

Finance and Administration Committee  
60<sup>th</sup> Meeting  
5 March 2024  
London, United Kingdom

**Draft Administrative Budget for  
financial year 2024/25**

RESTRICTED

## Introduction

1. This document contains the draft Administrative Budget for financial year 2024/25.
2. The Administrative Budget, in line with the standard for multilateral international organizations where staff carry out all the planned activities, can be divided into three broad categories: Premises (17%); Personnel (71%) and Other Expenses (12%). Expenditure on premises is the same as last year, though it may be revised following a decision at the Spring Session of the Council regarding the location of the ICO headquarters. Similarly, the budget and Members' contributions are the same as for 2023/24, considering the need to keep enhancing ICO activities and carry out the mandate of the Organization at normal activity levels. However, it is still lower than 2018/19 and similar to 2019/20, previous 'non-emergency' budgets. If we consider inflation, this represents a 17% real-terms reduction overall.

## Action

This document will be reviewed by the Finance and Administration Committee.

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**DRAFT ADMINISTRATIVE BUDGET  
FOR FINANCIAL YEAR 2024/25**

1. This Budget has been prepared on a similar accounting basis to previous years, while also considering the approval of Resolution 470 by the Council at its 126<sup>th</sup> Session.

**Contributions**

2. The estimated total revenue for financial year 2024/25 is £2,657,700, compared to: (i) £2,644,396, as authorized for financial year 2023/24; and (ii) £2,270,383, the actual revenue in financial year 2022/23 (see **Table A** in **Annex I**). Based upon contributions of £2,600,000, which are the same as the approved 2023/24 budget, the contribution per vote remains at £1,300.

3. Interest income is forecast at £30,000. This amount is estimated based on the increased interest rate during 2023/24. The Organization received interest with an average rate of 2% during 2022/23; this has now increased to 3% in coffee year 2023/24.

4. Estimated revenue from external sources amounts to £57,700. This consists of revenue from other international organizations relating to accounting and payroll services provided by the Organization, as well as income from subscriptions to statistics and administrative charges for the Trust Fund projects.

**Provision for Members in persistent arrears**

5. A provision for outstanding contributions from Members in persistent arrears of £65,700 is included in **Table A** of **Annex I** (i.e. those who owed more than two years of contributions to the Administrative Budget as at 1 October 2023). The amount is net of the Recovery on the Provision for outstanding contributions (please see **FA-363/24**).

**Expenditure**

6. **Table B** in **Annex I** shows the proposed expenditure for financial year 2024/25 and compares this to authorized expenditure in 2023/24 and the actual revenue in financial year 2022/23. The following table provides a summary of this information.

**NET EXPENDITURE  
FINANCIAL YEAR 2024/25 COMPARED TO PREVIOUS FINANCIAL YEARS**

Financial year	Net expenditure	Increase/(decrease)	
		Amount	Percentage
	<u>£000</u>	<u>£000</u>	<u>%</u>
2022/23	2,117	51	(2.3)
2023/24	2,606	489	23.1
2024/25	2,600	(6)	(0.0)

**Premises**

7. The term of the premises lease runs from April 2017 to June 2025. As the decision about relocating the ICO headquarters after June 2025 will not be discussed until the Council Session in March 2024, for now the rent remains as £290,000, the same full annual rent amount as the 2023/24 budget year. This may be revised in the final draft budget. An amount of £54,000 has been provided under Item 1.4 (Dilapidations/Refurbishment costs for relocation) as a part of the estimated costs.

8. The amount of £9,000 under Item 1.2 in **Table B** of **Annex I** reflects the estimated charge for rates as issued by the Valuation Office Agency.

9. The amount of £90,000 under Item 1.3 in **Table B** of **Annex I** reflects the estimated service charge of £10.2 per square foot based on the annual service charge reported by the landlord, which is linked to the Retail Price Index and adjusted periodically. Other costs included under this item are: building insurance; cleaning; electricity; replacement of lights; air conditioning; and alarm system maintenance.

**Interpretation and translation**

10. The provision for interpretation is based on a programme of two Council Sessions, one in the Spring and one in September, and other meetings which may require interpretation services. As a cost-saving measure, provision is made for only two and three days of interpretation at each Session, respectively.

11. The provision for translation is for work contracted to a new language services provider. Wherever possible, computer-assisted translation tools will be employed as a cost-saving measure, always alongside suitable quality and efficiency measures. Partial automation of translation work will enable recurring content to be automatically translated. As a result, the budget for translation costs has decreased by £25,000 from the previous year.

## Travel

12. Many Members have invited the Executive Director to visit them, and efforts are being made to maximize the ICO's presence and implement new activities. Thus far, expenses have been funded by the organizers of the events whenever this is possible, and the Travel budget for 2024/25 remains as £45,000, as in 2023/24 (**Annex II**).

## Personnel

13. **Annex IIIa** shows the proposed Establishment Table of the Organization for 2024/25 (with a related Organigram in **Annex IIIb**). The following table presents a breakdown of the cost of personnel for each category of staff in the financial years 2022/23 to 2024/25.

	Number of posts			Personnel cost		
	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
				£000	£000	£000
<b>Total</b>	<b>12</b>	<b>15</b>	<b>15</b>	<b>1,444</b>	<b>1,911</b>	<b>1,842</b>
Professional staff	11	14	14	1,400	1,862	1,790
General Service staff	1	1	1	44	49	52

14. The Secretariat has conducted a review of all posts in the Establishment Table since December 2023. The draft Budget proposes a **decrease** in Personnel Costs of £70,000 in the financial year 2024/25, which is mainly due to the following factors.

15. The Head of Operations (to be regraded from D-1 to P-5/D-1) and Chief Economist (P-4/P-5) will retire during 2024/25. The recruitment of these posts at a lower grade will enable the ICO to make savings.

16. The calculation of the annual personnel cost (Salary, Post Adjustment, Provident Fund and Dependency Allowances), except for National Insurance, private health insurance, travel and life insurances and home leave, is based on the UN Salary Scale released in early 2023, with an average increase of about 3% in line with the expected inflation rate and an exchange rate of US\$1.382/GBP (the average rate of the last 12 months as of December 2023).

## Computer-Related Costs

17. There is an increase of £5,000 for 2024/25 under Computer-Related Costs due to the recent inflation and the need to keep the website up to date, enhance the database infrastructure, and enable auto-translation on social media tools, and so on.

### **Council meeting costs**

18. Under this budget scenario, expenditures under Item 11 of **Table B** in **Annex I**, 'Council meeting costs', remained the same as the previous year, i.e. £25,000. This assumes that, in 2024/25, one Council session will be held outside of UK, and the other in hybrid (or virtual) format in London. Provision has been made for an electronic hub for interpreters, venues and other meeting-related expenses during the sessions of the Council and other ICO meetings.

### **Support for the Programme of Activities**

19. The 'Programme of Activities' is primarily an allocation of consultancy funds to complement staff expertise for the implementation of the ICO's Five-Year Action Plan (document [ICC-120-11](#)). The Programme of Activities was £76,000 in the 2023/24 budget and for 2024/25, it has been increased by a further £10,000 to £86,000, due to plans to update the ICO's communication and operations infrastructure, including social media and the statistics database (**Annex V**).

### **Other costs**

20. Communications and Other Operating expenses were reduced over the last few years, as a part of a move to a paperless office and a cost-saving measure. However, there is expected to be an increase in supplier costs due to inflation.

### **Reserve Fund**

21. The estimated cost of liquidation of the Organization at 30 September 2024 is £1,090,000 (as compared to £1,438,000 at 30 September 2023) based on an exchange rate of US\$1.382/GBP (average rate of the last 12 months as of December 2023).

22. The decrease is mainly due to: (i) the retirement of the Head of Operations and Chief Economist, which reduced the estimated outstanding annual leave pay-out and other entitlements upon liquidation as at 30 September 2024, as per the Staff Regulations and Staff Rules; and (ii) Premises costs, which were set as a 9-month lump sum rental cost up to June 2025, given that this is the current lease expiration date, as well as miscellaneous charges upon liquidation, which were indicated in the lease agreement as a clause for termination of the contract.

**Summary of liquidation cost, as at 30 September 2024**

	£ 000's	£ 000's
<b>Premises</b>		
Rent and car parking	218	
Service charge and rates	51	
Electricity, heat and maintenance	8	
Dilapidations	97	
		<b>374</b>
<b>Personnel</b>		
Salaries of staff to liquidate Organization	99	
Termination indemnity - Professional staff	538	
Termination indemnity - General Service staff	0	
Repatriation costs	36	
		<b>673</b>
<b>Communications</b>		
Postage, telephone, etc.	3	
Other expenses	40	
		<b>43</b>
<b>Total cost of Liquidation</b>		<b>1,090</b>

**Surplus/(Deficit)**

23. By maintaining the current overall level of contributions and income from external resources, the proposed budget would result in a zero deficit.

**TABLE A**  
**ADMINISTRATIVE BUDGET 2024/25**  
**ESTIMATED REVENUE AND EXPENDITURE**  
**(FIGURES IN £ STERLING)**

	Actual 2022/23	Authorized 2023/24	Proposed 2024/25
<b>Revenue</b>			
<b>(a) Contributions of Members</b>	<b>2,234,784</b> <sup>1</sup>	<b>2,600,000</b> <sup>2</sup>	<b>2,600,000</b> <sup>3</sup>
<b>(b) External sources</b>			
Interest	12,969	12,096	30,000
Accounting services	7,800	7,300	7,800
Statistical data subscriptions	14,830	20,000	14,900
Administrative fee for Trust Fund		5,000	5,000
<b>External sources</b>	<b>35,599</b>	<b>44,396</b>	<b>57,700</b>
<b>Total revenue</b>	<b>2,270,383</b>	<b>2,644,396</b>	<b>2,657,700</b>
<b>Net expenditure</b>	<b>2,117,031</b>	<b>2,606,000</b>	<b>2,592,000</b>
<b>Less: Provisions for outstanding contributions</b>	<b>38,821</b>	<b>38,396</b>	<b>65,700</b>
<b>Surplus/(Deficit)</b>	<b>114,530</b> <sup>4</sup>	<b>0</b>	<b>0</b>

1/ The 2022/23 contribution corresponds to £1,114 per vote, (decrease of 17% in relation to 2019/20).

2/ The 2023/24 contribution corresponds to £1,300 per vote) (lower than £1,471 in 2017/18 and similar to £1,304 in 2018/19 and 2019/20).

3/ The 2024/25 contribution corresponds to £1,300 per vote (the same as 2023/24)

4/ Figures are based on the audited financial reports for 2022/23



**TABLE B**  
**ADMINISTRATIVE BUDGET 2024/25**  
**EXPENDITURE BY ITEM AND SUB-ITEM**  
**(FIGURES IN £ STERLING)**

Item and sub-item	Actual <sup>1/</sup> 2022/ 23	Authorized 2023/24	Proposed 2024/25	Increase/(Decrease) 2023/24 versus 2024/25	
				Amount	Percent
<b>1. Premises</b>	<b>387,140</b>	<b>389,000</b>	<b>443,000</b>	<b>54,000</b>	<b>13.9%</b>
1.1 Rent	289,925	290,000	290,000		
1.2 Rates	8,403	9,000	9,000		
1.3 Service charge, utilities and maintenance	88,812	90,000	90,000		
1.4 Dilapidations/Refurbishment costs for relocation	0	0	54,000		
<b>2. Language services under contract</b>	<b>86,757</b>	<b>83,500</b>	<b>70,000</b>	<b>(13,500)</b>	<b>(16.2)%</b>
2.1 Interpretation	23,307	23,500	35,000		
2.2 Translation	63,450	60,000	35,000		
<b>3. Special contracts</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>-</b>
3.1 Coffee price service	0	0	0		
3.2 Professional fees	0	10,000	10,000		
<b>4. Travel</b>	<b>44,423</b>	<b>45,000</b>	<b>45,000</b>	<b>-</b>	<b>-</b>
4.1 Fares for official travel	26,870	30,000	30,000		
4.2 Subsistence allowance	17,553	15,000	15,000		
<b>5. Communications</b>	<b>7,814</b>	<b>9,200</b>	<b>10,200</b>	<b>1,000</b>	<b>10.9%</b>
5.1 Postage	122	200	200		
5.2 Telephone and fax	7,692	9,000	10,000		
<b>6. Personnel</b>	<b>1,444,027</b>	<b>1,911,000</b>	<b>1,841,000</b>	<b>(70,000)</b>	<b>(3.7%)</b>
6.1 Basic salaries (net)	589,870	862,000	739,000		
6.2 Post adjustments	385,497	506,000	563,000		
6.3 Personal representation allowance	5,000	5,000	5,000		
6.4 Dependency allowance	37,813	43,000	42,000		
6.5 Education grant	61,210	46,000	35,000		
6.6 Provident Fund	271,056	385,000	353,000		
6.7 Insurance	54,934	58,000	58,000		

Item and sub-item	Actual <sup>1/</sup> 2022/ 23	Authorized 2023/24	Proposed 2024/25	<u>Increase/(Decrease)</u> <u>2023/24 versus</u> <u>2024/25</u>	
				Amount	Percent
6.8 Installation/Repatriation	0	0	46,000		
6.9 Fares for home leave	3,626	6,000	-		
6.10 Temporary/Outside service	35,021	0	0		
<b>7. Other operating costs</b>	<b>36,514</b>	<b>37,300</b>	<b>36,800</b>	<b>(500)</b>	<b>(1.3%)</b>
7.1 Photocopiers and printers	4,597	5,000	3,000		
a. Rental and service					
7.2 Office supplies and stationery					
a. Document production	757	1,000	1,000		
b. General	1,864	1,800	2,300		
7.3 Publications	645	1,500	1,500		
7.4 Other expenses	28,651	28,000	29,000		
<b>8. Computer-related costs</b>	<b>19,902</b>	<b>20,000</b>	<b>25,000</b>	<b>5,000</b>	<b>25.0%</b>
<b>9. Council meeting costs</b>	<b>24,827</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
<b>10. Support for the Programme of Activities</b>	<b>65,627</b>	<b>76,000</b>	<b>86,000</b>		<b>13.2%</b>
<b>Total</b>	<b>2,117,031</b>	<b>2,606,000</b>	<b>2,592,000</b>	<b>14,000</b>	<b>(0.5%)</b>

1/ Figures are based on the audited financial reports for 2022/23

**TRAVEL COMPLETED AND PLANNED BY THE EXECUTIVE DIRECTOR  
COFFEE YEAR 2023/24**

October

- Rome, Italy – Participated in International Coffee Day at the Brazilian Embassy with key players from the Italian coffee sector and attended meetings at the UN Food and Agriculture Organization.
- Addis Ababa, Ethiopia – Participated in the IWCA event. Expenses partially covered by partners/ICO Members.

November

- Espírito Santo/Rio/São Paulo/Minas Gerais with participation from Brazilian researchers, private sector, partners, such as Rabobank, and producers. Expenses totally covered by the organizers.
- San José, Costa Rica – Participated in an event organized by SinterCafe, including meetings related to the EUDR. Expenses partially covered by partners/ICO Members.
- NY, USA – Participated in Illycaffè events, including a sustainability panel at the UN headquarters. Expenses totally covered by Illycaffè.

December

- Dubai, UAE - Participated in COP 28 in Dubai, including panels about sustainability and MoU signatures.
- Ho Chi Minh/Vietnam – Participated in the Asian International Coffee Conference in Vietnam. Expenses partially covered by partners/ICO Members.

January

- Berlin, Germany – Participated in Grüne Woche event – panels, roundtable regarding EUDR, pop-up for two days.

February

- Addis Ababa, Ethiopia – Participated in the First African Coffee Week, organized by AFCA, IACO and ACRAM, including meetings with African ministers and the Commissioners of African Union and panels related to regulations, living and prosperous income, women in coffee, etc.

March

- Nashville, USA – will participate in the Conservation International seminar, NCA Annual Convention, and the coffee private sector leadership meeting. Expenses will be partially covered by the organizers.

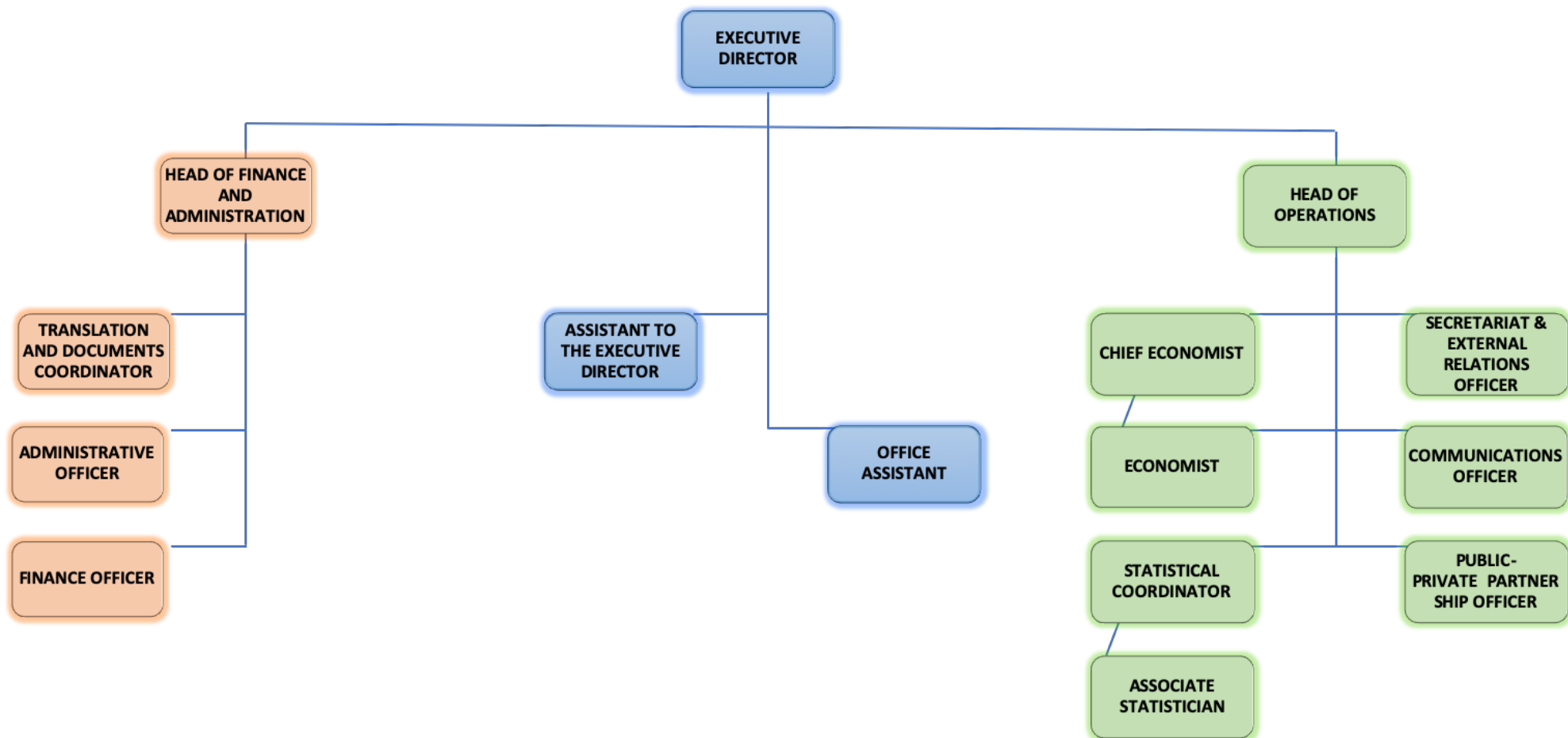
## ADMINISTRATIVE BUDGET 2024/25

## ESTABLISHMENT TABLE

2024/25	Post title	Classification
<b>15</b>	<b>TOTAL</b>	
<b>3</b>	<b>OFFICE OF THE EXECUTIVE DIRECTOR</b>	
1	Executive Director	USG
1	Assistant to the Executive Director	P-1 / P-2
1	Office Assistant	G-4 / G-5
<b>8</b>	<b>OPERATIONS DIVISION</b>	
1*	Head of Operations	P-5 / D-1
1	Chief Economist	P-4 / P-5
1	Public-Private Partnership Officer	P-3/ P-4
1	Statistical Coordinator	P-2 / P-3
1	Secretariat and External Relations Officer	P-1 / P-2
1	Associate Statistician	P-1 / P-2
1	Communications Officer	P-1 / P-2
1	Economist	P-1 / P-2
<b>4</b>	<b>ADMINISTRATION DIVISION</b>	
1	Head of Finance and Administration	P-4 / P-5
1	Translation and Documents Coordinator	P-1 / P-2
1	Administrative Officer	P-1 / P-2
1	Finance Officer	P-1 / P-2

\*... Regraded from D-1 to P-5 / D-1

## ORGANIGRAM



**MOVEMENTS OF RESERVE FUND  
AS AT 30 SEPTEMBER 2023**

	£
<b>Balance as at 30 September 2021</b>	<b>1,465,877</b>
<hr/>	
<u>Add:</u>	
Surplus carried to Reserve Fund	118,649
Transfer from 'Set Aside' Account	64,000
Recovery from Provision for the outstanding contributions	13,505
<u>Less:</u>	
Provision for outstanding contributions	(65,205)
Amounts transferred re termination of contract	(81,856)
	<hr/>
<b>Balance as at 30 September 2022</b>	<b>1,514,970</b>
<u>Add:</u>	
Surplus carried to Reserve Fund	153,351
Transfer from 'Set Aside' Account	0
Recovery from Provision for the outstanding contributions	25,775
<u>Less:</u>	
Amounts transferred re termination of contract	(26,446)
Provision for outstanding contributions	(38,821)
	<hr/>
<b>Balance as at 30 September 2023<sup>1/</sup></b>	<b>1,628,829</b>

1/ *Figures are based on the audited financial reports for 2022/23*

**PROGRAMME OF ACTIVITIES AND BUDGET FORECAST FOR  
COFFEE YEAR 2024/25**

**A. Guiding principles:**

This document outlines the proposed Programme of Activities (PoA), including planned results, deliverables, and associated budget forecast for coffee year 2024/25. It has been drafted in accordance with the:

**I. Guiding mandated actions as defined by the International Coffee Agreement 2007 (and the ICA 2022 upon entry into force), including:**

- i. Collection, exchange and publication of statistical and technical information<sup>1</sup> including the daily composite indicator price (I-CIP).
- ii. Studies, surveys, technical reports and other documents concerning relevant aspects of the coffee sector, as well as the periodic survey on Obstacles to Consumption, report on compliance on Mixtures and Substitutes; report on status of all projects approved by the Council.
- iii. Providing a forum for consultations on coffee matters among governments and with the private sector, and promoting international cooperation on coffee matters; including cooperation with the United Nations and its specialized agencies (FAO, ITC, UNIDO, UNDP, ILO amongst others) as well as with international and regional financial institutions (IFAD, World Bank, IFC, African Development Bank, Inter-American Development Bank amongst others) as well as with civil society and academia to mobilize support and resources to the development and sustainability of the coffee sector and specifically for the farmers;
- iv. Promotion of consumption and market development activities.
- v. Conduct of two regular sessions of the Council a year, and special sessions as required, as well as regular and intersessional meetings of Committees and advisory bodies.

**II. The three strategic goals outlined in the Five-Year Action Plan for the International Coffee Organization, approved by the Council during its 120th Session on 29 September 2017, as a provisional framework pending the development and launch of the renewed Five-Year Action Plan, namely:**

- 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.

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<sup>1</sup> On world production, prices, exports, imports and re-exports, distribution and consumption of coffee, including information on production, consumption, trade and prices for coffees in different market categories and products containing coffee.

- iii. Facilitating the development of projects and promotion programmes through public-private partnerships

## **B. CURRENT DISTRIBUTION OF RESOURCES:**

The ICO administrative budget 2024/25 has been forecast with the objective of enabling the Secretariat to effectively and efficiently deliver its strategic and administrative functions afforded by the International Coffee Agreement (ICA) 2007, the decisions adopted by the International Coffee Council (ICC), through the implementation of the proposed annual Programme of Activities (PoA) utilizing the resources outlined herein:

### **i. In-house Human Capital:**

The ICO Operations Division (OPS) team, is the main implementing division for substantive activities, drawing upon its specialized staff knowledge and expertise, and thus constitutes the main human capital resource dedicated to the implementation of the planned programme of activities, complemented by external consultants hired on an ad-hoc needs basis, and in close collaboration with the Office of the Executive Director (OED) and of the Finance and Administration Division (FAD).

### **ii. Financial Resources:**

The main source of financial contributions (both monetary and in kind) to support operational costs are from assessed contributions paid by ICO Members and , significantly, from voluntary contributions made by ICO Members, donors, development partners, the private sector and other organizations. These are principally allocated to the specific activities under the purview of the Coffee Public-Private Task Force and the implementation of its 2030 Road Map for exporting Members.

### **iii. Overall distribution of resources at present for Coffee Year 2023/24<sup>2345</sup>:**

To carry out the PoA, the ICO has access to the following resources:

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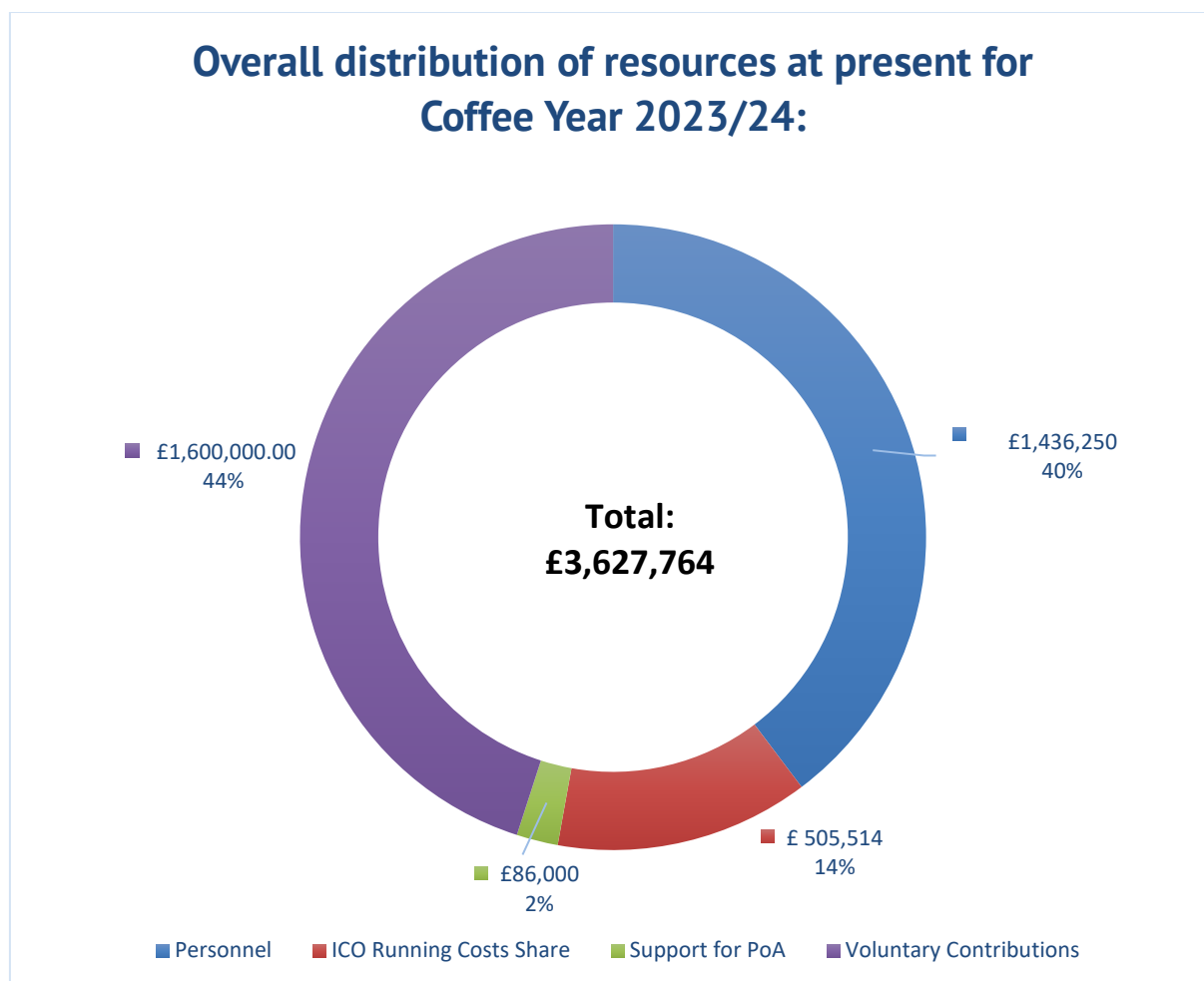
<sup>2</sup> Personnel refers to 100% of the staff from the Operations Division and a share of the cost of the other ICO staff

<sup>3</sup> ICO Running Costs Share refers to running costs required for the Operations Division to carry out the PoA for 2024/25

<sup>4</sup> Support for the Programme of Activities (PoA) refers to the specific budget allocation for consultancies and other support services to complement in-house resources and expertise

<sup>5</sup> Voluntary contributions are those made by ICO members, donors, development partners, the private sector and other organizations, both in kind and in cash, mainly for the work of the CPPTF and the realization of its Road Map 2030 in exporting Members





The administrative Budget allows for an increase of the critical mass to carry out the Programme of Activities even if it is still below the resources required and available in 2016/17 Budget.

**PROPOSED PROGRAMME OF ACTIVITIES FOR COFFEE YEAR 2024/25**  
**STRATEGIC GOALS, PLANNED RESULTS, DELIVERABLES AND ASSOCIATED BUDGET FORECASTS**

**STRATEGIC GOAL I - Delivering world-class data, analysis and information to the industry and policy-makers.**

A core function of the Organization is to be the world's most respected coffee statistical authority, enhancing market transparency by providing Members and third parties with easy access to accurate and comprehensive statistical data, and high-quality analytics related to the world coffee economy to the benefit of all stakeholders in the coffee supply chain, including decision-makers responsible for coffee policy. This function can be accomplished by improving the quality of the statistics and economic analysis produced by the Organization. to ensure that the ICO statistics are collected from Members, processed and disseminated efficiently, promptly and accurately, and that statistical capacity is built on a need basis in Member countries.

**Planned Result I.A:**

**Enhanced market transparency through collection, processing, validation, analyses and delivery of high-quality data and statistics**

DELIVERABLES BY CATEGORY AND SUBCATEGORY	OPERATIONAL COSTS	HUMAN RESOURCE COSTS
<b>Facilitation of the intergovernmental process and expert bodies</b>		
Providing statistical services for meetings (Member states, ICC, ad-hoc expert group meetings, etc.)		
<i>Two sessions of the International Coffee Council (and ad-hoc ICC meetings if needed)</i>		Staff
<i>Meetings of the Finance and Administration Committee</i>		Staff
<i>Meetings of the Joint Committee (Economics Committee - if established) - Statistics-related tasks)</i>		
<i>2-4 Meetings of the Statistical Roundtable</i>		Staff
<i>Seminars, workshops and training events</i>		Staff
Strengthening ICO Members' statistical function and focal points and engaging with Members, subscribers, international organizations, private sector and data providers	£4,000	Staff
Assessment of Members' compliance with ICO-SCI/E and ICO-SCI/I Indicators		Staff
<b>Consultation, advice, advocacy, communication</b>		
Inputs on ICO internal processes:		
<i>Calculations of votes and contributions</i>		Staff

<i>Coffee stats for the CDR (Chapter), Annual Review (Chapters), other publications</i>		Staff
<i>Coffee stats and calculation for the WGEF</i>		Staff
Providing ICO Members with support related to statistics and data		Staff
Technical Materials (Documents, newsletters, bulletins, charts, etc.)		Staff
Ad hoc statistical briefings/inputs for publications, external ICO interventions in response to external consultations		Staff

### **Planned Result I.B:**

**Positioning of the ICO as the world's most respected coffee statistical authority enhanced and recognized through the elaboration and dissemination of relevant statistical data and economic analysis related to the global coffee sector and the global economy**

<b>DELIVERABLES BY CATEGORY AND SUBCATEGORY</b>	<b>OPERATIONAL COSTS</b>	<b>HUMAN RESOURCES COSTS</b>
<b>Consultation, advice, advocacy, communication</b>		
Maintenance/upgrading of the ICO World Coffee statistics database and other ICO tools, (rates increase from developer), Global Knowledge Hub and other ICO Toolkits (including one-off migration costs)	£5,000	Staff/external consultants
60 years of data is held online, however there is only one back up copy, we would like to create a second back up copy to adhere to standards of data storage management. This back up copy will be held away from the current service provider.	£3,000	Staff/external consultants
Promotion of ICO statistics and mobilization of additional subscribers and resources		Staff
Mandatory statistics development and publication (Subscription/access to external databases/sources)	£10,000	Staff
<i>Monthly Coffee Market Report (12 total)</i>		Staff
<i>Quarterly Statistical Bulletin (4 total)</i>		Staff
<i>Monthly Trade Statistics Report among others (12 total)</i>		Staff
<i>Coffee Report and Outlook (2 total)</i>		Staff
Drafting the Coffee Development Report 2024/25	£34,000	Staff/external consultants

Conducting, by request, economic research and empirical analysis with ICO data, surveys and external data/studies		Staff
Monitoring and assessing new regulations, standards and other stress factors affecting the coffee sector, engaging with regulators and coffee producers		Staff
Preparation of ICA mandatory studies (MLA, Obstacles, etc.)		Staff
Technical materials (documents, newsletters, bulletins, briefs, etc.)		Staff
Preparation of articles, presentations, interviews and other relevant content as inputs for external media		Staff

## STRATEGIC GOAL II - Using the Organization's convening power to provide a forum for dialogue between and within the public and private sectors

Strengthen its role as the forum for discussion of coffee matters between Members and with the private sector by acting as a convener, catalyst and source of reference, so as to improve the consistency of coffee policy-making on a global level. It should also identify the particular actions necessary to increase the engagement of Members and third parties with a view to providing better coordination of the various initiatives that address the major challenges facing the coffee sector. This will be achieved by improving the ICO's outreach and its profile as a global knowledge-centre of excellence and analysis of the coffee sector by: (i) delivering high-quality research/analysis in the area of socio-economics of coffee production, trade/consumption, sustainability; (ii) increasing the satisfaction of Members and users; and (iii) advocating for and increasing the interest of donors/partners in the opportunities and challenges of the global coffee sector including new regulations and standards.

### Planned Result II.A/B

**Strengthening ICO engagement with Members and other external stakeholders by providing a multi-sectorial leadership forum for dialogue and knowledge exchange on issues impacting the coffee sector**

DELIVERABLES BY CATEGORY AND SUBCATEGORY	OPERATIONAL COSTS	HUMAN RESOURCES COSTS
<b>Facilitation of the intergovernmental process and expert bodies</b>		Staff
Providing operational and technical services for meetings (Member states, ICC, ad-hoc expert group meetings ,etc.)		Staff
<i>Two regular sessions of the International Coffee Council (and ad-hoc ICC meetings as needed)</i>		Staff
<i>Meetings of the Finance and Administration Committee</i>		Staff
<i>Meetings of the Joint Committee (Economics Committee - when established)</i>		Staff
<i>Meetings of the CPPTF (3-4) (or Working Party - if established)</i>	£3,000 + CPPTF budget	Staff
<i>7th CEO and Global Leaders Forum</i>	CPPTF budget	Staff
<i>Meetings of the Private Sector Consultative Board (PSCB) or the Board of Affiliate Members (BAM) if established.</i>		Staff
<i>Meetings of the Working Group for the Entry into Force of the ICA 2022 (WGEF)</i>		Staff
<i>Webinars, seminars. Workshops and Expert Group Meetings organized with Members, international organizations, etc.</i>		Staff
Briefing members and facilitation of ICA signature/ratification		Staff

<b>Consultation, advice, advocacy, communication</b>		
Consultations and advocacy to increase the engagement of ICO Members, private sector and other stakeholders in the CPPTF and the realization of the roadmap		Staff
Managing the CPPTF (or the Working Party if established)	CPPTF budget	Staff/External consultants
Mobilization of funds through voluntary contributions, sponsorships and donations to ICO activities and the CPPTF (or Working party if established) for the 2030 Road Map	£4,000	Staff
Engaging IGOs, IFIs and NGOs in ICO events and participation in external events (travel costs)	£4,000	Staff
Implementation of signed MoUs, and development, negotiation, signature of new MoUs and cooperation agreements		Staff
External and media relations and communication (press releases, social media, website)	£2,000	Staff
Outreach programmes, special events and information materials	£2,000	Staff

**REMARKS: The operation of the CPPTF and the actions in exporting Member countries will depend on external voluntary contributions by the private sector, bilateral donors, and international development and financial institutions.**

### STRATEGIC GOAL III - Facilitating the development of projects and promotion programmes through public-private partnerships

In order to address specific challenges that constrain the development of the coffee sector in Member countries, the Organization shall facilitate and actively promote the development and implementation of coffee development projects. Furthermore, the ICO shall work towards promoting coffee consumption both in exporting and importing Member countries. The main focus of Strategic Goal III is to: (i) Support ICO Members and coffee stakeholders in the identification, design, fundraising, implementation, monitoring and evaluation of technical cooperation projects with a focus on public-private partnerships. (ii) Provide Members and all coffee stakeholders with tools and actions to foster the promotion of coffee and consumption with a focus on public-private partnerships.

#### Planned Result III.A:

#### Identification, development and fund mobilization of technical assistance and investment projects for exporting countries

DELIVERABLES BY CATEGORY AND SUBCATEGORY	OPERATIONAL COSTS	HUMAN RESOURCES COSTS
<b>Facilitation of the intergovernmental process and expert bodies</b>		
Meetings of the Joint Committee (Economics Committee - if established) - Project-related tasks		Staff
Technical cooperation projects preparation and fund mobilization / CPPTF Budget	£5,000	External consultants
<b>Consultation, advice, advocacy, communication</b>		
Advocacy for the promotion of cooperation with bilateral, regional and multilateral development agencies and donors, to further the sustainable development of the coffee sector, with a focus on regulatory framework and long-term sustainability and resilience.		Staff
Advocacy and advice for the establishment of partnerships and collaboration with the donor community/ mobilization of resources for coffee development projects (Trust Fund)		Staff
Providing advisory services and cooperation with IGOs, private sector, civil society/academia		Staff
Maintenance and promotion of the ICO tools (Gender Tracker, Sustainability Map)	ICO/External funding	Staff
Support the operation and promotion of the Centre for Circular Economy for Coffee	C4CEC funds	Staff

**Planned Result III.B:****Enhance the promotion of coffee consumption through strengthening cooperation with the private sector**

<b>DELIVERABLES BY CATEGORY AND SUBCATEGORY</b>	<b>OPERATIONAL COSTS</b>	<b>HUMAN RESOURCES COSTS</b>
<b>Facilitation of the intergovernmental process and expert bodies</b>		
Meetings of the Joint Committee (Economics Committee - if established) - promotion and marketing tasks		Staff
Support Members to launch campaigns and organize coffee promotion events and activities in UK and abroad		Staff
<b>Consultation, advice, advocacy, communication</b>		
Conceptualization and implementation of the International Coffee Day and support to ICO Members and stakeholders / CPPTF Budget	£10,000	Staff/external consultants
Maintenance and promotion of the ICO Market Development Toolkit		Staff
Consultations and advice in support of the monitoring and implementation of regional domestic consumption programmes		Staff
Outreach programmes, special events and information materials		Staff
Maintenance and upgrading of digital platforms and media content		Staff
Communication/social media support and promotion and mobilization of resources and funding for the ICD and other coffee consumption promotional campaigns		Staff/external consultants



## ACTIVITY-BASED BUDGET FOR COFFEE YEAR 2024/25

### Background

1. The Secretariat has prepared a cost analysis summary that analyses the outputs of the Organization from a financial perspective. It seeks to present the relative costs of the main activities of the Organization.

2. The Activity-based Budget for 2024/25 has been prepared, as supplementary information, on the basis that the approximate allocation of time spent on activities has been re-analysed to reflect the restructuring of the Organization. The method of calculation is examined in greater detail below.

### Methodology

3. The Secretariat undertook a review of six goals of the Organization:

- (a) Delivering world-class data, analysis and information to the industry and policy-makers.
- (b) Using the Organization's convening power to provide a forum for dialogue between and within the public and private sectors.
- (c) Facilitating the development of projects and promotion programmes through public-private partnerships.
- (d) Ensuring the coherence and the sustainability of the Organization's financial resources based on a reliable internal control system and effective risk management.
- (e) Ensuring effective human resource management, management of support services and good conditions of work.

4. An analysis of the work of individual staff members was undertaken to determine the amount of time spent on each activity, expressed in broad terms as a percentage of the individual's work.

5. The Organization's activities were costed in terms of personnel and other directly attributable costs, as well as fixed costs that were allocated to the activities on the basis of staff members' working time on each activity.

**ACTIVITY-BASED BUDGET FOR COFFEE YEAR 2024/25 –  
Allocation based on the main activities**

REF	GOAL	BUDGET ITEMS	COSTS (£)	TOTAL (£)	%
I	Delivering world-class data, analysis and information to the industry and policy-makers	Premises	94,290		
		Personnel	415,600		
		Others	46,300		
		Support for the Programme of Activities	59,000	<b><u>615,190</u></b>	<b><u>24%</u></b>
II	Using the Organization's convening power and to provide a forum for dialogue between and within the public and private sectors	Premises	163,137		
		Personnel	634,400		
		Others	81,567		
		Support for the Programme of Activities	17,000	<b><u>896,104</u></b>	<b><u>33%</u></b>
III	Facilitating the development of projects and promotion programmes through public-private partnerships	Premises	80,820		
		Personnel	386,250		
		Others	39,400		
		Support for the Programme of Activities	10,000	<b><u>516,470</u></b>	<b><u>21%</u></b>
IV	Ensuring the coherence and the sustainability of the Organization's financial resources based on a reliable internal control system and an effective risk management	Premises	43,397		
		Personnel	187,300		
		Others	23,767		
		Support for the Programme of Activities	-	<b><u>254,464</u></b>	<b><u>10%</u></b>
V	Ensuring an effective human resource management, a management of support services and good conditions of work	Premises	61,356		
		Personnel	217,450		
		Others	30,966		
		Support for the Programme of Activities	-	<b><u>309,772</u></b>	<b><u>12%</u></b>
<b>Draft Budget – Activity based</b>			<b><u>2,592,000</u></b>	<b><u>2,592,000</u></b>	<b><u>100%</u></b>