



ECONOMICS COMMITTEE

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REVISED DRAFT 5 -YEAR STRATEGIC PLAN OF ACTION (2019 – 2024) FOR THE ICCO

Note by the Secretariat:

It is recalled that the Strategic Plan of Action (2012 – 2017) for the first five years of the International Cocoa Agreement, 2010 was approved by the International Cocoa Council at its 87th regular session in March 2013. This document (EC/1/3 dated 7 February 2013) was formulated without using the “Logical Framework Approach (LFA)”. It merely consisted of **14 challenges with 32 corresponding actions**.

While Article 17, paragraph 1 of the ICA, 2010 states in part that “*one year before the expiry of the five-year strategic plan, the Executive Director shall present a new draft of the five-year strategic plan to the Council*”, this requirement could not be fulfilled in 2016 mainly due to the relocation of the headquarters of the Organization to Abidjan, Côte d'Ivoire and the long process to recruit a new Executive Director of the Organization.

This draft document outlines the Strategic Plan of Action (2019 – 2024)/Revision 1 for the second half of the ICA, 2010 on the assumption that the International Cocoa Council will extend the duration of the Agreement to 30 September 2024. Compared to the previous one, this new plan is based on the **4 general objectives**, and the **10 specific objectives** (renamed “goals” to make the link with the relevant Sustainable Development Goals) of the ICA, 2010. It is further developed with **22 specific objectives** and **47 activities**. 16 Activities will be given a high priority status (see the highlighted activities in Annex A – Strategic Plan of Action). As requested by the Economic Committee at the April 2019 session (first reading of the proposed Strategic Plan of Action), a column has been added in Annex A with Key Performance Indicators (KPIs) and an Annex B with a timeline.

This draft document is being presented to the Economics Committee for review, comments and recommendation to the Council for approval.

REVISED
DRAFT 5-YEAR STRATEGIC PLAN OF ACTIONS (2019 – 2024) FOR THE ICCO

I. INTRODUCTION

1. The implementation of the International Cocoa Agreement (ICA), 2010 has reached a critical milestone - the mid-term review. In the past five years the world cocoa economy witnessed some changes and events that have threatened the sustainability of the cocoa sector. The living income of cocoa farmers has not improved despite several initiatives taken to address the issue. Most cocoa farmers are still living below the poverty line with very low living standards. This has made it impossible for most of them to attain the Sustainable Development Goals (SDGs). **A renewed interest and focus on farmer income should now be the driving force to achieve a sustainable world cocoa economy.**

2. The past five years also saw a rise in environmental and social advocacy in commodity supply chains including cocoa. Challenges regarding deforestation, labour and social ethics in the cocoa sector are influencing consumption patterns for cocoa and chocolate products.

3. The uptake of new innovations and technologies in the cocoa sector has been very slow. The result is that the transformation of the global cocoa sector desired by all stakeholders has not been achieved to the full extent possible.

4. Moreover, the Global Cocoa Agenda (GCA) adopted by all stakeholders during the first edition of the World Cocoa Conference in 2012 in Abidjan, specifically sets the roadmap to achieve a sustainable world cocoa economy. However, taking stock of the last 3 editions of the World Cocoa Conference in 2014, 2016 and 2018, **not much progress has been made.**

5. In light of the above situation, and considering new and existing challenges in the cocoa sector, the International Cocoa Organization (ICCO) should lead the way in new strategic thinking, coordination and implementation of initiatives to achieve an enduring sustainable world cocoa economy. The proposed Strategic Plan of Action (2019 – 2024) provides a unique opportunity to reposition and reinvigorate the **ICCO to be more relevant and engage further with the other stakeholders in the cocoa value chain**, to move the world cocoa economy to new heights.

6. The Strategic Plan of Action (2019 – 2024) has two main themes. The first is to turn the ICCO into an **organization** that contributes to the achievement of the **Sustainable Development Goals (SDGs)** and to the objectives of the **Global Cocoa Agenda** while focusing on (i) the economic and social sustainability of the cocoa supply chain, with a special emphasis on the living income of the cocoa farmers, and (ii) the environmental sustainability, with a special emphasis on climate change and natural resources. Secondly, it is to have an ICCO **Secretariat** that serves as a **knowledge and information centre**, able to produce facts and figures on the world cocoa economy. A Secretariat that is at the service of all the Members of the Organization, enabling an **effective cooperation** between exporting and importing countries within the International Cocoa Council, as well as between Member countries and other stakeholders from the private sector and from the civil society, within the Consultative Board.

7. The Strategic Plan of Action (2019 – 2024) for the ICA, 2010 will also prepare the grounds for the start of negotiations leading to a new International Cocoa Agreement (ICA) entering into force in 2022, 2024 or later, as the case may be.

II. THE INTERNATIONAL COCOA AGREEMENT, 2010

8. The International Cocoa Agreement (ICA), 2010 entered into force on 1 October 2012 for a duration of ten years ending on 30 September 2022. The International Cocoa Council, under Article 62, paragraph 4 of the ICA, 2010, may extend the duration of the Agreement for a maximum period of four years (two extensions of two years each) potentially bringing the Agreement to end on 30 September 2026.

9. The ICA, 2010 aims to strengthen the global cocoa sector, supporting its sustainable development and increasing the benefits for all stakeholders. Its objectives as specified in Article 1 have been streamlined to bring them more in line with the current situation in the world cocoa economy. In this respect, the objectives of the ICA, 2010 for the purpose of the Strategic Plan of Action (2019 – 2024) can be summarised as follows:

- a. To promote transparency and market information in the world cocoa economy
- b. To strive towards obtaining fair prices and equitable returns to producers and affordable prices to consumers
- c. To promote and encourage the consumption of chocolate and cocoa-based products as well as organic products
- d. To promote cocoa safety and quality in its multidimensional aspects
- e. To promote innovation with financial tools and digital solutions
- f. To contribute to the sustainability of the world cocoa economy
- g. To contribute to the strengthening of national economies of Member countries
- h. To promote international cooperation in the world cocoa economy
- i. To improve the interaction between the International Cocoa Council and the Consultative Board
- j. To enhance the transparency and visibility of the work of the Secretariat

These 10 *objectives* have been renamed *goals* in the rest of the text, to make the link with the SDGs.

10. In accordance with Article 17 of the Agreement, the ICCO Council at its eighty-seventh regular session in March 2013 approved the Strategic Plan of Action for the first five years of the Agreement. The Strategic Plan of Action for the second five years of the Agreement was due since October 2017. However, the relocation of the ICCO Secretariat from London to Abidjan and the process of appointing a new Executive Director for the Organization, have delayed the preparation and presentation of the second five-year Strategic Plan of Action for the implementation of the ICA, 2010.

III. PROPOSED STRATEGIC PLAN OF ACTION (2019 – 2024)

11. The Strategic Plan of Action (2019 – 2024) for the ICA, 2010 will be effective from 1 October 2019 to 30 September 2024. This is on the assumption that, the International Cocoa Council will, as provided under Article 62, paragraph 4 of the Agreement, extend the Agreement for two years from 1 October 2022 to 30 September 2024.

12. The proposed Strategic Plan of Action (2019 – 2024) has taken into account the recurrent and outstanding activities from the first Strategic Plan of Action as well as the recommendations emanating from the four previous editions of the World Cocoa Conference (2012, 2014, 2016 and 2018). In addition, the proposed Plan has incorporated the priorities of the new Executive Director following consultations with key stakeholder partners on how to better achieve a strong and more sustainable world cocoa economy.

13. The ICA, 2010 outlines four general objectives: **A – Market Transparency** (Chapter IX of ICA, 2010); **B – Market Development** (Chapter X); **C – Sustainable Development** (Chapter XIII); and **D – Good Governance and Management** (Chapters V to VIII and Chapter XIV) and 10 goals (as described under paragraph 9 above). The Strategic Plan of Action (2019 – 2024) has been structured such that for the 4 general objectives, 23 specific objectives are identified. The proposed 47 activities to achieve each specific objective in the period 2019 - 2024 are outlined in *Annex A – Strategic Plan of Action*. Sixteen (16) activities have been highlighted as being of high priority.

A. First general objective: Market Transparency

14. The efficiency of a market depends, to a large extent, on the amount of information available to all stakeholders and its even distribution. The transparency in the cocoa market is therefore predicated on the availability of adequate, reliable, accessible, and up-to-date information on cocoa supply, demand, stocks and prices to farmers, traders, exporters, and other stakeholders including government institutions where applicable.

15. While a lot of effort has been made in the provision of cocoa market information, **the cocoa market is still not as transparent as it should be for its greater development. This is largely due to the existence of barriers to market transparency** and other challenges as listed below.

- Oligopolistic structure of the market
- Weak or non-existent Market Information Services (MIS)
- Low usage of Information and Communication Technologies (ICT) which impedes effective dissemination of information
- Sub-optimal cocoa marketing systems

16. The Strategic Plan of Action (2019 – 2024) will address most of these challenges in part through activities to achieve the following goal and objectives.

GOAL I: *To promote transparency and market information in the world cocoa economy*

Specific Objectives:

- A.1 To produce accurate, timely and user-friendly statistical information on production, grindings, consumption, trade, stocks and prices of cocoa beans and semi-finished products
- A.2 To serve as a global information and knowledge centre on data and studies on cocoa
- A.3 To encourage the establishment and/or the strengthening of reliable and transparent Market Information Services (MIS) at national level (including national statistics)

B. Second general objective: Market Development

17. Over the past 60 years, cocoa production (supply) and cocoa grindings (demand) have grown at comparable rates, on average 2.9% and 2.8% per year, respectively. Although the difference in the rates of growth is apparently modest, 0.1% can be considered enough to exert a downward pressure on prices, especially if one considers that this spread has been observed for more than half a century. Furthermore, since cocoa production is affected by natural hazards (climate, diseases), the world supply is subject by far to a greater variability than the demand. Indeed, the average annual variability of the supply is more than double the variability of the demand, 10% and 4%, respectively. All the above has contributed to the **structural decline of cocoa prices in real terms and to their volatility.**

18. The global cocoa supply chain has dramatically evolved over the last three decades. The whole chain is worth over US\$100 billion with important spill-over effects on other sectors of the economy (logistics, equipment, packaging industry). But the upstream (cocoa farming) and downstream (distribution and manufacturing process) sectors have witnessed a two-tier development. And the economic disparities have relentlessly increased over time. Cocoa is harvested by producers who otherwise would live out of subsistence agriculture. And the size of their farm, coupled with inadequate farm management practices does not enable them to make a decent living. This state of affairs does not just raise major social challenges but threatens the sustainability of the cocoa production. Indeed, this production system cannot satisfy the ever-increasing sophistication of the demand at the retail level.

19. Meanwhile, the characteristics of the demand for chocolate and confectionery products have significantly evolved. The emphasis is now on certified and quality cocoa and chocolate products mainly in mature markets. Consumers are increasingly demanding cocoa and chocolate products that are sustainable, traceable, organic, craft-processed, healthy and ensuring a high level of food safety. Processing of cocoa beans into cocoa butter and cocoa powder, a proxy for cocoa consumption, has witnessed significant changes in terms of market dynamics.

20. The challenges that have limited the development of a balanced cocoa market and which the Strategic Plan of Action will address are listed below:

- Weak institutional and policy framework
- Inadequate processing and value addition in origin countries

- Lack of coordination among producing countries
- Negative public health perceptions of consumption of chocolate and cocoa products
- Low adoption of innovation and new technologies
- non-remunerative prices

21. The Strategic Plan of Action (2019 – 2024) will address these challenges in part through activities to achieve the following goals and objectives.

GOAL II: *To strive towards obtaining fair prices and equitable returns to producers and affordable prices to consumers*

Specific Objectives

- B.4 To promote the development of a balanced and sustainable world cocoa economy
- B.5 To promote market access, through international trade in the world cocoa economy
- B.6 To encourage local processing and transformation

GOAL III: *To promote and encourage consumption of chocolate and cocoa-based products as well as organic products*

Specific Objectives

- B.7 To encourage cocoa consumption in all forms in emerging and advanced economies, as well as at origin
- B.8 To encourage the promotion of “niche” markets, organic chocolate, and bean-to-bar or other craft-chocolate products

GOAL IV: *To promote cocoa safety and quality in its multi-dimensional aspects*

Specific Objectives

- B.9 To promote the use of best practices, including traceability, along the supply chain
- B.10 To promote the development of the fine or flavour cocoa market as well as other initiatives striving to a “cocoa of excellence”

GOAL V: *To promote innovation with financial tools and digital solutions*

Specific Objective

- B.11 To facilitate access to microcredit, crop insurance coverage, financial risk management and digital applications, including block chains.

C. Third general objective: Sustainable Development

22. The International Cocoa Agreement, 2010 pays special attention to sustainable development in the world cocoa economy with reference to the economic, environmental and social pillars. It is in this respect that the Global Cocoa Agenda, developed and adopted at the first World Cocoa Conference held in November 2012 in Abidjan, provided a roadmap to attain enduring sustainability in the world cocoa economy. While the Global Cocoa Agenda sets out recommendations for activities on sustainable production, sustainable supply chain, sustainable consumption and strategic sector management to be carried by all major stakeholders, **the progress of implementation has been slow, and the results achieved are not encouraging.** The world cocoa economy is no more sustainable now than it was before the adoption of the Global Cocoa Agenda in 2012 and still, there have not been any breakthroughs during the World Cocoa Conferences in 2014, 2016 and 2018.

23. Of all three pillars of sustainability, economic sustainability should be given some prominence as it has consequential effects on the other pillars. Without a minimum of economic sustainability, it will be difficult to attain environmental and social sustainability. Unfortunately, economic sustainability in the cocoa sector has been very difficult to achieve. Cocoa farmers are poor and have remained poor despite efforts and initiatives implemented to change the living conditions and economic life of cocoa farmers and their families.

24. The whole sustainability of the cocoa sector is threatened if smallholders cannot earn a living income from cocoa farming as well as other sources of income (proceeding from diversification and contract farming for instance). The concept of a living income towards a decent standard of living for smallholder cocoa farmers requires that all stakeholders work together in concerted and meaningful ways. Although this remains a difficult task, it is nevertheless achievable with the strong will of all concerned. **This is the call the ICCO is making and it will be a high priority of the Strategic Plan of Action (2019 – 2024).**

25. The challenges facing the sustainable development of the cocoa sector are many and have been well documented. The scale and the scope of the efforts are not up to the size of the challenge. And, there is sometimes, a lack of political will. Some of the challenges that this Strategic Plan of Action will address are: non-remunerative prices and low net farm income¹, inefficient marketing systems, inequitable distribution of the added value throughout the value chain, low farm productivity and yields including losses to pests and diseases, low access to research findings, lack of access to affordable credit and adequate farm inputs, high level of poverty, poor business skills, high level of illiteracy, low women empowerment, child labour, disincentives to younger generation of cocoa farmers, land and soil degradation, deforestation and climate change.

26. The Strategic Plan of Action (2019 – 2024) will address these challenges in part through actions to achieve the following goals and objectives.

¹ With low earnings and weak economic resilience, cocoa farmers struggle to meet household needs. Indeed, the expenditure of cocoa farming households, excluding farming inputs, very often exceeds the total income.

GOAL VI: *To contribute to the sustainability of the world cocoa economy*

Specific Objectives

- C.12 To promote the modernisation of cocoa farms to become business entities attractive to younger generations and conducive to women empowerment
- C.13 To implement and scale-up programmes aimed at improving the living standards and working conditions of populations engaged in the cocoa sector, including the protection of children's rights and the fight against child labour
- C.14 To encourage the improvement of the environmental footprint of the cocoa supply chain

GOAL VII: *To contribute to the strengthening of national economies of Member countries*

Specific Objectives

- C.15 To contribute to the strengthening of national cocoa economies through the preparation, development and evaluation of appropriate projects, as well as to strengthen the ICCO's capacity to attract funding for those projects
- C.16 To promote diversification and environmental services in origin countries, as a means to achieve sustainable rural development, in which cocoa can play a role

D. Fourth general objective: Good Governance and Management

27. The International Cocoa Agreement, 2010 empowered the International Cocoa Organization (ICCO) to administer the provisions and supervise the operation of the Agreement. In this respect, the ICCO needs a strong and dynamic governance and management structure to enable it to provide an overall and central coordination of the affairs of the world cocoa economy. It should always be the ambition of ICCO and its Secretariat to make itself an efficient point of coordination for the generation and implementation of initiatives in the world cocoa economy. In this regard, the ICCO Secretariat will endeavour to do its best to fulfil this central role.

28. The main challenges in that field are:

- Lack of understanding of some stakeholders on the relevance of ICCO on the international scene
- Proliferation of initiatives towards the sustainability of the cocoa sector
- Mismatch between the scope of initiatives and the size of the challenges
- Lack of an effective communication strategy
- No proper interaction between the International Cocoa Council and its Consultative Board thus affecting the effectiveness of ICCO cooperation with the private sector

29. The Strategic Plan of Action (2019 – 2024) will address these challenges in part through actions to achieve the following goals and objectives.

GOAL VIII: *To promote international cooperation in the world cocoa economy*

Specific Objectives

- D.17 To expand the membership of the Organization
- D.18 To form strategic alliances with relevant partners involved in achieving similar objectives and develop synergies to improve the welfare of farming communities
- D.19 To enhance the relevance of the ICCO on the global stage

GOAL IX: *To improve interaction between the International Cocoa Council (ICC) and the Consultative Board (CB)*

Specific Objectives

- D.20 To facilitate the dialogue between policy makers and all stakeholders in the global cocoa supply chain, in order to better understand and to act upon the key challenges that the cocoa sector is facing

GOAL X: *To enhance the transparency and visibility of the work of the Secretariat*

Specific Objectives

- D.21 To increase the efficiency of the Secretariat and to manage and coordinate all the activities of the Organization
- D.22 To implement activities aimed at enhancing the visibility of the work of the Secretariat, through a proper communication strategy

IV. IMPLEMENTATION AND MONITORING OF THE STRATEGIC PLAN OF ACTION (2019 – 2024)

30. The Strategic Plan of Action (2019 – 2024) will be dynamic and is intended to be reviewed and updated every year as necessary. The Plan will provide the main direction for the Annual Work Programme of the Secretariat. The actions enumerated in the Plan are not exhaustive as it is difficult to foresee some activities that will become necessary in the future. In this respect, the Secretariat will work with Members as may be required to develop more or different activities to be included in each Annual Work Programme.

31. At the end of each cocoa year, and as per Article 17 of the ICA, 2010, a report on the implementation of the Annual Work Programme will be presented to the Economics Committee. It will include an assessment and a review of the KPIs, as well as the outstanding specific objectives and activities contained in the approved Annual Work Programme and in the Strategic Plan of Action and its Annexes.

32. This Monitoring framework will also be used as an important tool to appraise the implementation of the ICA, 2010, at the time of preparing the successor agreement.

V. AN EIGHTH INTERNATIONAL COCOA AGREEMENT (ICA) 2022 OR 2024?

33. The International Cocoa Agreement, 2010 is currently being reviewed in accordance with its Article 62 paragraph 2 which states that “*The Council shall review the present Agreement five years after its entry into force and shall take decisions as appropriate*”. After the review, the Council may amend the Agreement in line with Article 63.

34. However, the ICA, 2010 will come to an end on 30 September 2022 unless extended by the Council to 30 September 2024, and further to 30 September 2026 in accordance with Article 62 paragraph 4 of the Agreement. In each of the three scenarios for the end of the ICA, 2010, a two-year period is needed until the new successor Agreement is finally agreed and enters into force.

35. In this respect, in the first scenario of the ICA, 2010 ending on 30 September 2022, the negotiations for a new Agreement should start by 1 October 2019 at the latest. In the second scenario of the ICA, 2010 ending on 30 September 2024, the negotiations for a new Agreement should start by 1 October 2021. In the third scenario of the ICA, 2010 ending on 30 September 2026, the negotiations for a new Agreement should start by 1 October 2023. Members are advised to note these options and the ICCO Secretariat will act accordingly to prepare for the start of negotiations for the new Agreement, and add these activities to the Strategic Plan of Action.

ANNEX A – Plan of Action

Strategic Plan of Action (2019 – 2024)

| General Objectives | Goals and Specific Objectives | Activity Reference ¹ | Activities | Key Performance Indicator | |
|--|---|---|------------|--|--|
| A MARKET TRANSPARENCY | I – (SDG 17) TO PROMOTE TRANSPARENCY AND MARKET INFORMATION IN THE WORLD COCOA ECONOMY | | | | |
| | 1 | To produce accurate, timely and user-friendly statistical information on production, grindings, consumption, trade, stocks and prices of cocoa beans and semi-finished products | A.1.1 | Produce the Quarterly Bulletin of Cocoa Statistics (QBCS) | Four issues of QBCS are published each year |
| | | | A.1.2 | Produce Monthly Market Reviews of the cocoa market | Twelve issues of the Monthly Market Review are issued annually |
| | | | A.1.3 | Collect and publish statistics on trade flows and stocks on a regular basis | Four trade reports and one stock report are issued annually |
| | | | A.1.4 | Collect, process and publish information on daily cocoa prices | The ICCO price indicator is published every day |
| | 2 | To serve as a global information and knowledge centre, on data and studies on cocoa | A.2.1 | Commission relevant studies on cocoa markets | One study on the world cocoa market is commissioned annually |
| | | | A.2.2 | Engage in constant dialogue with stakeholders, especially ICCO Member countries, to improve data collection and analysis | Based on Members' requests, one technical mission/meeting with Members/stakeholders is implemented/organized each year so as to improve the data collection and analysis |
| | 3 | To encourage the establishment and/or the strengthening of reliable and transparent Market Information Services (MIS) at national level (including national statistics) | A.3.1 | Support the capacity of all stakeholders, in particular ICCO Member countries in setting up or strengthening Market Information Services (MIS) | Based on Members' requests, one technical mission/capacity building programme per year is implemented so as to set up and/or strengthen MIS. A maximum of eight technical missions/capacity building programmes will be implemented over five years. |

¹ High priority is highlighted

| General Objectives | Goals and Specific Objectives | Activity Reference ¹ | Activities | Key Performance Indicator | |
|---------------------------------------|---|---|--|--|--|
| B MARKET DEVELOPMENT | II - (SDGs 1, 8, 9 & 17) TO STRIVE TOWARDS OBTAINING FAIR PRICES AND EQUITABLE RETURNS TO PRODUCERS AND AFFORDABLE PRICES TO CONSUMERS | | | | |
| | 4 | To promote the development of a balanced and sustainable world cocoa economy | B.4.1 | Prepare forecasts on production and consumption of cocoa, in order to anticipate market imbalances on a twice-yearly basis | Two forecasts on production and consumption of cocoa are issued annually |
| | | | B.4.2 | Promote the coordination of national production initiatives or other policies | Permanent task with no quantitative key performance indicator |
| | | | B.4.3 | Conduct regional seminars on econometric modelling of the cocoa economy | Regional seminars on econometric models of the cocoa economy are held in sponsoring Member countries, upon request. A maximum of three regional seminars will be implemented over five years. |
| | | | B.4.4 | Carry out economic studies addressing the challenges of the world cocoa economy | One study addressing the challenges of the world cocoa economy is commissioned annually |
| | | | B.4.5 | Promote surveys on cocoa resources in Member countries, including farmer registration | One cost & benefit analysis on the monitoring of cocoa resources in importing and exporting countries is produced |
| | 5 | To promote market access, through international trade in the world cocoa economy | B.5.1 | Monitor legislation and regulatory standards affecting the international cocoa trade | Permanent task with no quantitative key performance indicator |
| | | | B.5.2 | Encourage the conclusion of Trade Agreements and the reduction of tariffs and non-tariffs barriers | One commissioned study on Trade Agreements as well as on Tariffs and Non-Tariff Measures affecting cocoa trade is carried out |
| | 6 | To encourage local processing and transformation | B.6.1 | Commission studies and design project aimed at increasing value addition activities in exporting Member countries | Three studies/project proposals, aiming at increasing value addition in exporting Member countries, are commissioned and drafted, respectively |
| | III - (SDG 12) TO PROMOTE AND ENCOURAGE THE CONSUMPTION OF CHOCOLATE AND COCOA-BASED PRODUCTS AS WELL AS ORGANIC PRODUCTS | | | | |
| | 7 | To encourage cocoa consumption in all forms in emerging and advanced economies, as well as at origin. | B.7.1 | Promote the dissemination of information on the health attributes of cocoa | The health attributes of cocoa products will be disseminated and promoted through ad-hoc sessions/panels/presentations during the 5 th and 6 th edition of the World Cocoa Conference as well as the 2 nd and 3 rd International Symposium on Cocoa Research |
| | | B.7.2 | Encourage the generic promotion of cocoa consumption at origin and in emerging countries | A template strategy aiming at promoting the generic consumption of cocoa at origin and in emerging countries is drafted by the Secretariat | |

| General Objectives | Goals and Specific Objectives | | Activity Reference ¹ | Activities | Key Performance Indicator |
|---|-------------------------------|---|---------------------------------|---|--|
| | | | B.7.3 | Promote the use of cocoa in the food, health, cosmetic and pharmaceutical industries | One study assessing the use of cocoa products outside the chocolate confectionery sector is commissioned |
| | | | B.7.4 | Collect from Member countries, information on pertinent domestic regulations concerning cocoa consumption, including domestic taxes and customs tariffs that constitute an obstacle to the expansion of cocoa consumption | One study on indirect consumption taxes, exports duties, product standards and labelling requirements is drafted by Secretariat |
| | 8 | To encourage the promotion of "niche" markets, organic chocolate, and bean-to-bar or craft-chocolate products | B.8.1 | Carry out ad hoc studies on the market prospects of cocoa/chocolate products as well as organic products | One study on premium cocoa/chocolate market in traditional markets is commissioned |
| IV - (SDG 3) TO PROMOTE COCOA SAFETY AND QUALITY IN ITS MULTIDIMENSIONAL ASPECTS | | | | | |
| | 9 | To promote the use of best practices, including traceability, along the supply chain | B.9.1 | Develop, update on a regular basis and disseminate guidelines on best practices in the cocoa value chain, including GAPs and traceability | At least one set of guidelines on the best practices in the cocoa value chain, including GAP and traceability, is commissioned |
| | | | B.9.2 | Advise Members on food safety regulations and procedures adopted in multilateral fora | Permanent task with no quantitative key performance indicator |
| | | | B.9.3 | Develop and implement projects on mitigation and remediation of toxins, heavy metals, and other contaminants in cocoa | At least one project proposal on the mitigation and remediation of toxins, heavy metals and other contaminants is drafted |
| 10 | | To promote the development of the fine or flavour cocoa market as well as other initiatives striving to a "cocoa of excellence" | B.10.1 | Develop International Standards for the Assessment of Cocoa Quality and Flavour and encourage cocoa producing countries to participate in International Cocoa Awards | International Standards for the Assessment of Cocoa Quality and Flavour are developed in conjunction with relevant stakeholders. |
| V - (SDG 8) TO PROMOTE INNOVATION WITH FINANCIAL TOOLS AND DIGITAL SOLUTIONS | | | | | |
| | 11 | To facilitate the access to microcredit, crop insurance coverage, financial risk management and digital applications. | B.11.1 | Commission studies and disseminate information on various financial tools and digital solutions relevant to the cocoa sector | One study enhancing the access to microcredit through innovative financial and digital solutions is commissioned. |
| | | | B.11.2 | Work towards the establishment of a commodity exchange in an agreed regional cocoa producing area | One study on the feasibility of commodity exchanges is commissioned. |

| General Objectives | Goals and Specific Objectives | Activity Reference ¹ | Activities | Key Performance Indicator | |
|--|---|--|------------|--|---|
| C SUSTAINABLE DEVELOPMENT | VI - (SDGs 1, 2, 3, 4, 5, 6, 7, 8, 10, 12, 13 & 15) TO CONTRIBUTE TO THE SUSTAINABILITY OF THE WORLD COCOA ECONOMY | | | | |
| | 12 | To promote the modernization of cocoa farms to become business entities, attractive to younger generations, and conducive to women empowerment | C.12.1 | Encourage the modernization of cocoa farming | One study on a cocoa farm model is commissioned |
| | | | C.12.2 | Enhance cocoa productivity through better farm management practices | In line with activity C.12.1, at least two capacity building programmes on better farm management practices are drafted |
| | 13 | To implement programmes aimed at improving the living standards and working conditions of populations engaged in the cocoa sector, including the protection of children's rights and the fight against child labour | C.13.1 | Map the existing international initiatives on living income, certification/standardization and on child labour | Two synoptic analyses on existing international initiatives on living income, certification /standardization and on child labour are carried out by the Secretariat |
| | | | C.13.2 | Encourage the adoption of a monitoring and evaluation framework for the GCA | Awareness on the need for a monitoring and evaluation framework for the GCA is raised, and a template Monitoring and Evaluation Framework is adopted |
| | 14 | To encourage the improvement of the environmental footprint of the cocoa supply chain | C.14.1 | Promote the development of agroforestry systems as a means of farm diversification and reforestation | One study on the feasibility of an agroforestry system in the cocoa sector is commissioned |
| | | | C.14.2 | Promote carbon sequestration activities at producer level | A pilot project on carbon sequestration at farm level is drafted |
| | VII - (SDGs 9, 12 & 17) TO CONTRIBUTE TO THE STRENGTHENING OF NATIONAL ECONOMIES OF MEMBER COUNTRIES | | | | |
| | 15 | To contribute to the strengthening of national cocoa economies through the preparation, development and evaluation of appropriate projects, as well as to strengthen the ICCO's capacity to attract funding for those projects | C.15.1 | Create a projects portfolio funded by bilateral and multilateral donors and other development partners | Ten project proposals addressing the economic, environmental and social sustainability of the cocoa sectors at national and/or regional level are drafted |
| | | | C.15.2 | Foster the transparency of the cocoa value chain | Results of one or more studies on the distribution and evolution of the value crated in the cocoa supply chain are presented to Members |
| | 16 | To promote diversification in origin countries, as a means to achieve sustainable rural development, in which cocoa can play a role | C.16.1 | Map the implementation of comprehensive Rural Development Plans in exporting Member countries | At least two reports on the implementation of comprehensive Rural Development Plans will be drafted by the Secretariat over five years |

| General Objectives | Goals and Specific Objectives | Activity Reference ¹ | Activities | Key Performance Indicator | |
|---|--|---|------------|--|---|
| D GOOD GOVERNANCE AND MANAGEMENT | VIII - (SDG 17) TO PROMOTE INTERNATIONAL COOPERATION IN THE WORLD COCOA ECONOMY | | | | |
| | 17 | To expand the membership of the Organization | D.17.1 | Encourage the signature and ratification of the International Cocoa Agreement, 2010 by more countries | Permanent task with no quantitative key performance indicator |
| | 18 | To form strategic alliances with relevant partners involved in achieving similar objectives and develop synergies to improve the welfare of farming communities | D.18.1 | Establish and/or strengthen collaborations with UN agencies, bilateral development agencies, NGOs, AfDB, the World Bank Group, cooperation platforms and civil society organizations | Projects / actions / activities / initiatives with UN agencies, bilateral development agencies, NGOs, AfDB, the World Bank Group, cooperation platforms and civil society organizations are carried out |
| | 19 | To enhance the relevance of the ICCO on the global stage | D.19.1 | Organize the 5 th and 6 th editions of the World Cocoa Conference | 5 th and 6 th editions of the World Cocoa Conference are organized |
| | | | D.19.2. | Organize the 2 nd and 3 rd editions of the International Symposium on Cocoa Research | 2 nd and 3 rd editions of the International Symposium on Cocoa Research are organized |
| | | | D.19.3 | Engage with all cocoa stakeholders through an active participation of the ICCO in their activities | Permanent task with no quantitative key performance indicator |
| | | | D.19.4 | Revise the International Cocoa Agreement, 2010 | Permanent task with no quantitative key performance indicator |
| | IX - (SDG 17) TO IMPROVE THE INTERACTION BETWEEN THE INTERNATIONAL COCOA COUNCIL AND THE CONSULTATIVE BOARD | | | | |
| | 20 | To facilitate the dialogue between policy makers and all stakeholders in the global cocoa supply chain, in order to better understand and act upon the key challenges that the cocoa sector is facing | D.20.1 | Facilitate direct dialogue with the Private Sector, Civil Society, Farmer Organizations and Governments | The Work Programme of Consultative Board is drafted and submitted to Board Members for approval |
| | | | D.20.2 | Establish a consensual process to ensure conformity with sustainability requirements | Permanent task with no quantitative key performance indicator |
| | | | D.20.3 | Engage with the private sector and civil society in an advisory capacity in the work of the Organization to achieve a sustainable cocoa economy | Meetings on the revision of the Agreement are organized and serviced by the Secretariat |
| | X – TO ENHANCE THE TRANSPARENCY AND VISIBILITY OF THE WORK OF THE SECRETARIAT | | | | |
| | 21 | | D.21.1 | Enhance the capacity of the ICCO staff to be more effective and efficient | Staff appraisals are produced and progress is monitored yearly |

| General Objectives | Goals and Specific Objectives | | Activity Reference ¹ | Activities | Key Performance Indicator |
|--------------------|-------------------------------|---|---------------------------------|---|--|
| | | To increase the efficiency of the Secretariat and to manage and coordinate all the activities of the Organization | D.21.2 | Service the meetings of the International Cocoa Council and its subsidiary bodies, including Working Groups | Two meetings of the International Cocoa Council and subsidiary bodies, including Working Groups, are organized and serviced by the Secretariat each year |
| | 22 | To enhance the visibility of the work of the Secretariat | D.22.1 | Implement activities, aimed at enhancing the visibility of the work of the Secretariat, through a proper communication strategy | Communication strategy is developed and implemented |