- Stakeholders may be required to take on new roles and responsibilities outside traditional comfort zones, and engage in unfamiliar partnerships.
- Reconfirmation of a strong role for the public sector institutions, though in innovative partnerships with other stakeholder groups.
- Approaches must build on progress already made. They must build on existing platforms, processes, projects and structures, but strengthen them.

## **From Commitment to Action**

In parallel with the six TW3 Forum sessions the workstream facilitators, UNDP and GCP, conducted bilateral outreach to national coffee leaders to understand how the TW3 Forum approach to multi-stakeholder collaboration for sector transformation resonated with them, and to gauge the interest in further stakeholder consultations at national level. A half-dozen countries have manifested interest in exploring further the viability of a national multi-stakeholder process, and the follow-up meetings to deepen national stakeholder engagement are now being planned.

The TW3 Forum also conducted a preliminary meeting with potential global partners, including global companies and development agencies to discuss partnership building processes in support of national sector transformation. The early manifestation of interest is encouraging, but many steps are still needed to concretize country action. The facilitators will continue to support co-creation of national processes and partnership building into 2022, aiming to reach firm commitment to lead and support processes in several countries by mid-2022.



ANNEX 4:

**Proposed Steps & Timeline**

Recognising that each exporting country is on its own process to coffee sector transformation, and that each has a different starting point, a single, uniform timeline is unrealistic. However, the TW3 Forum aims to support and facilitate the processes throughout 2022 in close coordination with the planning in other CPPTF TWs.

Below is presented a generic timeline, which will be modified as needed with the elaboration of a comprehensive plan for the CPPTF Roadmap.

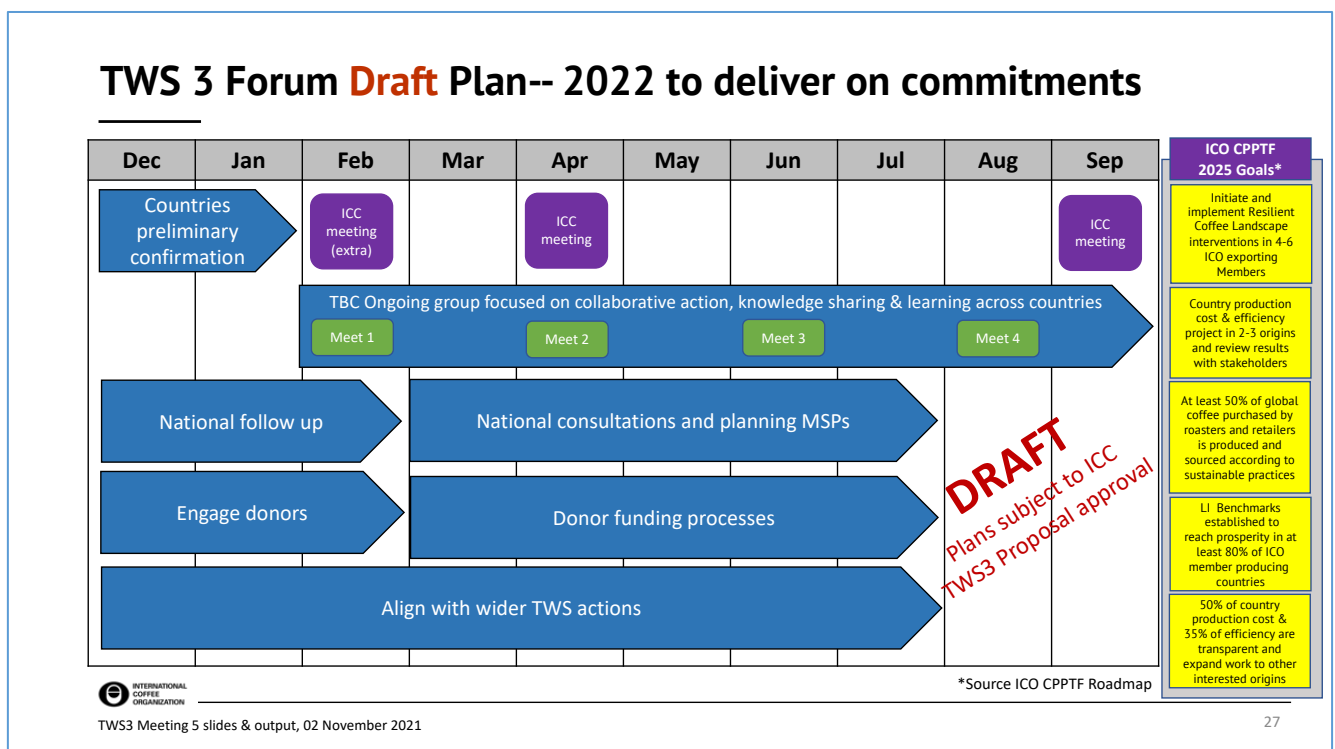


Figure 5: CPPTF TWS3 Forum – DRAFT Plan

ANNEX 5:  
Participants List (attended one or more sessions)

Coffee Exporting Countries	Private Sector	Development Partners	Civil Society and Associations
<ul style="list-style-type: none"> <li>• Amb. Solomon Rutega, IACO</li> <li>• Augusto Billi, Brazilian Embassy UK</li> <li>• Caleb Dengu, CDF Trust, Zimbabwe</li> <li>• Celestin Gatarayiha, IACO</li> <li>• Dr. Adugna Debela, Ethiopian Coffee and Tea Authority (CPPTF SHERPA)</li> <li>• Dr. Babu Reddy, Coffee Board of India</li> <li>• Dr. Celestin Gatarayiha, IACO</li> <li>• Eric Ruganintwali, NAEB, Rwanda</li> <li>• Felicite Mukankusi, NAEB, Rwanda</li> <li>• Hervè, Rwanda</li> <li>• Jorge Figueroa Rojas, MIDAGRI, Peru (CPPTF SHERPA)</li> <li>• Joseph Kabakeza, Rwandan Embassy (CPPTF SHERPA)</li> <li>• Juan Esteban Orduz, Colombian Coffee Federation (CPPTF SHERPA)</li> <li>• Juan Jose Mesa, FNC, Colombia</li> <li>• Lucas Beltrami, Brazilian Embassy</li> <li>• Maciel da Silva, CNC</li> <li>• Marcos Matos, Cecafé, Brazil</li> <li>• Maryanne Costa, CNC Brazil</li> <li>• Mick Wheeler, Papua New Guinea (CPPTF SHERPA)</li> <li>• Mr. Ferhad Alasadad, SCOPI Indonesia</li> <li>• Mr. Lucky Tarigan, Ministry of Trade, Rep. of Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>• Colman Cuff, ECOM Trading (CPPTF SHERPA)</li> <li>• Daniel Martz, JDE Peet's</li> <li>• Francesca Pellis, Illycaffè S.p.a.</li> <li>• Heather Pfahl, Starbucks Coffee Company</li> <li>• Juan Antonio Rivas, OLAM (CPPTF SHERPA)</li> <li>• Mario Cerutti, Lavazza (CPPTF SHERPA)</li> <li>• Michaël de Groot, Rabobank</li> <li>• Nadia Hoarau-Mwaura, JDE Peet's (CPPTF SHERPA)</li> <li>• Sarah Brinkmann, Melitta</li> <li>• Stefan Dierks, Melitta</li> </ul>	<ul style="list-style-type: none"> <li>• Annemarie Matthess, GIZ</li> <li>• Chris Brett, World Bank</li> <li>• Franz Baumann, UNDP</li> <li>• Leonard Mizzi, EU (CPPTF SHERPA)</li> <li>• Simon Gmeiner, GIZ</li> <li>• Xavier Pavard, EU DG INTPA</li> </ul>	<ul style="list-style-type: none"> <li>• Andrea Canapa, ICO</li> <li>• Carl Cervone, Enveritas</li> <li>• Carlos Brando, GCP</li> <li>• Christina Archer, Sustainable Food Lab</li> <li>• Christopher Wunderlich, Agrofuturo Global</li> <li>• Faustin Kabasha, TNS Rwanda</li> <li>• Gelkha Buitrago, GCP</li> <li>• George Watene, GCP Kenya</li> <li>• Gerardo Pataconi, ICO</li> <li>• Guillermo Alvarado, GCP Honduras</li> <li>• Isabella Turbyville, Conservation International</li> <li>• Jeremy Lefroy, Café Africa</li> <li>• Jiselle Steele, OXFAM</li> <li>• John Schluter, Café Africa</li> <li>• Kraig Kraft, WCR</li> <li>• Kristin Franklin, WCR</li> <li>• Mark Furniss, Enveritas</li> <li>• Mary Petitt, GCP North America</li> <li>• Melissa Salazar, GCP</li> <li>• Michelle Deugd, Rainforest Alliance</li> <li>• Niels Haak, CI (CPPTF SHERPA)</li> <li>• Paul Stewart, TechnoServe</li> <li>• Pedro Ronca, GCP Brazil</li> <li>• Samsong Emong, Café Africa</li> </ul>

<ul style="list-style-type: none"> <li>• Ms. Dea Melina, Ministry of Trade, Rep. of Indonesia</li> <li>• Ms. Diany Faila Sophia Hartrari, ICCRI, Indonesia</li> <li>• Ms. Paramita Mentari Kesuma, SCOPI Indonesia</li> <li>• Omar Fúnez, National Coffee Council of Honduras</li> <li>• Rafael Furtado Fonseca, Coomap, Brazil</li> <li>• René León Gómez, Promecafe</li> <li>• Sandrine Urujeni, NAEB, Rwanda</li> <li>• Santiago Jose Argüello Campos, SAGARPA, Mexico (CPPTF SHERPA)</li> <li>• Silvia Pizzol, CecaFé, Brazil</li> <li>• Tony Mugoya, Uganda Coffee Farmer Alliance, Uganda</li> <li>• Tota Jordan, SCOPI Indonesia</li> <li>• Vanusia Nogueira, BSCA, Brazil</li> <li>• Vera Espíndola, SADER, Mexico</li> </ul>			<ul style="list-style-type: none"> <li>• Stephanie Daniels, Sustainable Food Lab.</li> <li>• Valerie Beard, Conservation International</li> <li>• Vern Long, World Coffee Reseach</li> <li>• William (Bill) Murray, NCA (CPPTF SHERPA)</li> <li>• Wolfgang Weinmann, ICO</li> </ul>
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