

# Issues Management Forum (IM Forum)

A Strategic Approach to Producer  
Sustainability



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# Overview

- Who was involved
- Objective of IM Forum
- Why issues management
- Process
- Methodology
- Producer Sustainability
- Six Sub-Issues
- Next Steps



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Asia, Africa, South America, Central America,  
Europe, Canada, United States.

Growers, Exporters, Importers, Roasters,  
Retailers, Associations, NGO's

Large, small and Medium companies.



# Objectives

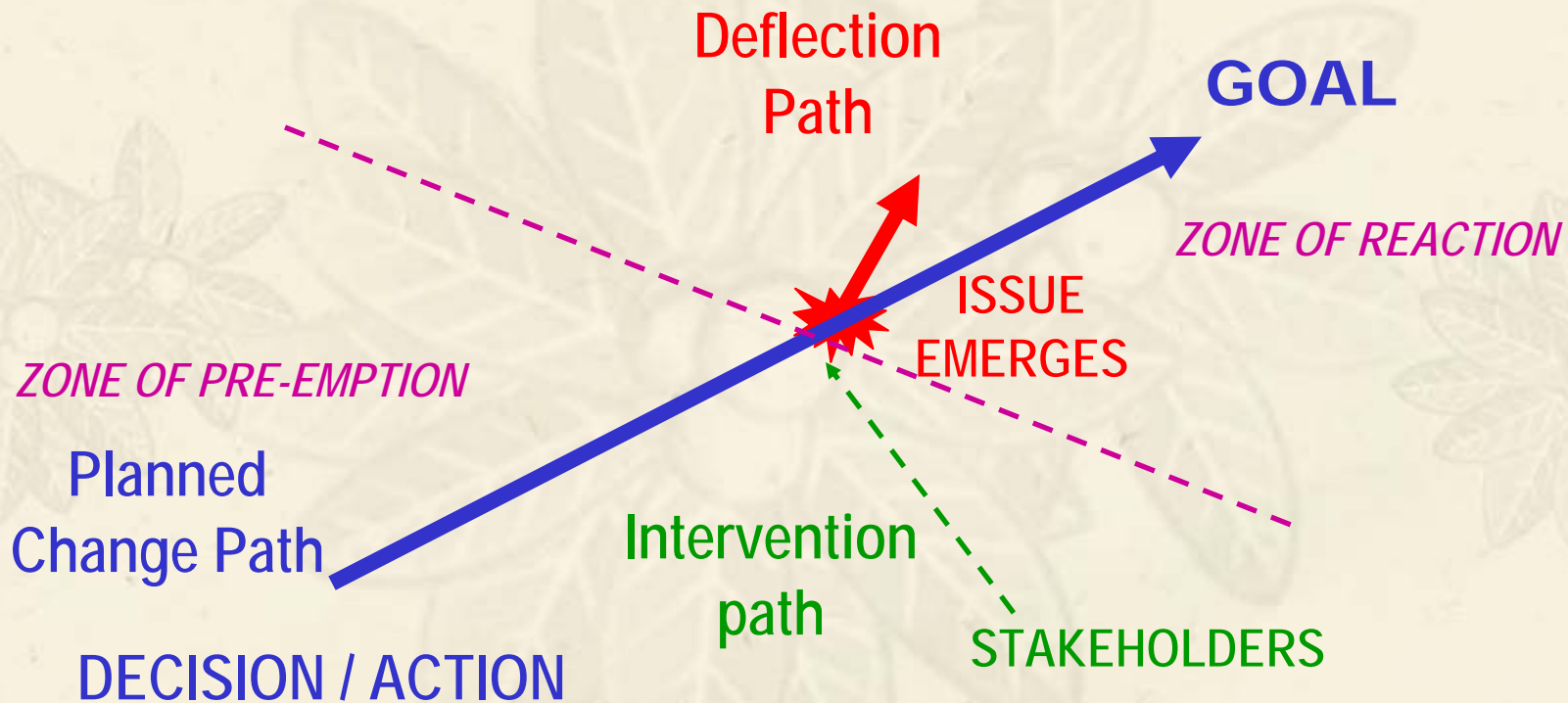
- Identify and Prioritize Emerging Issues along the global supply chain.
- Develop Issues Management Strategy for Highest Priority Issue.



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# Issues Management



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# Three Sessions

- On-line Brainstorming
- Facilitated Session
  - BSR
  - Identification of additional issues
  - Prioritization of Issues
  - Identification of Priority Issue
  - Producer Sustainability
- Second Facilitated Session
- Proceedings – A Road Map



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# Emerging Issue Identification

62 Emerging Issues Identified.

Consolidated into 17 Key Emerging Issues.

- Consumer Demand
- Risk Management Costs
- Climate Change Adaptation
- Cost of Production
- Producer Sustainability
- Variety of Species
- Communications
- FGH Footprint
- Available lands
- Liquidity
- Customs
- Security
- FOB & SAS
- Regulation & Labeling
- Food Safety
- Industry Consolidation
- Sustainability of Natural Resources



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# Producer Sustainability

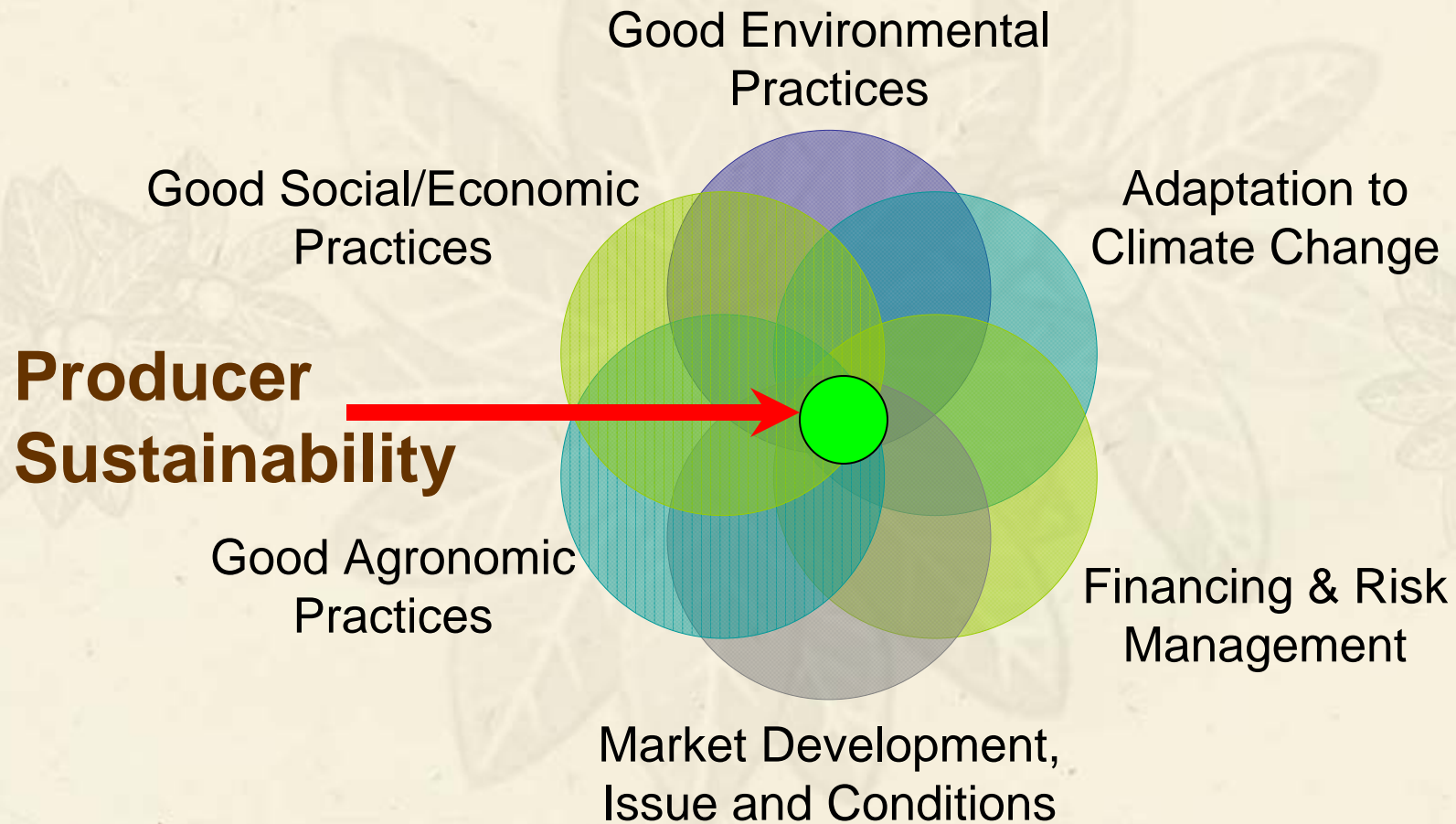
Priority Issue



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# Strategy Development



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# Force Field Problem Solving

Restraining Forces  
Inhibit Change

GAP

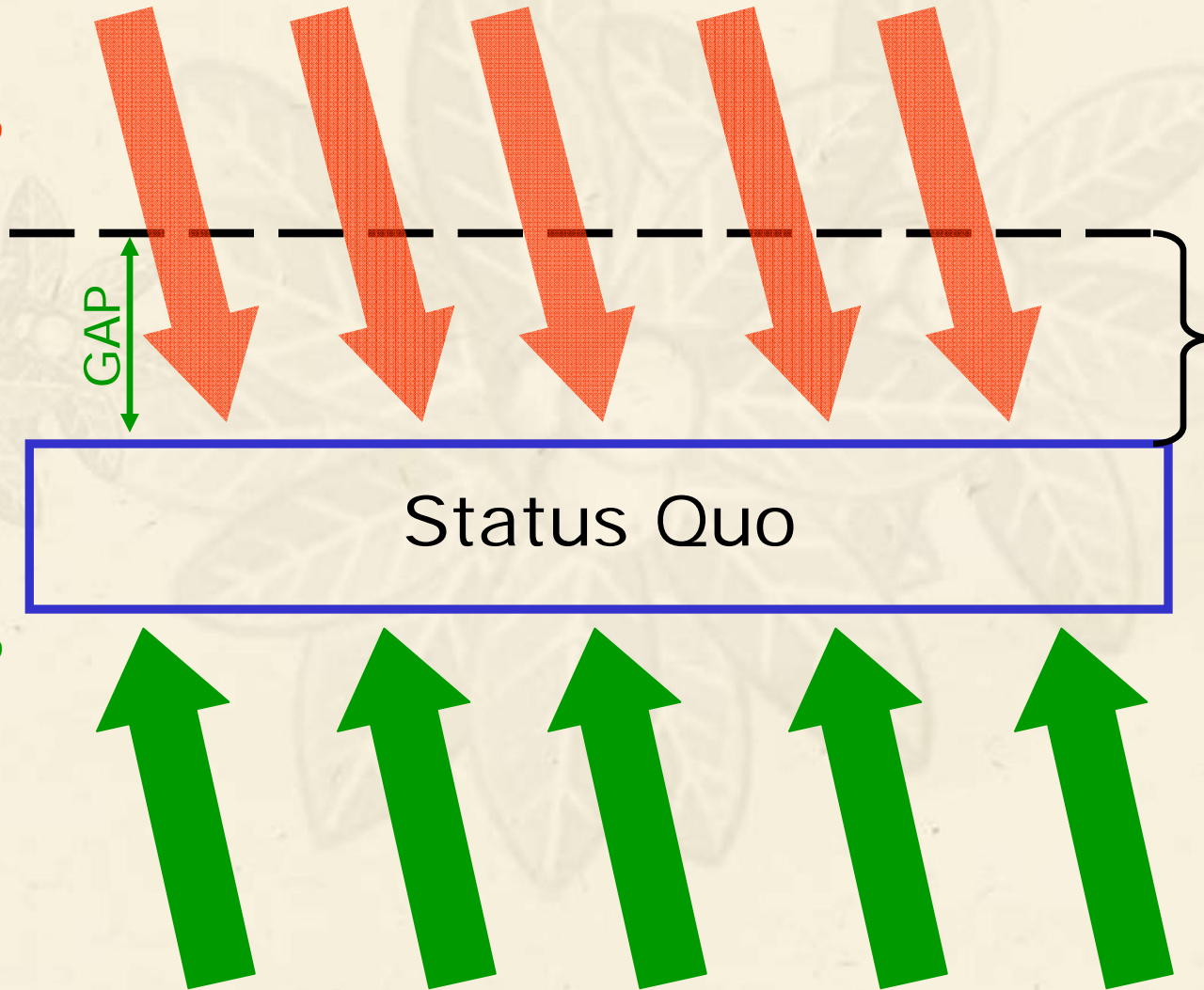
Driving Forces  
Promote Change

Status Quo

Problem  
Solution/Vision

Change  
Desired

Toward a  
Solution



# Strategy Development

- Existing Programs & Initiatives
- Brainstorming
- Objective
- Work Streams
- Action Plan
- Additional Stakeholders



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# Producer Sustainability Objectives

- Adaptation to Climate Change: As the climate changes, maintain and improve, via baseline research and analysis, coffee quality and yield for producer sustainability.
- Financial Support: Provide knowledge for national institutions and decision makers to facilitate their assessment of coffee sector financing and risk management needs and the implementation of effective policies to address those needs.
- Good Agronomic Practices: Develop a central clearing house of information that is measurable, incorporates cross certification compatibility and standards between various agencies, utilizing carbon capture/credit criteria with the outcome being a more streamlined process that is relevant and effective for the producer.



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# Producer Sustainability Objectives

- Market Development: Facilitate access to verifiable/credible market information through a centralized information source, keeping in mind the information access challenges that small producers have.
- Good Social/Economic Practices: Continue support and education, leveraging existing efforts and engaging governments, NGO's and the private sector to improve working conditions and enhance the quality of life respectful of local values and culture.
- Good Environmental Practices: Identify, measure and improve the current baseline of environmental practices from tree to exporter through a uniform methodology.



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# Adaptation to Climate Change

- Existing Programs and Initiatives
  - List of existing programs and initiatives
- Brainstorming Session
  - List of ideas
- Objective
- Work Streams
  - Develop sources and resources for baseline research analysis
  - Develop a process to regularly review and update data
  - Develop a communication strategy



# Adaptation to Climate Change

- **Action Plan**

- In this action plan, which is detailed in the report, a list of actions is detailed
- The entities responsible for the accountability are listed
- The starting dated and the completion date are included

- **Additional Stakeholders**

- We also detail a list of additional stakeholders that should be considered that might be involved early on in the execution of the work streams



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# Financing and Risk Management

- Existing Programs and Initiatives
  - List of existing programs and initiatives
- Brainstorming Session
  - List of ideas
- Objective
- Counter Party Risk Management Assessment
  - the group first identified potential components of a counter party risk program
  - a modified force field problem solving model to develop strategies that could facilitate the development of counter party risk management programs/plans



# Financing and Risk Management

## – Driving Forces

- Driving forces are defined as forces in the current environment that push toward or support the implementation/execution of a counter party risk program

## – Restraining Forces

- Restraining forces are defined as forces in the current environment that push against or inhibit the implementation/execution of a counter party risk program

## – Strategies Designed to Strengthen the Driving Forces



# Financing and Risk Management

## – Workflows

- Collect information pertaining to existing tools/systems/programs for finance and risk management, ensuring to explore customary and innovative approaches, such as leveraging private and public financing.
- Build a comprehensive tool box that contains risk management tools.
- Disseminate information pertaining to tools/systems/programs for finance and risk management through the ICO Forum on Finance (FOF)

## – Action Plan

a list of the action plan is detailed in the report



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# Good Agronomic Practices

- Existing Programs and Initiatives
  - A extensive list of existing programs
- Brainstorming Session
  - ideas were identified during a brainstorming session as possible research and development areas
- Objective
  - Develop a central clearing house of information that is measurable, incorporates cross certification compatibility and standards between various agencies, utilizing carbon capture/credit criteria with the outcome being a more streamlined process that is relevant and effective for the producer



# Good Agronomic Practices

- Work Streams
  - Develop cross certification compatibility by communicating with the disparate group of agencies to facilitate and reach more uniformity and commonality, in the interest of the producer ultimately making the certification process less expensive and more efficient.
  - Create a best practices agronomic research clearinghouse after identifying and communicating with appropriate entities in country as well as regional institutions.
  - Identify who can measure, monitor and start the process of carbon capture/credit for coffee areas.



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# Market Development, Issues and Conditions

- Existing Programs and Initiatives
  - List of existing programs and initiatives
- Brainstorming Session
  - List of ideas
- Objective
  - Facilitate access to verifiable/credible market information through a centralized information source, keeping in mind the information access challenges that small producers have
- Work Streams



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# Market Development, Issues and Conditions

- Work Streams
  - Create a centralized database containing market information.
  - Facilitate small producer and “newer origin” producer access to trade shows and conventions.
  - Promote ITC training modules.



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# Market Development, Issues and Conditions

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# Good Social and Economic Practices

- Existing Programs and Initiatives
  - List of existing programs and initiatives
- Brainstorming Session
  - List of ideas
- Objective
  - Continue support and education, leveraging existing efforts and engaging governments, NGO's and the private sector to improve working conditions and enhance the quality of life respectful of local values and culture



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# Good Social and Economic Practices

- Work Streams
  - Replicate and promote socially responsible programs and practices.
  - Replicate and promote programs and practices that are economically sustainable.



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# Good Social and Economic Practices

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# Good Enviromental Practices

- Existing Programs and Initiatives
  - List of existing programs and initiatives
- Brainstorming Session
  - List of ideas
- Objective
  - Identify, measure and improve the current baseline of environmental practices from tree to exporter through a uniform methodology.



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# Good Environmental Practices

- **Work Streams**

- Determine through ICO what current standards exist in each producing country.
- Determine through certification agencies what current standards exist, and see to what countries they currently apply and what work is currently being done in advancement of current standards.
- Identify potential consultants/consultancy agencies that could collect and evaluate current environmental practices on a country by country basis.
- Create or convene a forum to discuss and adopt a baseline for environmental best practices.
- Approach internationally recognized body to adopt and promote a universal environmental standard(s) for coffee



# Good Enviromental Practices

- **Action Plan**

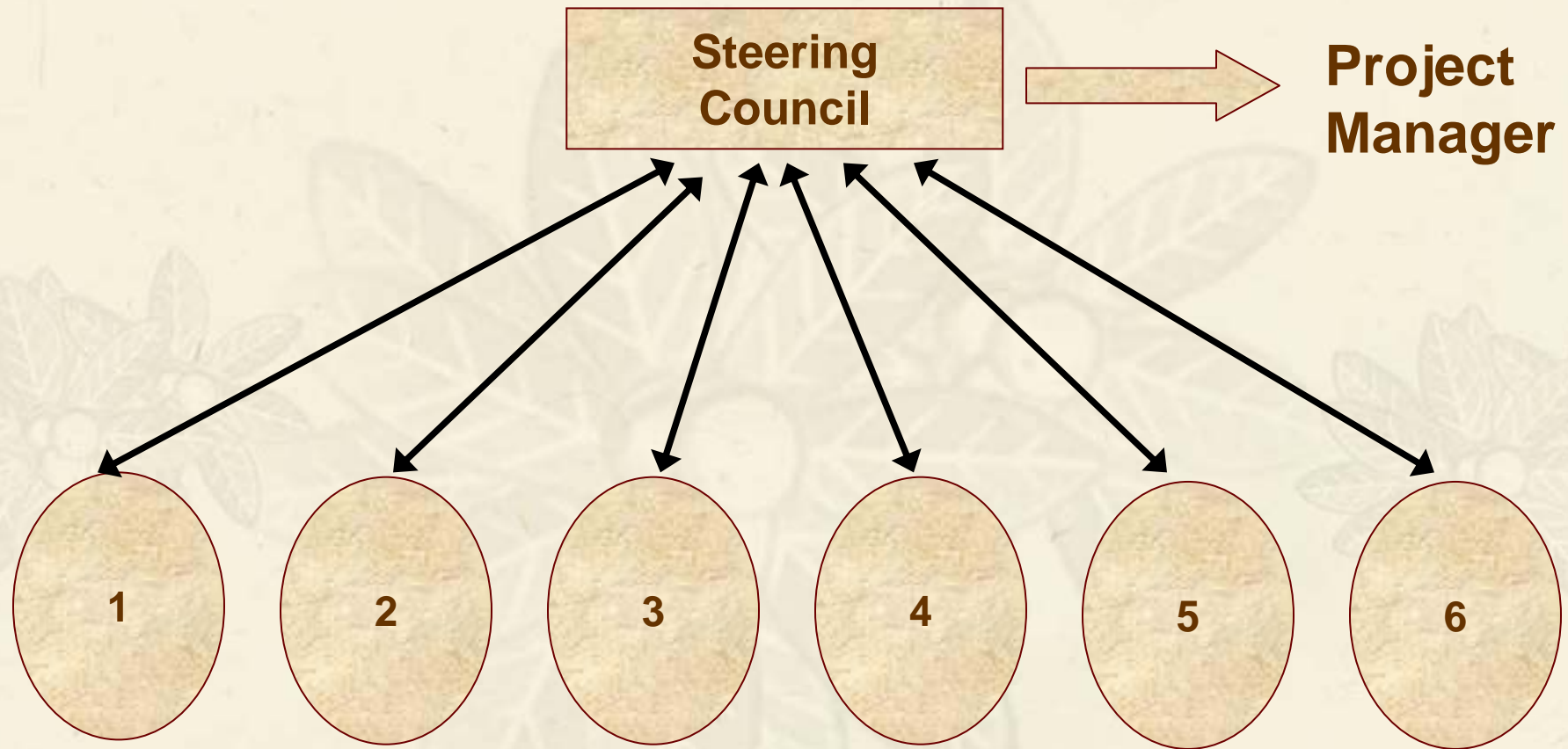
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# Going Forward



- Working Group Leads • Technical Partners • Issue Participants

# Execution

- Working Group Leads
  - Oversee Individual Work Streams
  - Monitor Progress
  - Streamline Group Communication
- Technical Partners
  - Organizations and/or research institutions with expertise
  - Aid group in contextualizing learnings
- Issue Participants
  - Industry Members
  - Participate in Working Group Discussions
  - Offer expertise, ideas & Resources
- Unilateral Action by Industry Organizations



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# Thank you

Robert Nelson  
Christian Rasch



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