

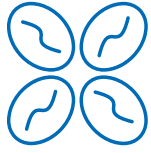


SECTOR TRANSFORMATION IN COFFEE EXPORTING COUNTRIES

INSIGHTS & LESSONS LEARNED FROM THE COFFEE PUBLIC-PRIVATE TASK FORCE,
TECHNICAL WORKSTREAM 3 MULTI-STAKEHOLDER FORUM - EXPORTING COUNTRIES

MAY 2022





SECTOR TRANSFORMATION

IN COFFEE EXPORTING

COUNTRIES

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FACILITATED BY



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BACKGROUND

AUTHORS: Facilitation team of the Coffee Public-Private Task Force, Technical Workstream 3 – Exporting Countries

ACKNOWLEDGEMENTS: With sincere thanks to the coffee leaders from public, private and third sectors who gave their time generously to share, shape and deliver recommendations during the Coffee Public-Private Task Force, Technical Workstream 3 Multi-stakeholder Forum ‘Sector Transformation in Exporting Countries’ and who will carry the work forward within their countries and their organizations.

DISCLAIMER: This document is a summary of the discussions that took place during the Technical Workstream 3 Multi-stakeholder Forum – Exporting Countries. It does not necessarily represent the individual viewpoints of the participants or the organizations they represent. The opinions expressed in the document are not officially endorsed by the International Coffee Organization, the Global Coffee Platform, United Nations, United Nations Development Programme or their member states.

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Following the 2019 London Declaration on price levels, price volatility and the long-term sustainability of the coffee sector, the International Coffee Council requested the International Coffee Organization (ICO) to set up a Coffee Public-Private Task Force (CPPTF).

The aim of the CPPTF and its related Technical Workstreams (TWS) is to implement the ICC Resolution 465 and the London Declaration. TWS consist of a wider group of stakeholders, working together to support the work of the CCPTF in the relevant thematic areas identified in Resolution 465 and in the London Declaration. The TWS are complementary and cover different aspects of coffee sustainability, including living and prosperous Income, market transparency, market policies, institutions and international funding mechanisms, resilient coffee landscapes, and the inclusion of women and youth.

The output of the different TWS will be used to further develop the CPPTF strategy, and provide input into the evolving CPPTF Roadmap, containing time-bound actions and commitments the realization of the CPPTF long-term vision of a sustainable and prosperous future for coffee producers and the sector as a whole.

The TWS 3 on *Market Policies, Institutions and International Funding Mechanisms* was tasked to address institutional and policy barriers to importing and exporting countries, as well as the need for funding mechanisms to increase investments in the sector.

United Nations Development Programme's Green Commodities Programme (UNDP) and the Global Coffee Platform (GCP) facilitated a Multi-stakeholder Forum – Exporting Countries as part of TWS 3. Entitled *Sector Transformation in Coffee Exporting Countries*, the Multi-stakeholder Forum focused on the creation or strengthening of multi-stakeholder platforms to foster collaborative action and an enabling environment for change within the coffee sectors in exporting countries to meet the challenges of the future. Over the course of six sessions, between August and November 2021, a group met virtually. The group consisted of representatives from exporting countries, leading coffee companies, civil society organizations, experts and development agencies, all interested in joint efforts to support systemic change processes in coffee exporting countries.

This document summarizes the key insights and lessons learned from the TWS 3 Multi-stakeholder Forum on Sector Transformation in Coffee Exporting Countries¹.

1. For the latest development of the CPPTF and the TWS, please visit: <https://www.internationalcoffeecouncil.com/taskforce>





2

GUIDING RATIONALE

FOR THE TWS 3



FORUM

GUIDING RATIONALE FOR THE TWS 3 MULTI-STAKEHOLDER FORUM – EXPORTING COUNTRIES

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

Challenges facing the coffee sectors are too large and complex for any single public, private or other stakeholders to address, yet many stakeholders still work in isolation.

To create the transformational change needed to overcome challenges, stakeholders must generate a shared vision for the future of national coffee sectors and have a willingness to collaborate to scale solutions. This will contribute to the achievement of the 2030 CPPTF Roadmap and the Sustainable Development Goals (SDGs).

There are few effective multi-stakeholder dialogue collaboration spaces available in exporting countries. Where spaces exist, they often need to further strengthen the collaborative processes and expand to include all relevant voices, particularly women, youth, indigenous peoples and other marginalized groups.

2.1 NATIONAL COFFEE FUTURE VISION

WITHIN AN ENABLING ENVIRONMENT

Whilst the Coffee Public-Private Task Force offers a global coffee vision that is aligned with the Global Coffee Platform and the Sustainable Coffee Challenge, most individual countries still need to articulate the visions for their national coffee future. Coffee leaders participating during the TWS 3 Multi-stakeholder Forum – Exporting Countries recognized the need to balance the ‘*what*’ and the ‘*how*’ in a collaborative way and explored the importance of a supportive enabling environment created by all stakeholders at national level, and how it influences success.





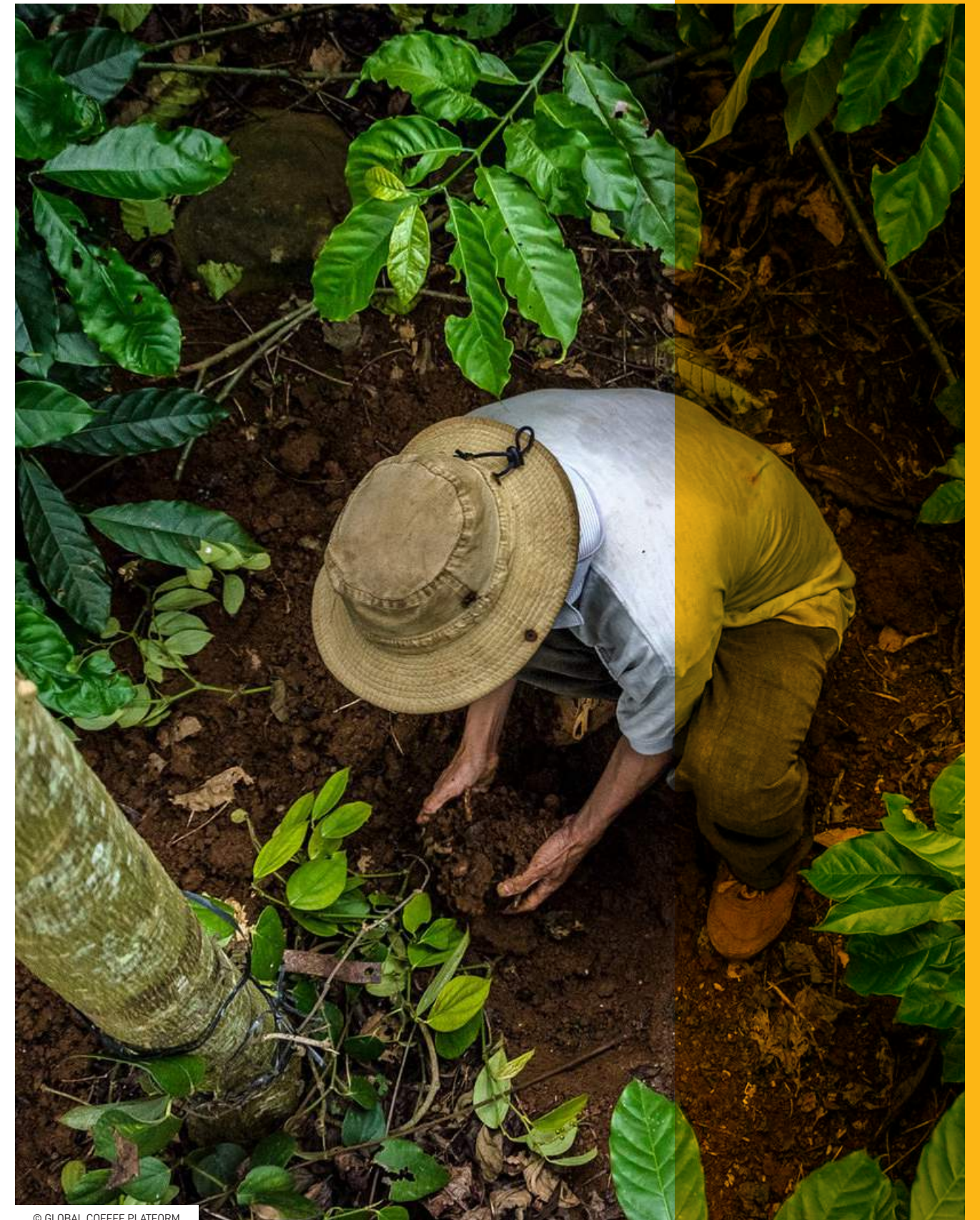
ENABLING ENVIRONMENT



NATIONAL VISION



The graphic above summarizes the discussions held in the TWS 3 Multi-stakeholder Forum – Exporting Countries:



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2.2 ADDRESSING HARD TRUTHS

Like most commodities, coffee is part of a complex global value chain, with many aspects that go beyond the control of the exporting countries. The coffee leaders who participated in the TWS 3 Forum – Exporting Countries discussed and agreed on the need to acknowledge and address the hard truths in any transformation planning.



Below are some of the hard truths discussed during the sessions:

1

Commodity coffee prices fluctuate with demand and supply. Exporting countries need to consider this as part of their planning and refrain from engaging in 'wishful thinking'.

2

There are multiple value chains competing for the same limited government resources. Most recently, the financial impact of COVID-19 caused multiple trade-offs, which in some cases meant that coffee was not sufficiently prioritized.

3

Some farmers may never achieve economic sustainability and should therefore not be encouraged to focus solely on coffee, and in some cases should even be advised to discontinue farming coffee. How can they receive support for diversification or transition to other livelihoods?

4

Climate change will make it harder to farm coffee in some areas of the world, and will increase the risk for all farmers. How can countries help farmers manage risks and the transition to resilient production systems?

5

Transition to economically viable, sustainable coffee cannot be achieved on the farm alone. Exporting countries need to look "beyond the farm gate" including infrastructure, processing, effective policies and market access.

6

Successful coffee producing countries tend to invest more in coffee research and development. Countries that invest little in research and development may find it hard to

7

Economic transformation historically results in increased competition for labor and fewer people being employed in agriculture. How do countries manage shifts in labor markets?

Hard truths persist for several reasons. Some are beyond any particular actor's control (coffee price fluctuations, climate change), and others are systemic challenges that are notoriously difficult to address (land tenure systems, changes in labor markets caused by economic development). Some truths are also 'inconvenient' and hard to discuss (power structures, or the fundamental viability of smallholder farming models). While the hard truths cannot easily be addressed, they must be openly reckoned with in plans to transform sectors.



3

8 SCALING



SOLUTIONS THAT WORK

Extensive consultations with national and global coffee leaders confirmed a broad consensus on solutions to the many challenges in coffee, but also concluded that many solutions are generated in individual projects and supply chains and tend not to transfer or scale up. A recurrent challenge is how to scale up solutions to create lasting, systemic impact. Therefore, TWS 3 – Exporting Countries has identified themes that have the potential to be significant for most countries and which focus on how to scale successful solutions.

Participants helped select eight themes for discussion which were explored over two sessions with the help and facilitation of distinguished experts. The experts illustrated what can be achieved through case studies.

The eight themes are summarised as:

<p>1</p> <p>Scaling good production and processing practices, technology and technical assistance systems</p>	<p>2</p> <p>Scaling cooperatives and farmer organisations</p>	<p>3</p> <p>Increasing investment and farmer finance</p>
<p>4</p> <p>Reducing vulnerability: farm resilience and risk management</p>	<p>5</p> <p>Diversification approaches and their leverage for increasing producer incomes</p>	<p>6</p> <p>Domestic coffee consumption in coffee producing countries</p>
<p>7</p> <p>Governance and regulatory environment</p>	<p>8</p> <p>Supply chain efficiency – increasing farmers' share of FOB</p>	

3.1 THEME & CASE STUDY 1

SCALING GOOD PRODUCTION AND PROCESSING PRACTICES, TECHNOLOGY AND TECHNICAL ASSISTANCE SYSTEMS

Paul Stewart, Global Coffee Director for **TechnoServe**, presented TechnoServe's Coffee Farm College approach in Rwanda, which has since been rolled out across East Africa and parts of Latin America and India. This displayed the tremendous potential of bottom-up processes and in particular the power of peer-to-peer learning and the energy young people can bring to the sector if engaged, given responsibility and the right training. It also reminded participants that it is often the most basic production and post-harvest best practices that needs to be adopted, which if consistently applied would ensure sustainability and provide significant economic benefit. There was a recognition that in order to achieve this aim, government technical assistance resources, NGOs and local communities need to collaborate. There is also a need to think innovatively to overcome several of the local barriers. Farmers see training as key for their improvement, so governments must recognize this need and be willing to put their own funding into training delivery and allied programs such as coffee tree rejuvenation programs rather than expecting this funding to come from outside the country.

LESSONS FROM TECHNOSERVE COFFEE FARM COLLEGE

- Activity-based group learning over two years
- Training in climate-smart farming practices drawn from the local community and delivered monthly by trainers (often young people and 50/50 gender split)
- One member is the 'focal farm' where 40 trees are used to practice what the group learns
- Trainers visit the farms in between sessions to help embed learnings
- Yield increases of 40-50% following participation are common

3.2 THEME & CASE STUDY 2

SCALING COOPERATIVES AND FARMER ORGANIZATIONS

Tony Mugoya, Executive Manager of **Uganda Coffee Farmer Alliance** shared their success since the launch of the alliance in 2010 and what can be achieved with this model of organization. There was consensus in the discussions that organized farmers can increase their incomes, making this an essential area of focus for sector transformation. To do this the group recognized the need to be confident in the cooperative model, requiring effective local leaders to be available along with good governance and transparency that builds trust. Scaling of farmer organizations can be further enabled by including self-funding and/or revenue generating models, and by offering holistic support services to participating farmers beyond just productivity training. This can include e.g. access to finance or markets to allow farmer organizations to be part of the wider coffee processes at national level.

GENDER, YOUTH AND UNDER-REPRESENTED GROUP CONSIDERATIONS

- In the case studies and discussions the need to design for inclusion from the outset was clear.
- The benefits of taking a whole household approach was also shown particularly in relation to diversification strategies for smallholder farmers.
- Engagement through ideas such as 'model couples' or financial products for female farmers that encourage men to include women in different ways were highlighted.



3.3 THEME & CASE STUDY 3

INCREASING INVESTMENT AND FARMER FINANCE

Michaël de Groot, Investment Manager for **Rural Funds at Rabobank** presented examples and discussed success factors for increased lending to farmers and what stakeholders can do to create a better enabling environment for these financial services. One particular element of emphasis was the economic potential of specialty coffee which is not an available route for all farmers. Enabling factors such as tackling land titles and -rights, particularly for women, and the further evolution of traceability programs, can facilitate increased investment. Technology and data play an essential role in enabling access to markets, financial products and insights for both individual farmers and cooperatives giving them increased choices around how they get greatest value from their coffee. Once again, the benefit of farmer organization was highlighted as cooperatives provide increased scale for gaining discounted finance and can also potentially be part of the financial system by providing alternative low-interest financial products. Cooperatives must step up and broaden their role, drawing on lessons from successful cooperative efforts, such as in South America.

3.4 THEME & CASE STUDY 4

REDUCING VULNERABILITY: FARM RESILIENCE AND RISK MANAGEMENT

Dr. Vern Long, CEO of **World Coffee Research** discussed a range of tools and approaches that can help manage risk and reduce vulnerability, and why these tools are unfortunately not widely used. To scale coffee solutions, it is key to understand that risks occur at different levels: on farms, in communities, nationally, regionally and globally. To be successful, risks must be addressed at the appropriate level. This often requires landscape, national or even trans-national approaches to be developed in collaboration, knowing that however diligent one farmer is, she/he alone will rarely be able to tackle many of the risks to her/his coffee crop. The theme of collaboration was at the heart of the discussion recognizing that the strength of the ICO members' knowledge and public-private collaboration along with national and regional coffee platforms have the potential to support exporting countries to improve resilience in their coffee sectors. It was particularly noted that women and children are disproportionately affected if risks are not mitigated, requiring them to be considered in solution design from inception.

3.5 THEME & CASE STUDY 5

DIVERSIFICATION APPROACHES AND THEIR LEVERAGE FOR INCREASING PRODUCER INCOMES

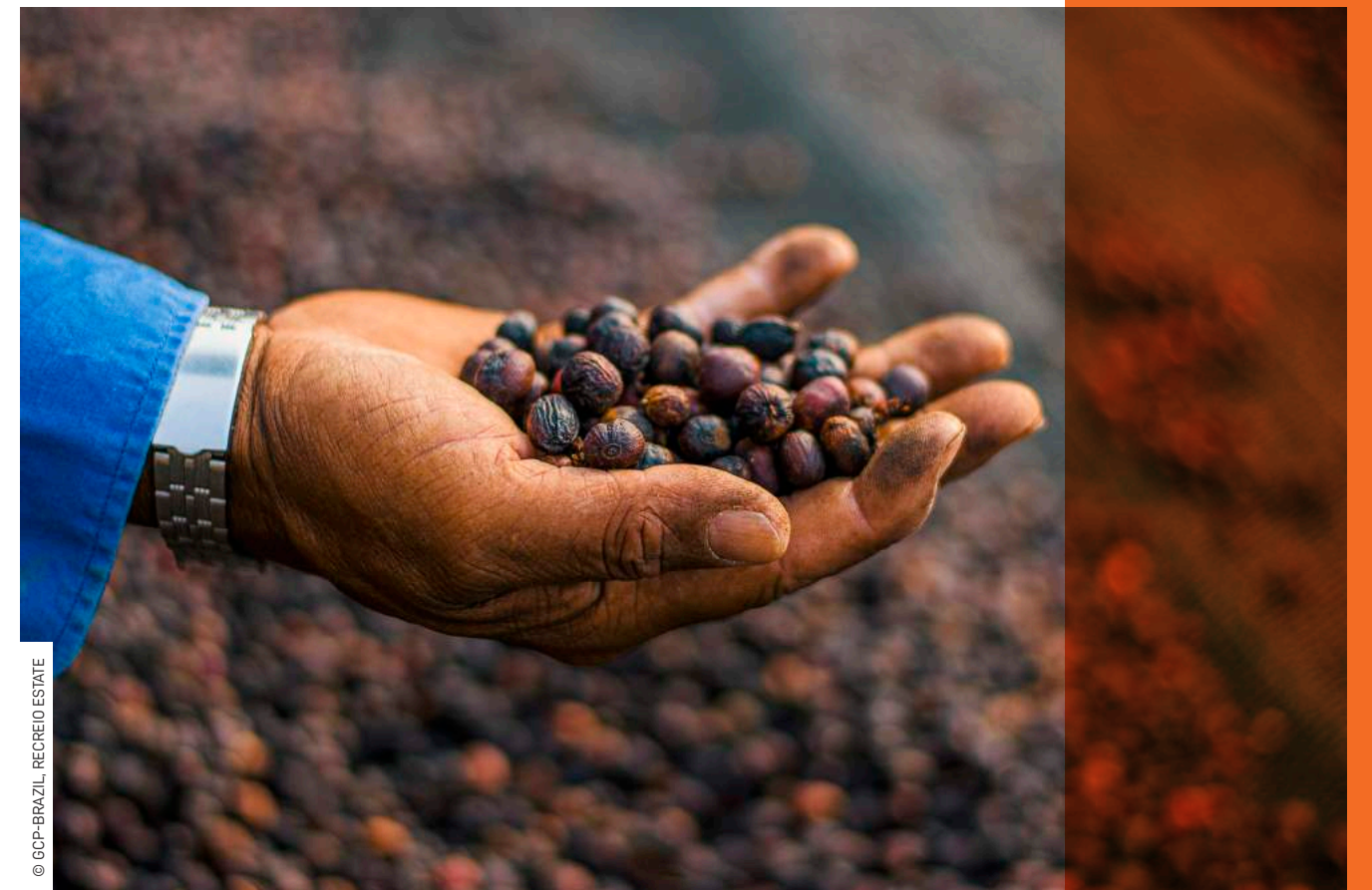
Dr. Annemarie Matthess, Programme Director for the **German Corporation for International Cooperation (GIZ)** shared insights on opportunities and challenges in cash crop production along with evidence-based examples from other sectors such as cocoa and cotton. From the examples it was clear that farmers who see themselves as entrepreneurs are more likely to diversify and are ultimately able to provide themselves and their families with more predictable living incomes. Building entrepreneurship in farmers and farmer organizations requires investment in business as well as technical training, access to local and international markets, access to appropriate financial products that allow for diversification, and government support for overall rural economic development. Key factors to consider are farm size and family size. Both differentiation strategies within the same crop and diversification, including engagement in different complementary crops, services or off-farm employment were seen as having significant potential to enhance incomes. Successful results require a focus on entrepreneurship throughout the whole value chain, along with honest conversations with the private sector around trade-offs between efficiency in the coffee chain and diversification.



3.6 THEME & CASE STUDY 6

DOMESTIC COFFEE CONSUMPTION IN COFFEE PRODUCING COUNTRIES

René León Gómez, Executive Secretary of **Promecafé** shared insights of Promecafé's work across nine Central American countries to increase domestic consumption of coffee. Lessons from this work included that the focus should be on quantity of consumption regardless of quality, driven by identifying or creating new coffee drinking opportunities as well as engaging new coffee drinkers, particularly young people. It was clear that to scale and be successful, domestic coffee promotion requires a different strategic focus than efforts to boost international coffee exports. There is a need to develop pride in drinking local coffee, provide affordable products, train staff locally in the retail/consumer end of the chain, tailor communication, such as for social media, to the local market and to promote the health benefits of coffee consumption. Regional coffee platforms and local stakeholder collaboration were once again seen as key enablers to scaling, offering the opportunity to exchange learning, access technology and expertise to deliver national domestic coffee plans.



3.7 THEME & CASE STUDY 7

GOVERNANCE AND REGULATORY ENVIRONMENT

Carlos Brando, Chair of the **Global Coffee Platform**, showed what we can learn from advanced coffee producing countries such as Brazil, Colombia, Viet Nam and Costa Rica where share of FOB price to farmers can be as high as 85%. The group examined how governments are instrumental in creating an enabling environment for change in the sector. Despite the challenge of achieving political longevity of policies in any country, there is still much that governments can do to enable a thriving and sustainable coffee sector. The focus of the discussion was on the need for political will, committed resources, investment in research and development, openness and humility to listen to all stakeholders in the coffee sector, and the need to think holistically to enable a vibrant agricultural system for domestic and export markets. Well-facilitated national and regional coffee platforms with representation from multiple ministries but also farmers, private and third sectors were highlighted as providing momentum to transformation efforts as well as being conduits for designing and testing win/win policy solutions for the coffee sector.



3.8 THEME & CASE STUDY 8

SUPPLY CHAIN EFFICIENCY – INCREASING FARMERS' SHARE OF FOB

George Watene, Monitoring and Evaluation Manager, **Global Coffee Platform**, explained how the **Kenya Coffee Platform** has been taking successful steps to increase supply chain efficiency in new ways since its launch in 2018. This sparked a discussion that emphasized that while every exporting country's supply chain challenges will be different and need to be designed for, there were also common issues. These common issues include the need to focus on all elements of the 'farm - to port' supply chain, as well as aligning behind a common goal and an agreed set of measures for the sector. Spending time building relationships within the value chain, relentlessly sharing knowledge and the alignment of policies at local and national level into a clear regulatory framework were seen as ways to unlock efficiency gains. Supply chain efficiency was particularly seen as an area where public-private partnerships can add tremendous value and so these should be actively encouraged.

LESSONS FROM PROMECAFÉ: INCREASING DOMESTIC CONSUMPTION

- Multi-stakeholder project across nine Latin American countries to increase domestic coffee consumption
- Focus on the health and wellbeing aspects of coffee consumption
- Targeted young people as new long term consumers
- Encouraged innovation of new coffee based products and coffee drinking moments
- Focus on increasing coffee consumption no matter what quality of coffee
- Success requires a multistakeholder approach





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ACROSS THE EIGHT DISCUSSIONS COMMON THEMES AND PRE-CONDITIONS FOR SUCCESS WERE IDENTIFIED:

1. The need to build on existing coffee platforms and institutions;
2. The need for consistent effort and engagement to build trust, patience, locally driven solutions and design with the inclusion of youth and women from the start;
3. The need for true collaboration across the value chain between public, private and third sectors together with farmers and farmer led organizations;
4. The need to challenge and reconsider the traditional roles and responsibilities of stakeholders in the value chain, to include new responsibilities and engage in increased collaboration and partnerships; and
5. The important emphasis on action being locally owned and driven rather than focusing on externally imposed solutions.



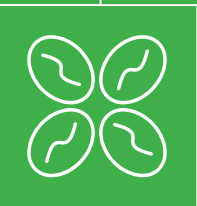
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4

COLLABORATIVE

ACTION: WHAT



IT REALLY TAKES

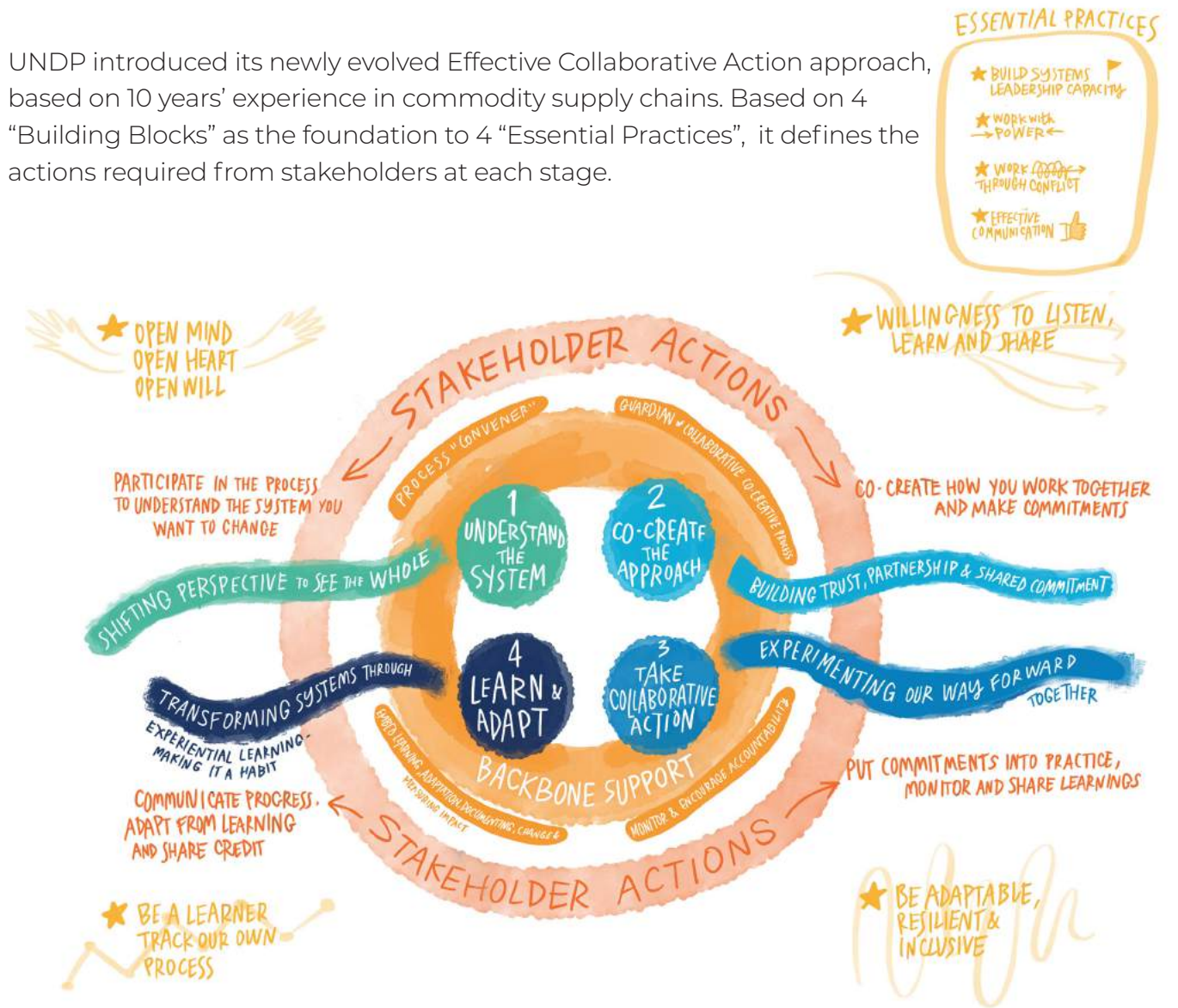
Within all the CPPTF TWS it has been acknowledged that delivery of the CPPTF Roadmap will require collaborative action in a variety of forms, as no single stakeholder group can overcome the complex problems alone.

Within TWS 3 Multi-stakeholder Forum – Exporting Countries, participants underlined the potential of national and regional coffee platforms to enable this collaborative action, though collaborative spaces can benefit from strengthening and improvements. From the TWS 3 Multi-stakeholder Forum – Exporting Countries discussions it became clear that simply getting many stakeholders in the same (virtual) room is not enough, and that most existing participatory structures need significant strengthening to build trust and generate or reconfirm a shared vision for national coffee sectors. Key success factors which were highlighted include strong government leadership and that all voices are represented. Participants stressed that often leadership and coordination capacity needs strengthening, and dialogue processes can be enhanced with proper resources and professional facilitation, methodologies and tools. Collaborative spaces are the places where sometimes difficult and uncomfortable conversations can be held, which are crucial to unlock barriers of progress and transformation. Vested interests need to be understood and addressed adequately. Successful platforms continually build trust between their participants and balance long-term goals with delivery of quick wins to support engagement and a sense of progress. To do this well how a platform is facilitated is as important as what is discussed, so resources need to be applied to enable this. Together the TWS 3 Multi-stakeholder Forum – Exporting Countries participants shaped a set of proposed collaborative principles:

COMMITMENT	<ul style="list-style-type: none"> • From all stakeholders • To a participatory process • To deliver on the actions committed to
EXPERT FACILITATION	<ul style="list-style-type: none"> • To ensure constructive, inclusive and effective multi-stakeholder dialogue and collaboration
COLLABORATIVE RESOURCED	<ul style="list-style-type: none"> • Shared resources are available and jointly identified by stakeholders, including money, capacity, knowledge, etc.
INCLUSIVE	<ul style="list-style-type: none"> • Plans for inclusion (women, youth, marginalised groups) are built in from the start
A SPIRIT OF GENEROSITY	<ul style="list-style-type: none"> • Sharing knowledge and learning in an open-sourced manner • Existing tried and tested methodologies are adopted within the plans

4.1 COLLABORATIVE ACTION – THE BUILDING BLOCKS

UNDP introduced its newly evolved Effective Collaborative Action approach, based on 10 years' experience in commodity supply chains. Based on 4 "Building Blocks" as the foundation to 4 "Essential Practices", it defines the actions required from stakeholders at each stage.



This methodology, process and set of tools can be used to support effective collaborative action in exporting countries. Through a process of deep collaboration, a broad group of stakeholders will co-create a shared vision for the future of their national coffee sectors, and generate the willingness to take collaborative action to reach the vision. Monitoring, learning and adapting the process happens along the way. This methodology and its practical application will be used in committed exporting countries over the next 5 years.



5

TWS 3 TARGETS



AND

ASPIRATIONS

The CPPTF's vision and roadmap states that by 2030 the coffee sector will reach *A sustainable and prosperous future for coffee producers and the sector as a whole*. Each TWS was requested to build targets and aspirations that would help fulfil this vision. The TWS 3 – Exporting Countries targets and aspirations were discussed and agreed in session six and approved by the CPPTF as well as the International Coffee Council in early 2022, to be integrated into the CPPTF Roadmap.

**QUICK WINS
2022**



Co-create and establish five nationally led multi-stakeholder collaboration processes to effectively address challenges and transform coffee sectors, where possible building on and strengthening existing structures.

Coordinate TW3 goals and targets to leverage country transformation processes with focus areas of other TWs.

**TARGETS
2025**



Five new or updated National Coffee Sustainability Plans embedded in coffee sector strategies steer collaborative action of national and international stakeholders to transform coffee sectors. South-south knowledge sharing and learning mechanism disseminates successful approaches and inspires replication in other ICO exporting member countries.

Collaboration and alignment among stakeholders have effectively enabled the delivery of 2025 targets of the ICO Roadmap (CPPTF TWs) in accordance with exporting country priorities.

**ASPIRATION
2030**



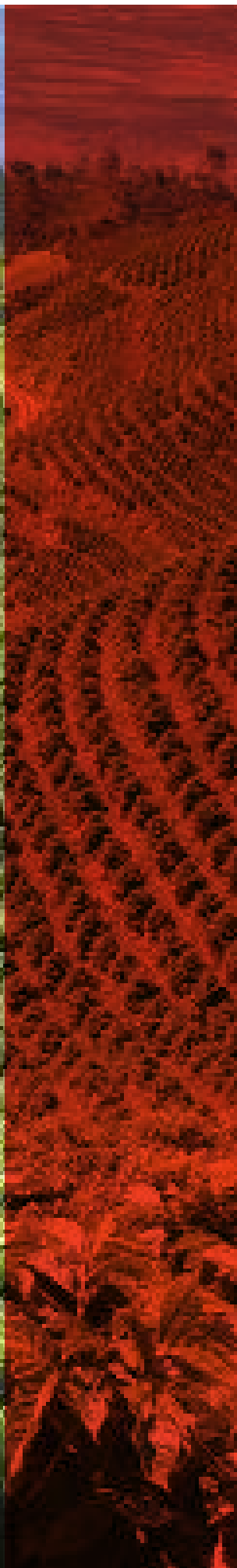
Collaborative processes have progressed in 10 ICO exporting member countries, with National Coffee Sustainability Plans under implementation, supporting the transformation of national coffee sectors.

Collaboration and alignment among stakeholders have effectively enabled the delivery of goals of the ICO Roadmap (CPPTF TWs) in accordance with exporting country priorities.

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

 Targets for action proposed and supported by TWS3 Forum

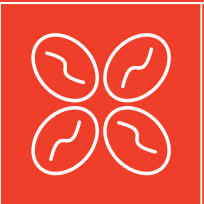
 Alignment with CPPTF TW targets and other sector targets and goals



6

NEXT STEPS &

GETTING



TO ACTION

The TWS 3 – Exporting Countries targets and aspirations were discussed and agreed in session six and approved by the CPPTF as well as the International Coffee Council in early 2022, to be integrated into the CPPTF Roadmap.

To deliver on the CPPTF Roadmap, participants in the TWS 3 Multi-stakeholder Forum – Exporting Countries underlined the importance of building on the participatory structures and work that has been done or is underway in the specific countries and to ensure engagement of existing stakeholders as well as the inclusion of new ones, including often underrepresented and marginalized groups. Implementing TWS 3 – Exporting Countries plans and targets needs to be coordinated with other TWS and align with other CPPTF targets, commitments and plans.

The proposed steps to reach collaborative action to transform coffee sectors are:

- 1. Assess & Scope.** High-level mapping of the coffee system, identify the stakeholders, main initiatives, existing collaborative spaces, and build draft notes on action steps.
- 2. Deepen stakeholder engagement.** Reconfirm commitment to collaborative action with additional national stakeholders.
- 3. Co-design and Resource.** Collaborate with local stakeholders to design national processes that build on what's there, and produce proposals for funding partners.
- 4. Co-create plan.** Through participatory processes national stakeholders build trust and develop shared vision for the future of their coffee sectors. Collaborative action to transform sectors is captured in new or updated national coffee plans and strategies.
- 5. Move to action.** Having agreed on vision and the plan to get there, stakeholders implement action, form novel partnerships and take on new responsibilities. Monitoring and learning feed adaptation as necessary.

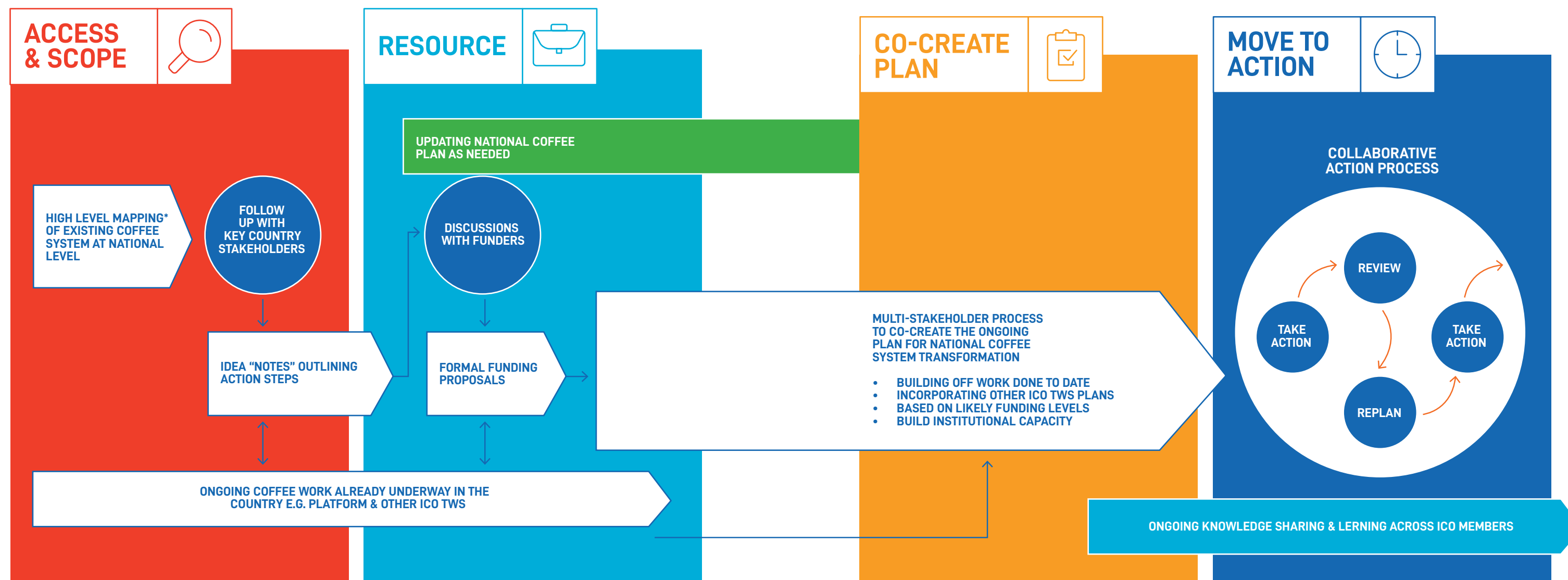


ACCELERATING NATIONAL COFFEE SYSTEMS TRANSFORMATION

The TWS 3 Multi-stakeholder Forum on Sector Transformation in Coffee Exporting Countries¹ produced a rich variety of insights and lessons learned. The forum members look forward to seeing these insights spread through the coffee sector, and to implementing new ways of working in their own countries and contexts. The below is a draft schematic of the likely stages of the proposed steps to reach collaborative action to transform the coffee sector within a single country. Note initial mapping will build off existing data where possible, including data collected for CPPTF by other TWS or that is held by the ICO.



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For the latest development of the CPPTF and the TWS, please visit: <https://www.internationalcoffeecouncil.com/task->

TO FIND OUT MORE

Global Coffee Platform

<https://www.globalcoffeeplatform.org>

The Global Coffee Platform is a multi-stakeholder membership association of coffee producers, trade, roasters, retailers, sustainability standards and civil society, governments and donors, united under a common vision to work collectively towards a thriving, sustainable coffee sector for generations to come. GCP Members believe sustainability is a shared responsibility. Together, we create solutions to address critical sustainability challenges that enhance farmers' prosperity, improved well-being and the conservation of nature.

GCP Network of Country Platforms

UNDP Green Commodities Program

<https://www.greencommodities.org>

The UNDP Green Commodities Programme exists to improve the national, economic, social and environmental performance of agricultural commodity sectors. In 2010, UNDP launched the GCP in recognition of the importance of global agricultural commodities in achieving the SDGs, with a mission to: 1) Improve the lives of farmers and their communities; and 2) Protect high conservation value forest and important vulnerable ecosystems.

Effective Collaborative Action Resources from UNDP

The International Coffee Organization

<https://www.ico.org/>

The International Coffee Organization (ICO) is the main intergovernmental organization for coffee, bringing together exporting and importing Governments to tackle the challenges facing the world coffee sector through international cooperation.

The ICO's mission is to strengthen the global coffee sector and promote its sustainable expansion in a market-based environment for the betterment of all participants in the coffee sector. Its Member Governments represent 98% of world coffee production and 67% of world consumption.

The Coffee Public-Private Task Force

<https://www.internationalcoffeecouncil.com/taskforce>

The International Coffee Organization (ICO) Coffee Public-Private Task Force (CPPTF) was adopted by the International Coffee Council (ICC) at its 125th session. CPPTF is supported by Technical Workstreams, consisting of a wider group of stakeholders, working together to support the work of the Task Force in the relevant thematic areas identified in Resolution 465 and in the London Declaration.





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