



# VISION2020

Collective Impact for Sustainable Coffee Communities



# Program for today

9:00 Start

Opening and welcome

Introduction Vision 2020

Break out #1: Global vision for sustainable sector

10:55-11:10 Coffee break

Illustration with existing best practices

Break out #2: Global Progress Framework

13:15-14:15 Lunch

Break out #3: National agendas

Introduction to the Global Coffee Platform

15:45-16:15 Coffee break

Bringing it together, taking it forward

Signing up!



## **Vision 2020 approach and the Call for Action**

### **Key take-aways:**

- **Alignment for collective impact**
- **Public Private Cooperation**
- **Farmer centric**





# Vision 2020 unites the sector stakeholders behind one vision to enable collective impact at farm level

## Sector diagnostic

Challenges the sector is facing



Low level of organization



Low productivity



Low wages, child labor



Gender inequality



Climate change



Ecosystem degradation



### As it is now

**Coffee has lead the way:**

- Verification & Standards
- Multi-stakeholder initiatives
- Company programs



### Why this is limiting

**Current approach not enough**

- Fragmentation too many projects
- Verification and training limited impact
- Holistic challenges not solved



### Way forward

**One aligned approach to sustainability!**

- One sector vision
- Aligned public-private agenda and implementation
- Aligned progress measurement



# Vision 2020 is a collaborative approach to a sustainable coffee sector

## Our vision, mission, and functions



**Resilient farmers  
Improved livelihoods  
Strong farming communities**

### By aligning public and private actors behind:



One sector vision



Thematic workstreams



National agendas



Global Progress Framework

Coordination, alignment and development by:



**Private sector**  
Baseline Common Code

**Public sector**

**in close collaboration with others**

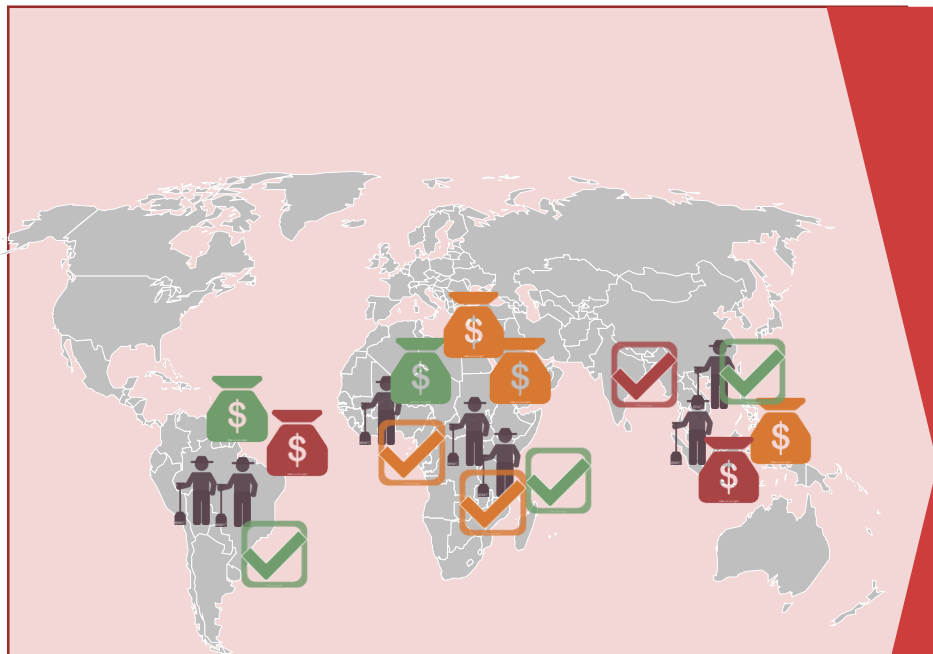




# The new approach enables the sector to align to create collective impact at farm-level

## Vision 2020 functions and tools

From fragmentation...



- Scattered projects and initiatives
- Limited impact
- Holistic challenges not solved

To collaboration



- Sector alignment under one vision
- Building on other initiatives
- Global exchange and learning



# Key principles will guide the way of working within Vision 2020

## Principles

Conditions for resilience and livelihoods



Farmer-centric



Agenda  
identification on  
systemic issues

Holistic approach, collective  
impact through non-  
competitive collaboration

Commit to action, report and  
work together



Commitment  
to  
transformation



Building on  
existing  
initiatives

Recognizing, including and  
engaging other initiatives

Producers, governments,  
industry, civil society donors,  
multilaterals working  
together through public  
private partnerships



Equal  
partnerships



Based on market  
principles

Efficiencies, impact,  
synergies, linked to market  
demand



**This is a new approach creating opportunities for synergies and collective impact**



# Visions 2020 creates synergies throughout the sector

## Value proposition

### Status quo

### With vision 2020

Fragmentation

One common vision

Scattered initiatives

Synergies and collective impact

Duplication of efforts

Improved coordination

Multiple voices

A coordinated voice

Projects

Continuous learning & improvement



**Resilient  
farmers**

**Improved  
livelihoods**

**Strong farming  
communities**



# A broad representation of private actors Call for Collective Action towards one shared goal

Signatory organizations (as per 3 March 2016 and counting...)





**One shared goal**





## Global vision and workstreams for a sustainable sector

### Key take-aways:

- We know the issues
- We need to tackle them together
- We can build on experience





# Vision 2020 enables the sector to align to create collective impact at farm-level

## One vision and workstreams





# By working together on our common challenges in the coffee sector we realize our vision

## Collaboration towards a joint vision and workstreams

Challenges in the sector reflect the issues addressed in the SDGs



Low level of organization



Low productivity



Low wages, child labor



Gender inequality



Climate change



Ecosystem degradation

Together, we define the vision for a sustainable coffee sector



Building on existing initiatives



Climate Change



Financial literacy and access to finance



Gender & Youth



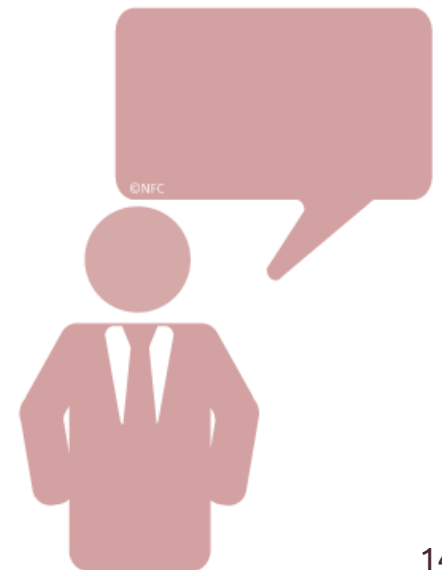
National Sustainability Curricula



# Questions for group discussions

## Vision and workstreams for a sustainable coffee sector

1. What do you think should be the priority workstreams for the coffee sector for 2020?
2. What are opportunities and challenges?
3. What should we do next?





# Initiatives Mapping

Mapping existing best practices





# Project partners

A shared study involving members of major platforms & their partners





# Initiatives mapping

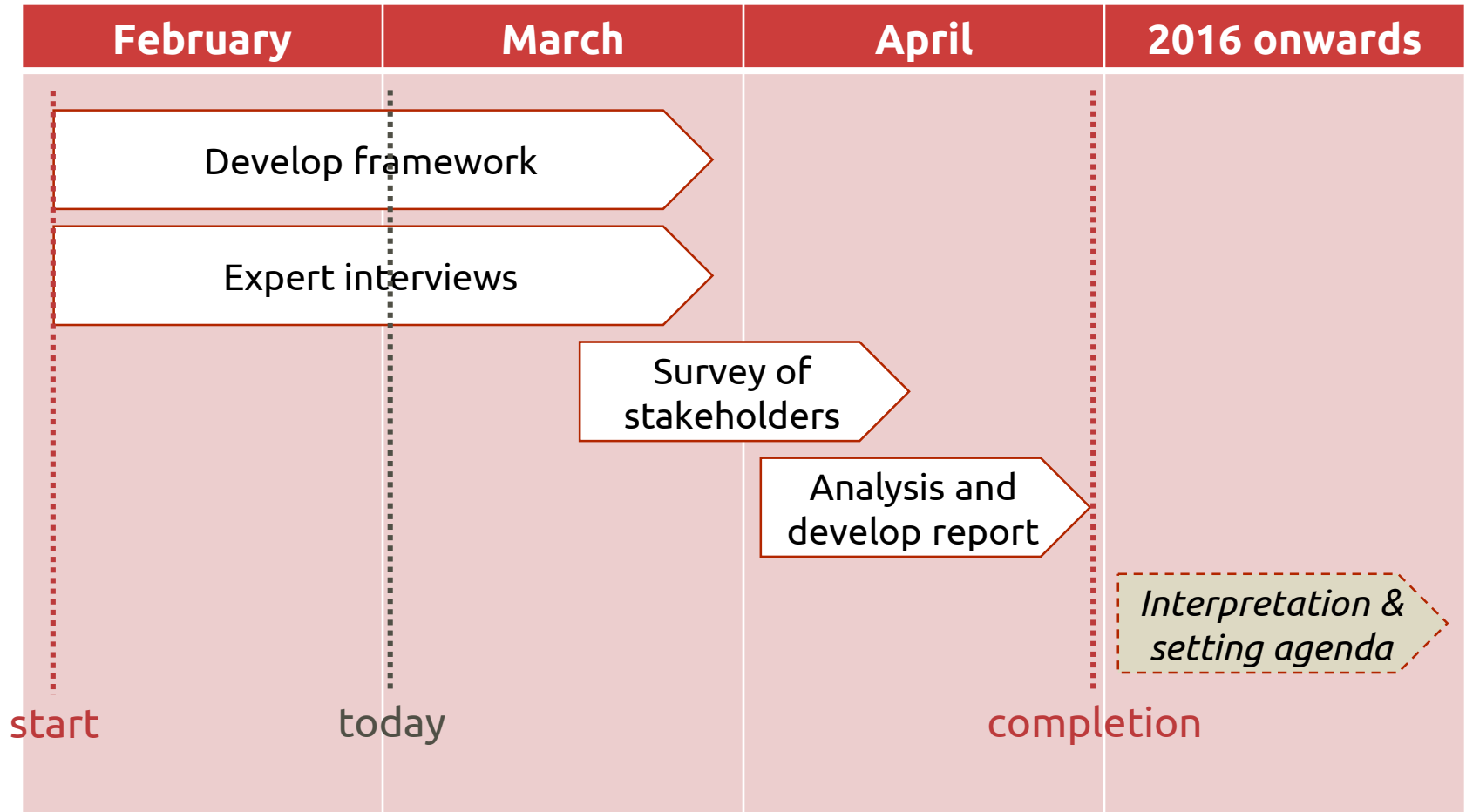
Understanding what is already happening as a starting point for a coordinated approach

- **Inform/summarize:**  
a comprehensive overview of action towards sustainability in the sector
- **Analyse:**  
show key trends, map of interventions, key gaps, relation to SDGs
- **Recommend:**  
main issues that should feed a global strategy, potential synergies
- **Convince:**  
not driving an argument, underlying assumptions/perceptions to be tested



# Study timelines

Work in progress, insights to be taken forward in Vision 2020





# Expected insights

What we want to know

**WHO** is doing **WHAT** and **WHY**  
**WHERE** is it being implemented  
and **HOW** is it measured?

*Note: the following slides are illustrative for what the results will look like,  
no need to read in detail*



# Expected insights: who does what

The study will develop factsheets that describe what individual actors are currently doing in the sustainability domain

<b>Program name</b>	<text>	
<b>Description</b>	<text>	
<b>Partners</b>	<text>	
<b>Activities</b>	<input type="checkbox"/> Policy / law <input type="checkbox"/> Research / monitoring <input type="checkbox"/> Sustainability definitions <input type="checkbox"/> Learning platform <input type="checkbox"/> Farmer organization	<input type="checkbox"/> Extension services <input type="checkbox"/> Business support <input type="checkbox"/> Inputs <input type="checkbox"/> Financial services <input type="checkbox"/> Demand generation <input type="checkbox"/> Advocacy <input type="checkbox"/> Assurance <input type="checkbox"/> Disaster relief <input type="checkbox"/> Diversification <input type="checkbox"/> Environmental services
<b>Target group</b>	<input type="checkbox"/> Farmers <input type="checkbox"/> Value chain	<input type="checkbox"/> Consumers <input type="checkbox"/> Governments
<b>Geographies</b>	<input type="checkbox"/> Africa <input type="checkbox"/> Asia	<input type="checkbox"/> Latin America
<b>Funding</b>	<input type="checkbox"/> Private sector <input type="checkbox"/> Public donors	<input type="checkbox"/> Other: individual donations, religious organizations, etc.
<b>Member of</b>	<input type="checkbox"/> 4C Association <input type="checkbox"/> Specialty Coffee Association of America	<input type="checkbox"/> Sustainable Coffee Challenge <input type="checkbox"/> Sustainable Coffee Program IDH
<b>Contact person</b>	<name>	<email>

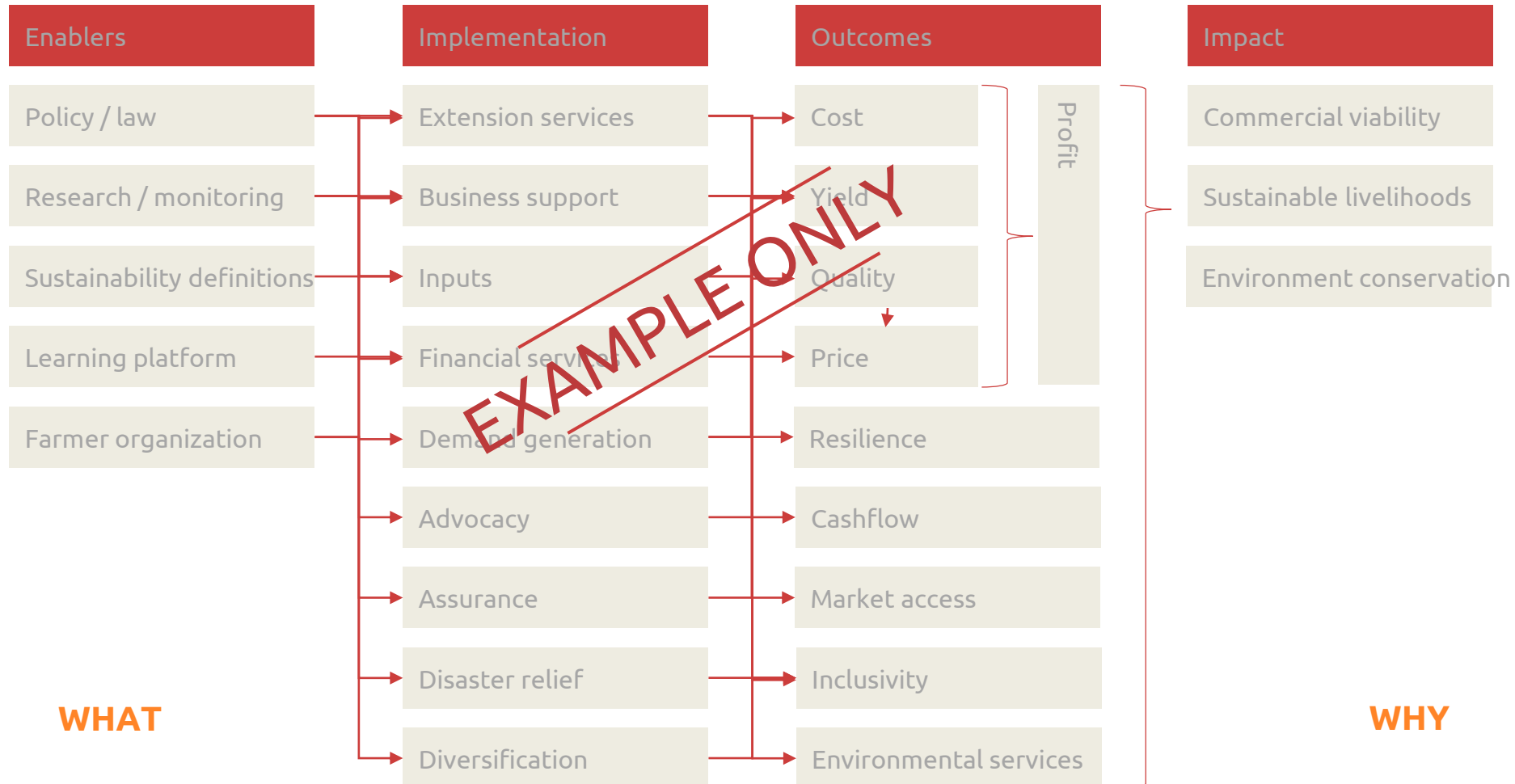
EXAMPLE ONLY

WHO  
WHAT



# Expected insights: strategy

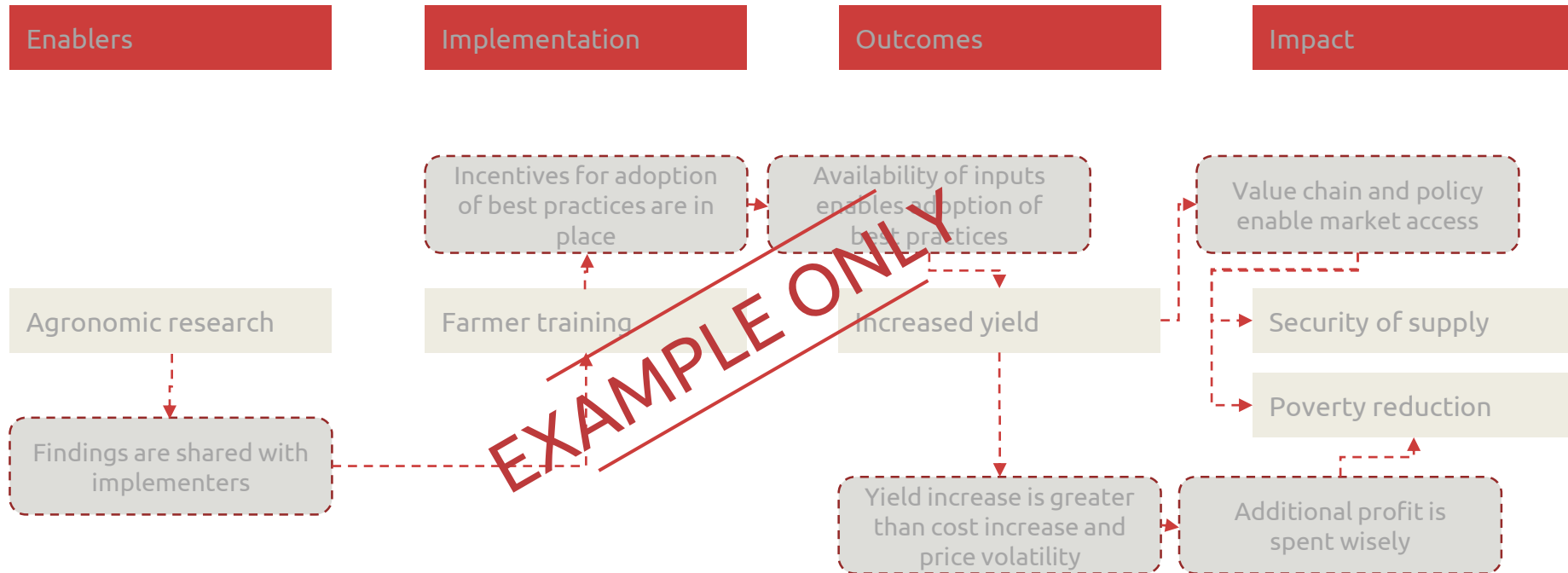
A consolidated sustainability strategy or theory of change showing what the sector as a whole is currently working on





# Expected insights: strategy

This consolidated overview will allow to identify (explicit and implicit) assumptions and prerequisites



WHAT

WHY



# Expected insights: strategy

The mapping will identify which activities are commonly focused on in sectorwide sustainability programs

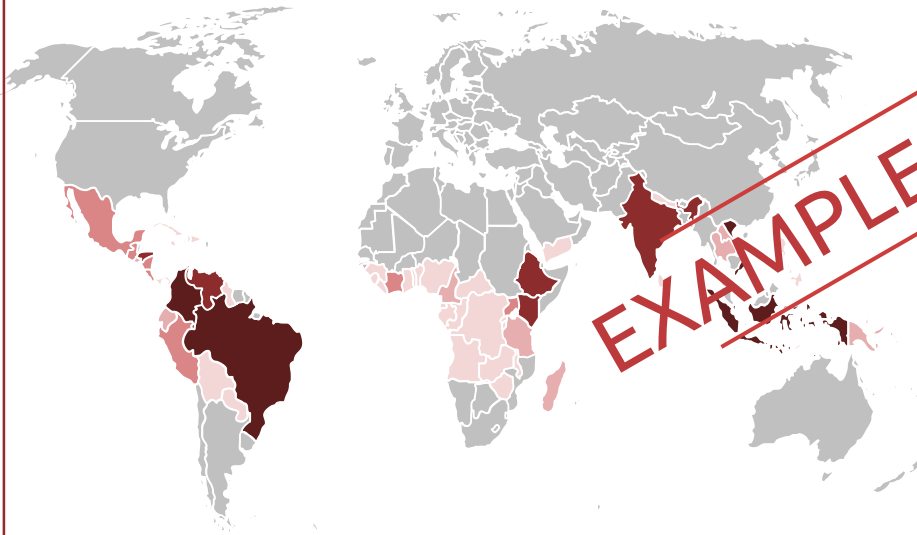




# Expected insights: outreach

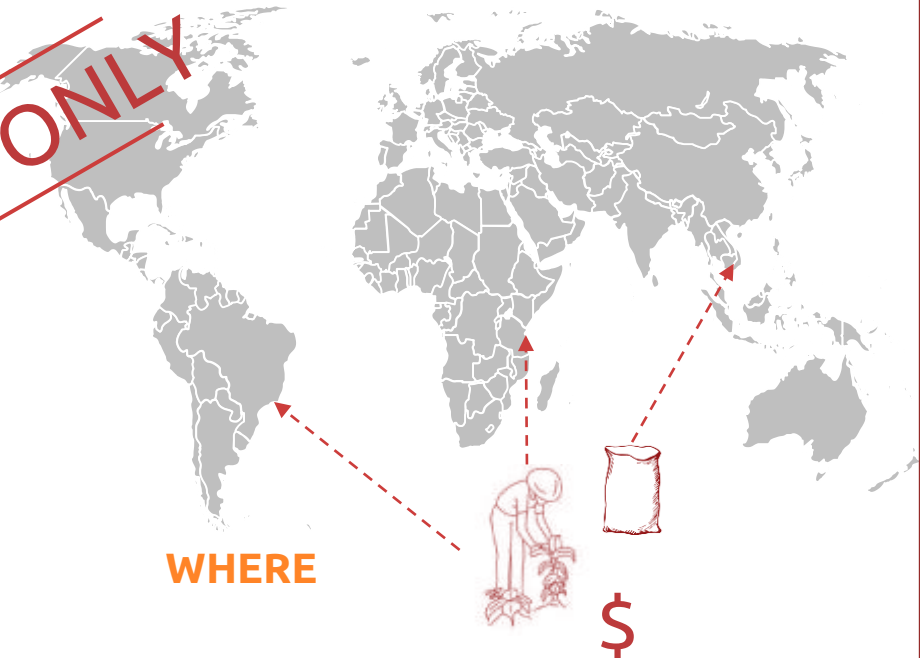
Analysis of targets for investment, farmer outreach and coffee volume can show how project focus relates to overall production volume

Major producing origins



Source: ICO production statistics 2015/16, countries ranked by volumes

Focus origins for sustainability programs





# Expected insights: metrics

Commonly used indicators can be a starting point for harmonization and comparison

<b>Extension services</b> <ul style="list-style-type: none"><li><input type="checkbox"/> # farmers reached</li><li><input type="checkbox"/> % adopting good practices</li><li><input type="checkbox"/> ...</li></ul>	... <ul style="list-style-type: none"><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li></ul>
<b>Business support</b> <ul style="list-style-type: none"><li><input type="checkbox"/> # farmers keeping records</li><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li></ul>	... <ul style="list-style-type: none"><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li></ul>
<b>Inputs</b> <ul style="list-style-type: none"><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li></ul>	... <ul style="list-style-type: none"><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li></ul> <b>HOW</b>
... <ul style="list-style-type: none"><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li></ul>	... <ul style="list-style-type: none"><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li><li><input type="checkbox"/> ...</li></ul>

EXAMPLE ONLY

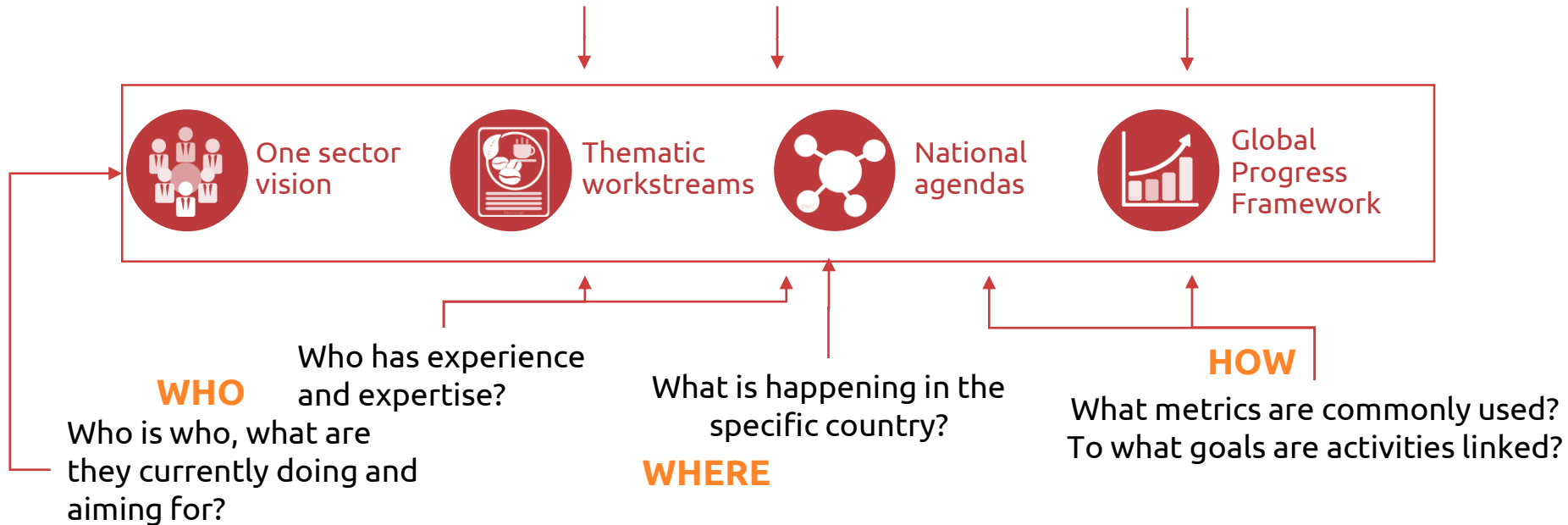


# Expected value for Vision 2020

The study is a snapshot that feeds into the Vision 2020 key functions

## WHAT WHY

What activities and aims are currently pursued by the sector?  
What assumptions and pre-requisites?  
What gaps have been identified?





# Next steps for the mapping

**Finished May 1st**

- Finalize interviews & member survey
- Consolidation & analysis
- Validation
- Share report







## Coffee & Climate

Illustration with existing best practices





# The initiative for coffee&climate

March 2016



El Salvador, 14.01.2013



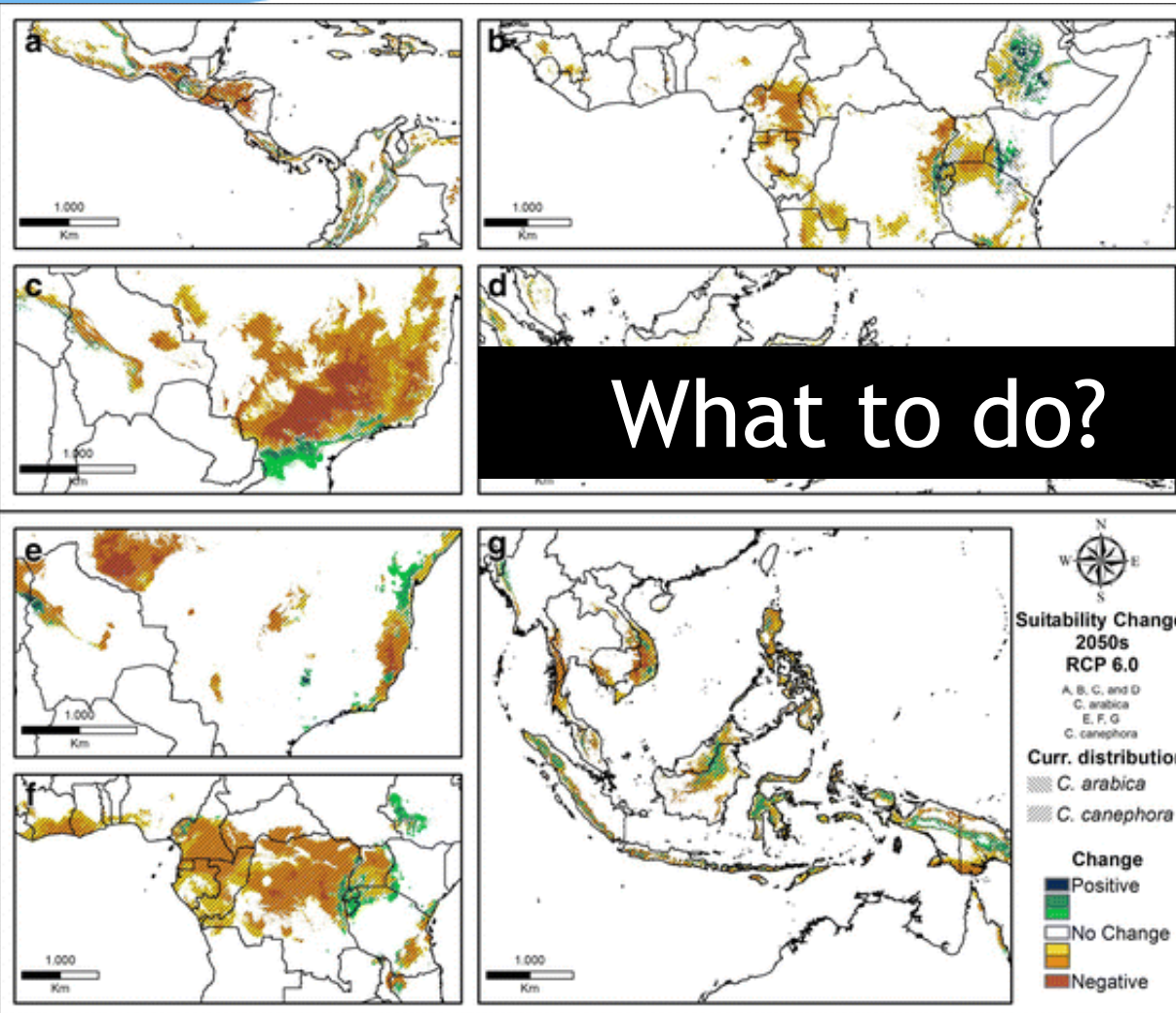


Brazil, 11.12.2015





# CIAT suitability maps for coffee



What to do?

## Arabica:

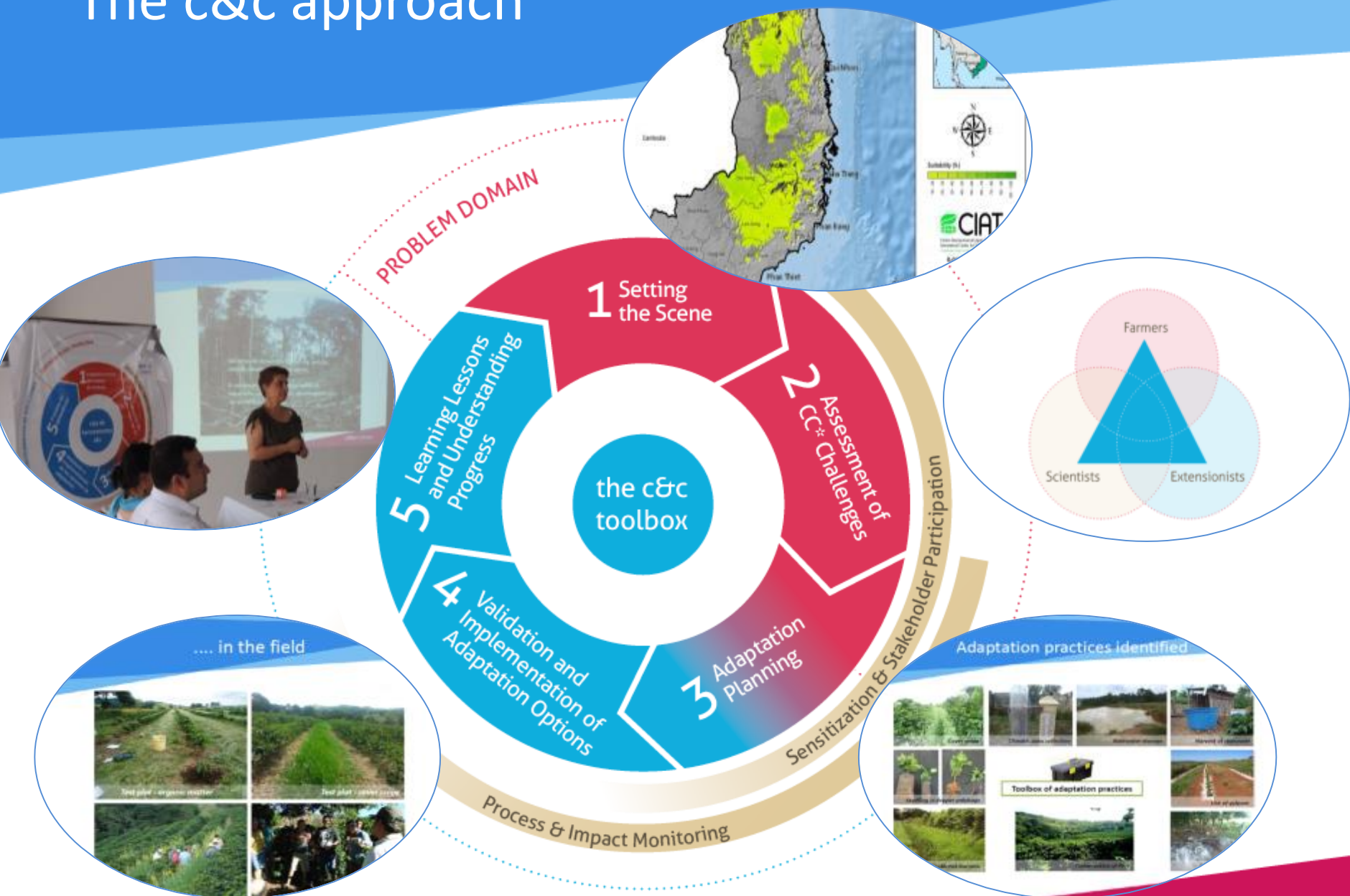
- Latin-America: higher altitudes
- Brazil: suitability loss
- Asia: higher altitudes
- East-Africa: higher altitudes

## Robusta:

- Brazil: suitability loss
- Congo Basin: suitability loss
- S-E Asia: suitability loss
- Along equator: gain at higher altitudes



# The c&c approach





# Brazil



Cover Crops



Climate Data  
Collection

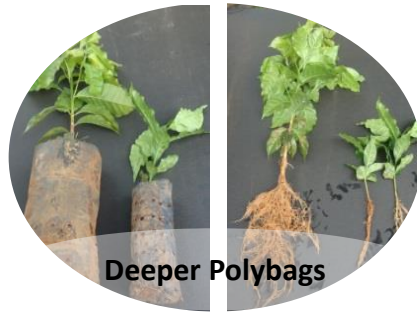


Containment  
Basins



Rainwater  
Harvesting

## Climate Change Adaptation Practices Brazil



Deeper Polybags



Application of  
Gypsum



Windbreaking  
Barriers



Conservation of  
PPA



Application of  
organic matter

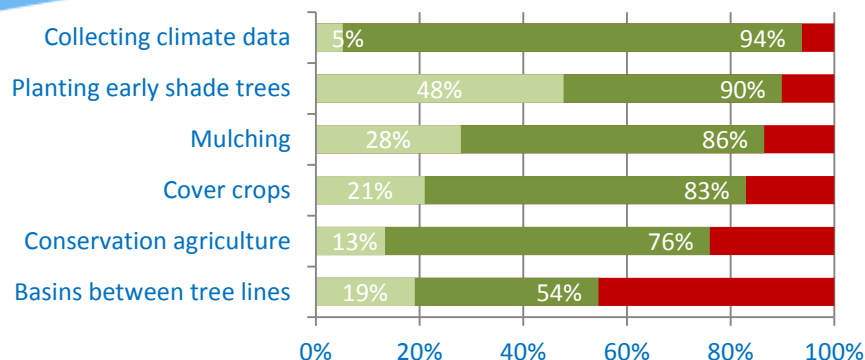


Shade

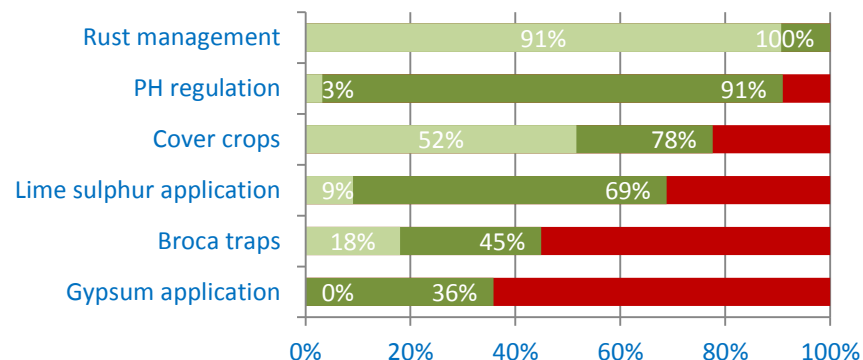


# Adoption rates after 2 years

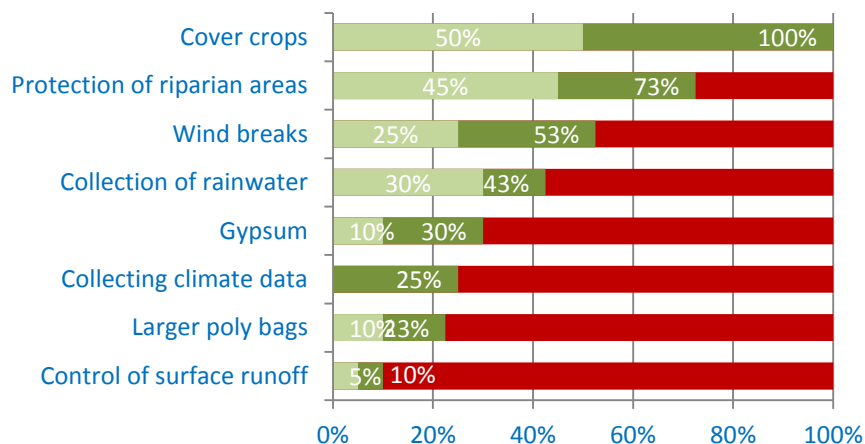
## Tanzania



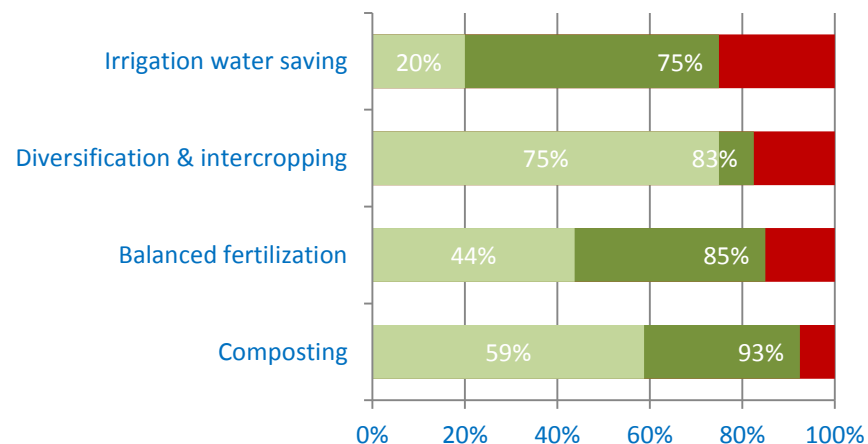
## Trifinio



## Brazil

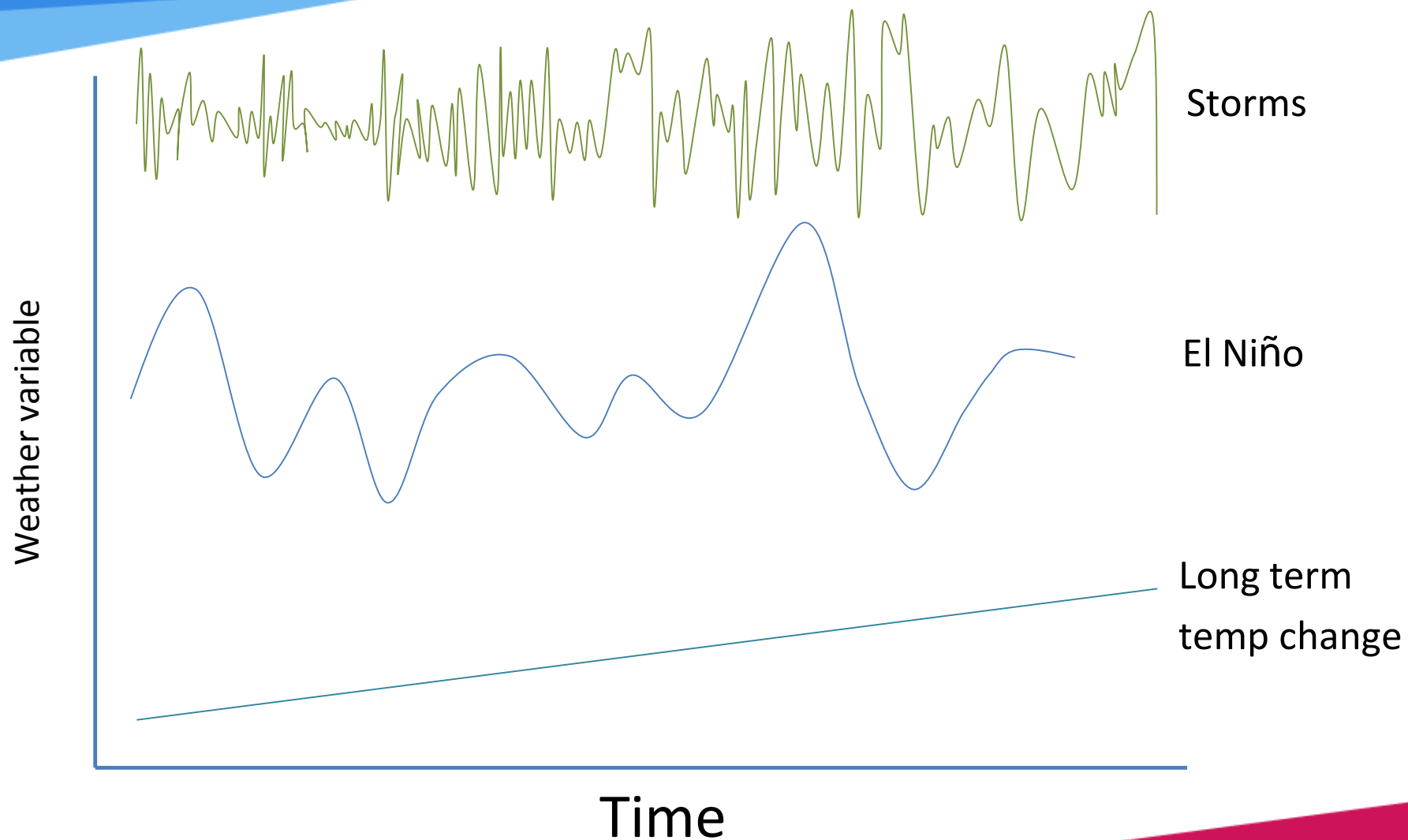


## Vietnam





# Climate Change is complex







ECOM?

SBUX?

HRNS



# Initiative for coffee & climate

## founding members



## new partners



## coordinating agents



## strategic partners









# Towards a sector initiative

Scaling phase 2016-2019



- On going validation
- Qualification and enabling of third parties through Training of Trainers format
- Upgrading and upscaling c&c approach (CbA, EbA, as an element in landscape concepts)



# Towards a sector initiative

Scaling phase 2016-2019







[www.coffeeandclimate.org](http://www.coffeeandclimate.org)  
[toolbox.coffeeandclimate.org](http://toolbox.coffeeandclimate.org)



## Global Progress framework

### Key take-aways:

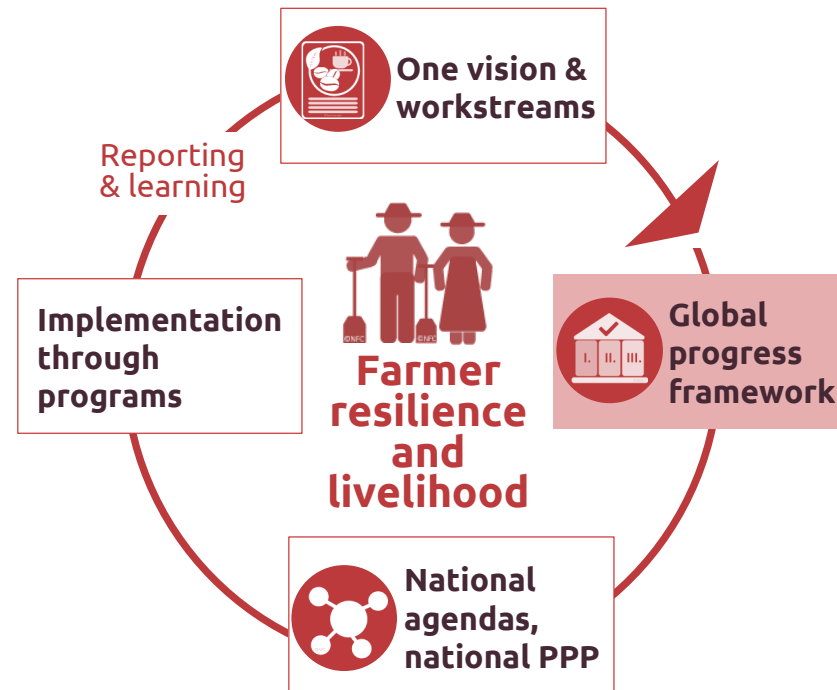
- Impact related
- Under development
- Building on existing initiatives





# Vision 2020 enables the sector to align to create collective impact at farm-level

## Global Progress Framework





# The Global Progress Framework facilitates the progress towards the sector sustainability vision

## Definition and aims

### What is a framework?

- Allows stakeholders to contribute to one goals through own process
- Articulation of the necessary elements to achieve desired impact
- Indicators to measure and communicate progress
- Endorsed and adopted by major public and private sector stakeholders



### What does it offer?

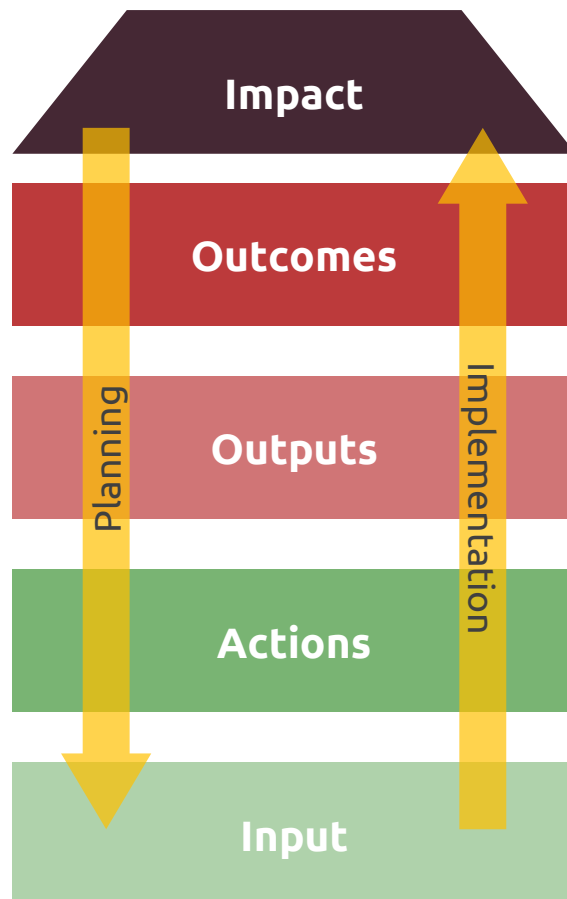
- Sector alignment towards shared objectives
- Shared language and logic
- Measurement of continuous improvement
- Transparency and accountability
- Harmonization of sector communications





# The Global Progress Framework articulates the necessary elements to achieve desired impact

## Elements of the Progress Framework



Coffee sector long-term goal

Measurable long-term results of actions, beyond the direct effects:

- Organized by global themes
- Aligned with SDGs

The immediate results of program actions

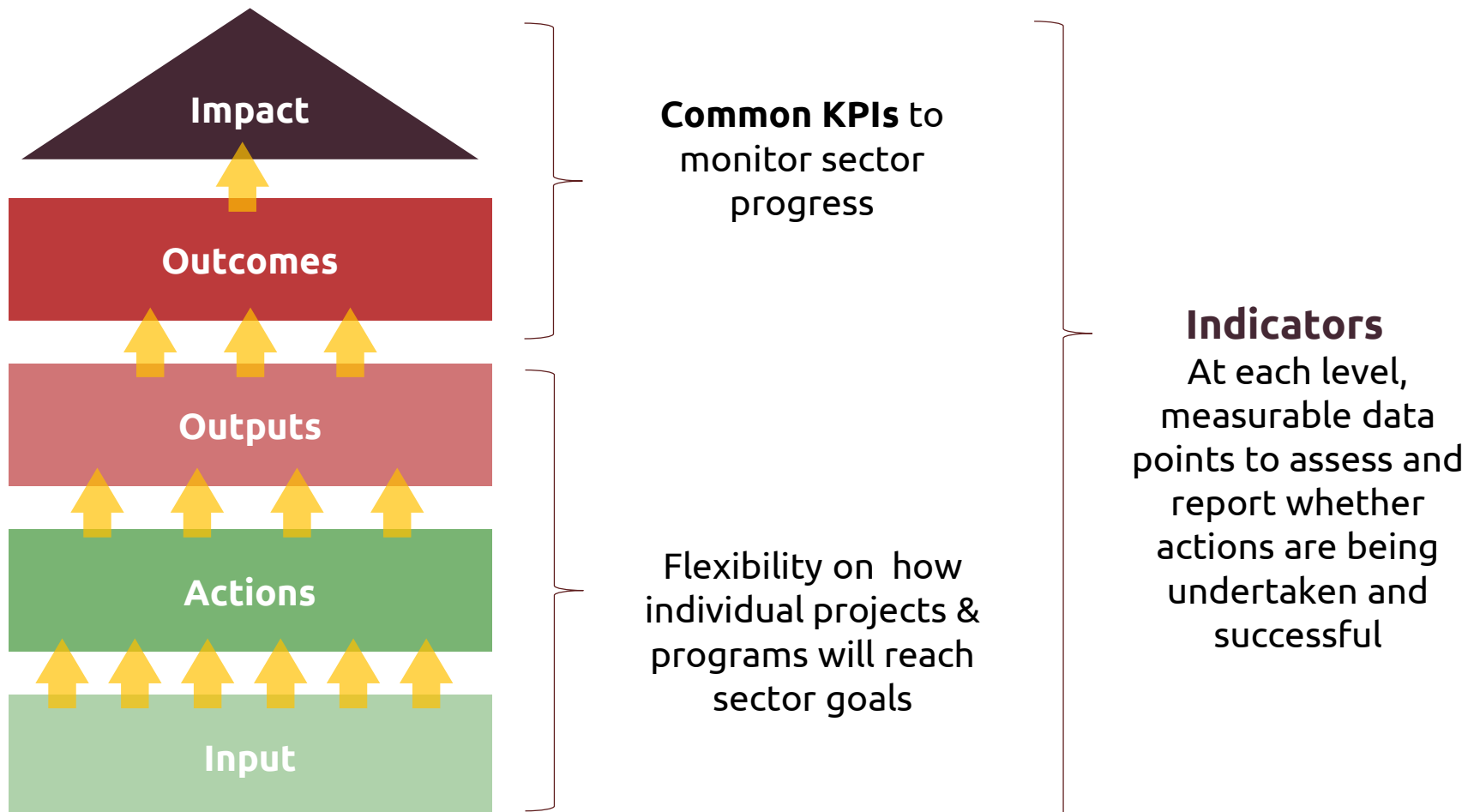
Activities or interventions on the 'ground level': what we do

The committed or required resources for activities



# Progress is monitored at the outcome level, the way actors achieve the results is left open

## Common outcome indicators & flexible action paths





# There is an important relation between farmer practices and the framework

## Baseline Common Code



Building on  
existing  
initiatives

Baseline Common Code: a global  
reference indicator for  
sustainability in the coffee sector



Baseline  
economical  
sustainability



Baseline social  
sustainability  
End unacceptable  
practices



Baseline  
environmental  
sustainability



# The Global Progress Framework is co-developed with sector stakeholders and other initiatives

**Collaboration towards one joint framework**



Building on  
existing  
initiatives







# WHO WE ARE

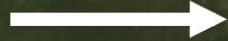
We are a dynamic and diverse coalition from across the sector, united in the belief that it is possible to grow coffee while ensuring the prosperity and wellbeing of farmers and conserving forests, water and soil.



# SUSTAINABILITY FRAMEWORK ARCHITECTURE



ACTORS



COMMITMENTS



NORTH STAR  
OUTCOMES



# SUSTAINABILITY FRAMEWORK ARCHITECTURE



## ACTORS

Consumers  
Governments  
Retailers  
Roasters  
Traders  
Importers

Producers  
Investors/Donors  
Industry Associations  
Credit Providers  
Technical Assistance Orgs  
Standards Organizations



# SUSTAINABILITY FRAMEWORK ARCHITECTURE



## COMMITMENTS

Consumer & Market  
Education  
Credit & Insurance  
Technical Assistance  
Gender  
Access to Inputs

Standards  
Sourcing  
Rejuvenation  
Policy  
Climate Adaptation/  
Mitigation Tools



# SUSTAINABILITY FRAMEWORK ARCHITECTURE



## NORTH STAR OUTCOMES

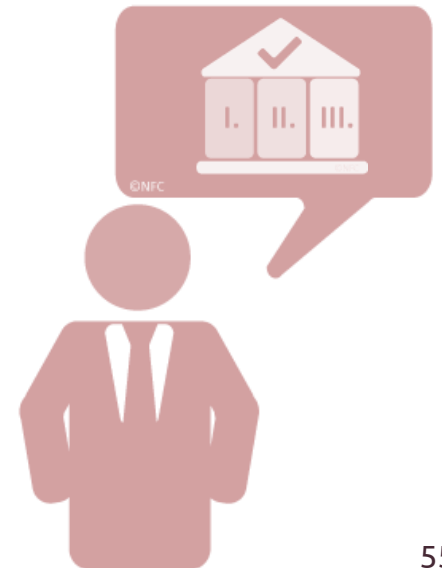
1. Prosperity + Well-being of Producers
2. Forest, Water + Soil Conservation
3. Sustained Supply of Coffee



# Questions for group discussions

## Global Progress framework

1. What do you think should be the role of the global process framework to measure collective progress towards the vision for a sustainable coffee sector?
2. What are opportunities and challenges?
3. What should we do next?







## National agendas

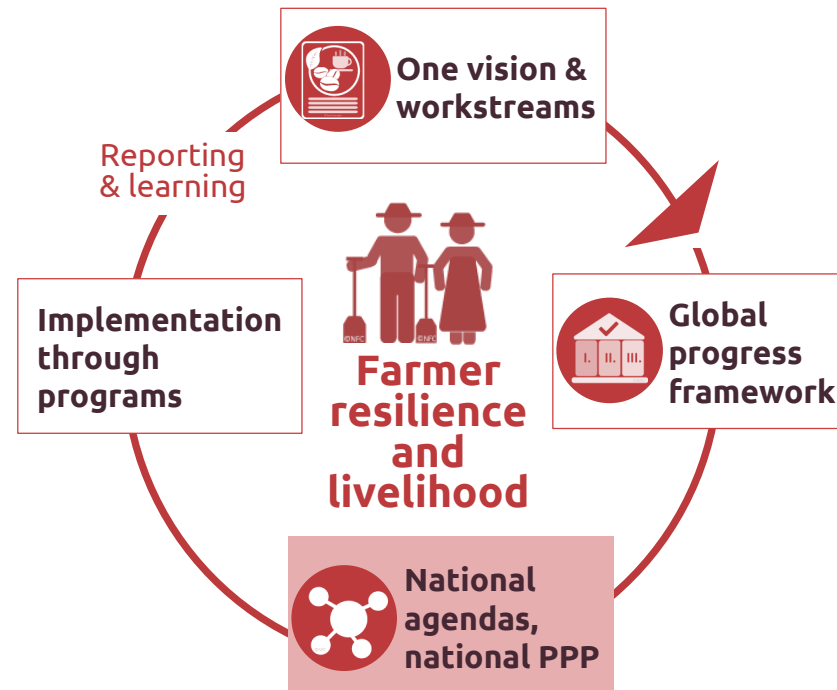
### Key take-aways:

- National PPP ownership
- Global collaboration
- Local actions and impact



# Vision 2020 enables the sector to align to create collective impact at farm-level

## National agendas and public-private platforms

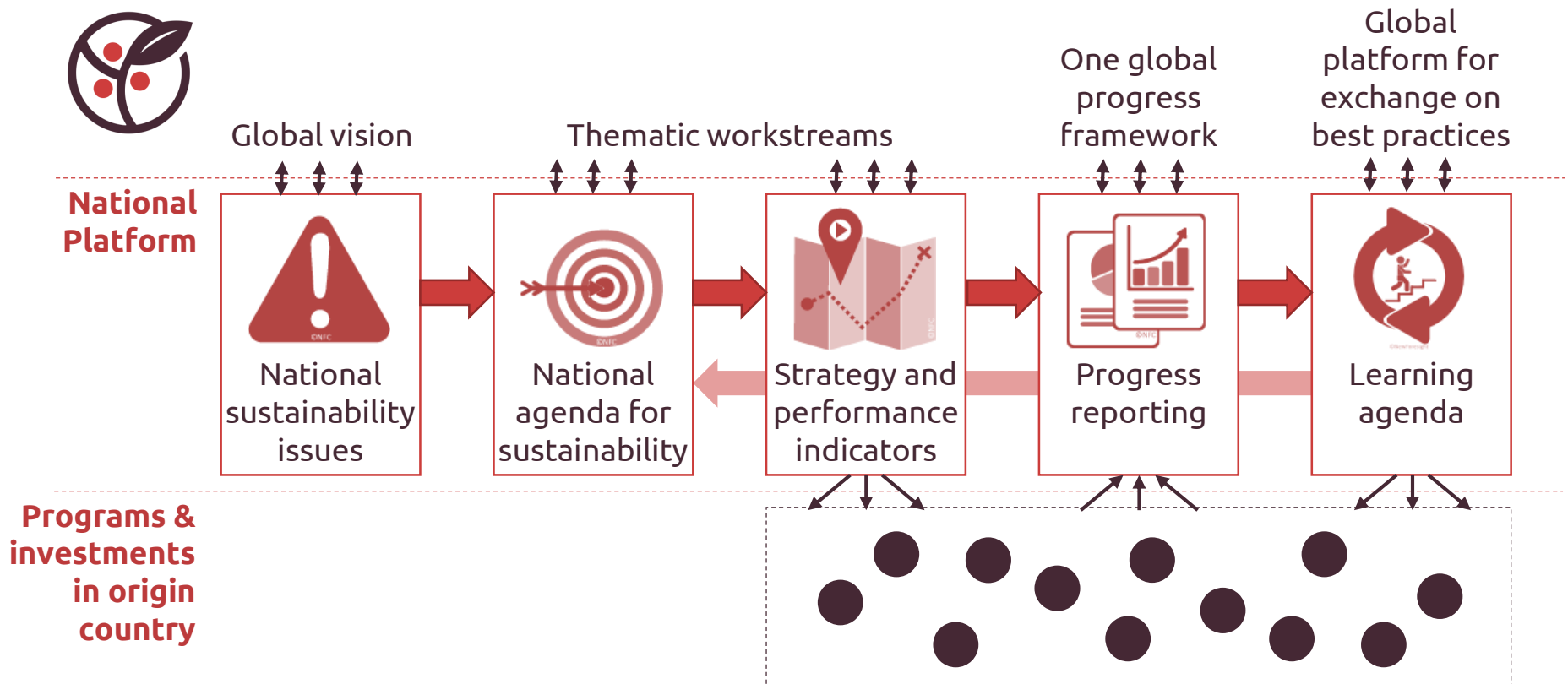




# Vision 2020 enables national platforms to connect national issues to global challenges and experiences

**National ownership, global collaboration, local impact**

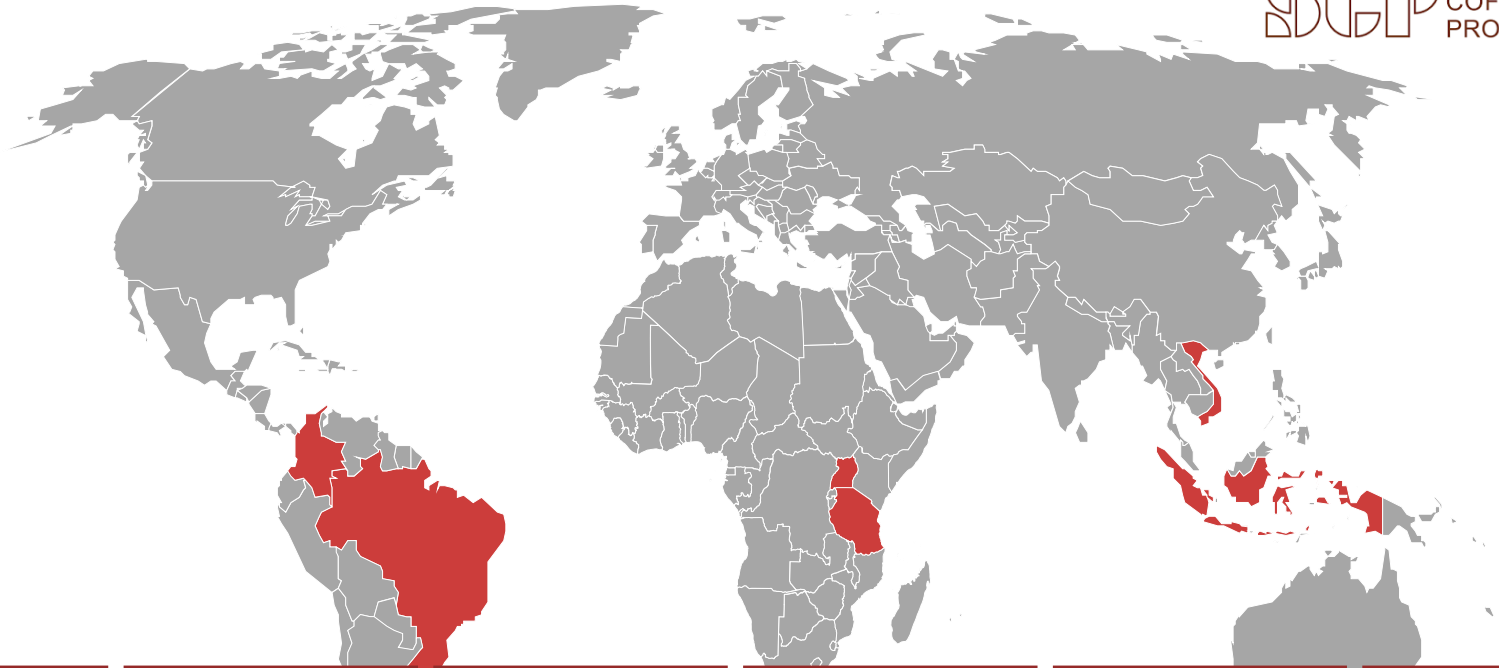
**Vision 2020**





# The global collaboration under Vision 2020 will strengthen existing and ignite new platforms

## Existing and developing platforms and curricula



### **Brazil**

- Coffee Sustainability Curriculum

### **Colombia**

- National Sustainability Curriculum

### **Uganda**

- Uganda Coffee Platform
- National Sustainability Curriculum

### **Tanzania**

- National Coffee Stakeholder Committee
- National Sustainability Curriculum

### **Indonesia**

- Indonesia Coffee Platform SCOPI
- National Sustainability Curriculum

### **Vietnam**

- Vietnamese Coffee Coordination Board
- National Sustainability Curriculum



# Tanzania Coffee Industry Development Strategy, 2011-2021

Started with a

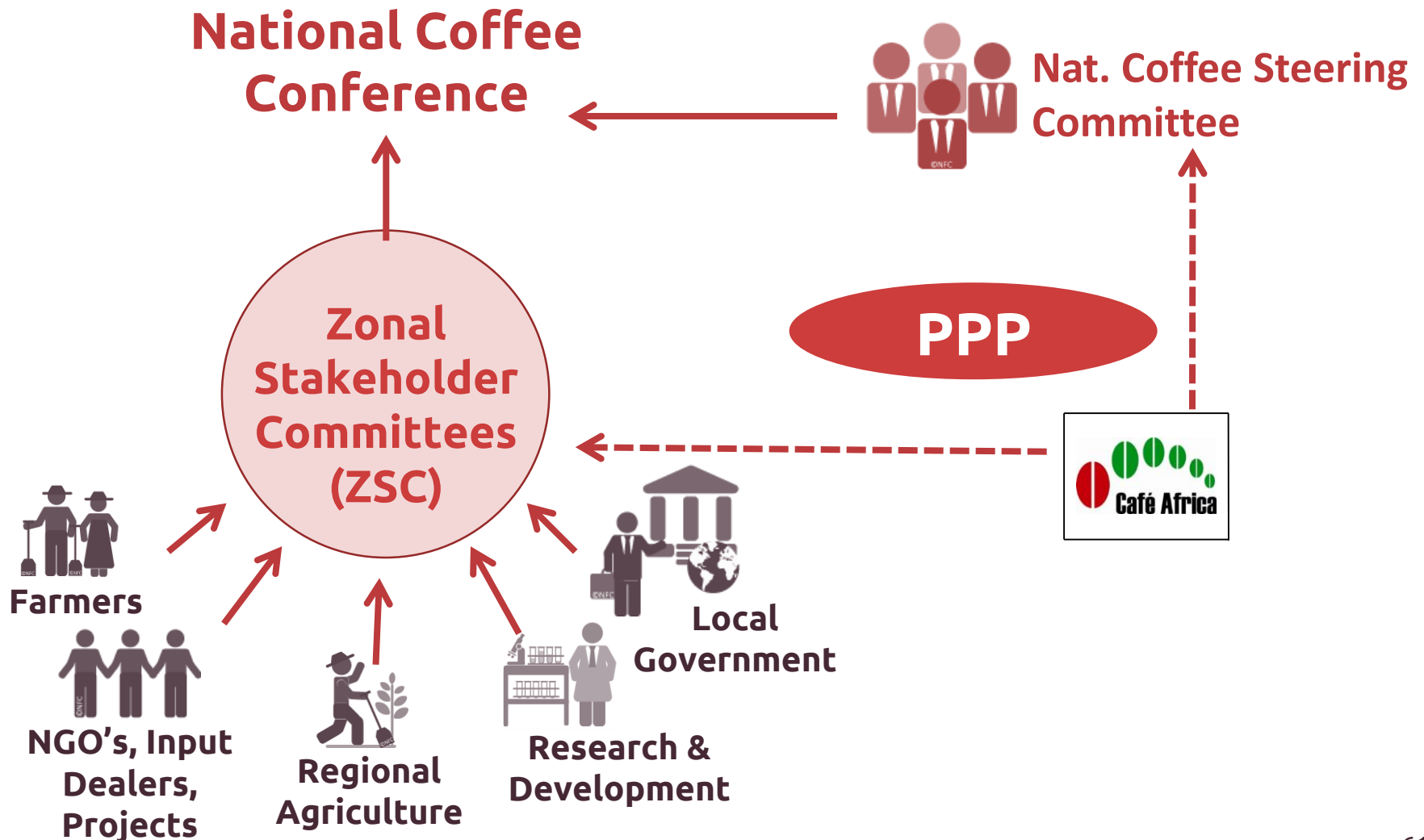
- Vision

And then

- Production Targets:
  - 80,000 tons by 2016
  - 100,000 tons by 2021

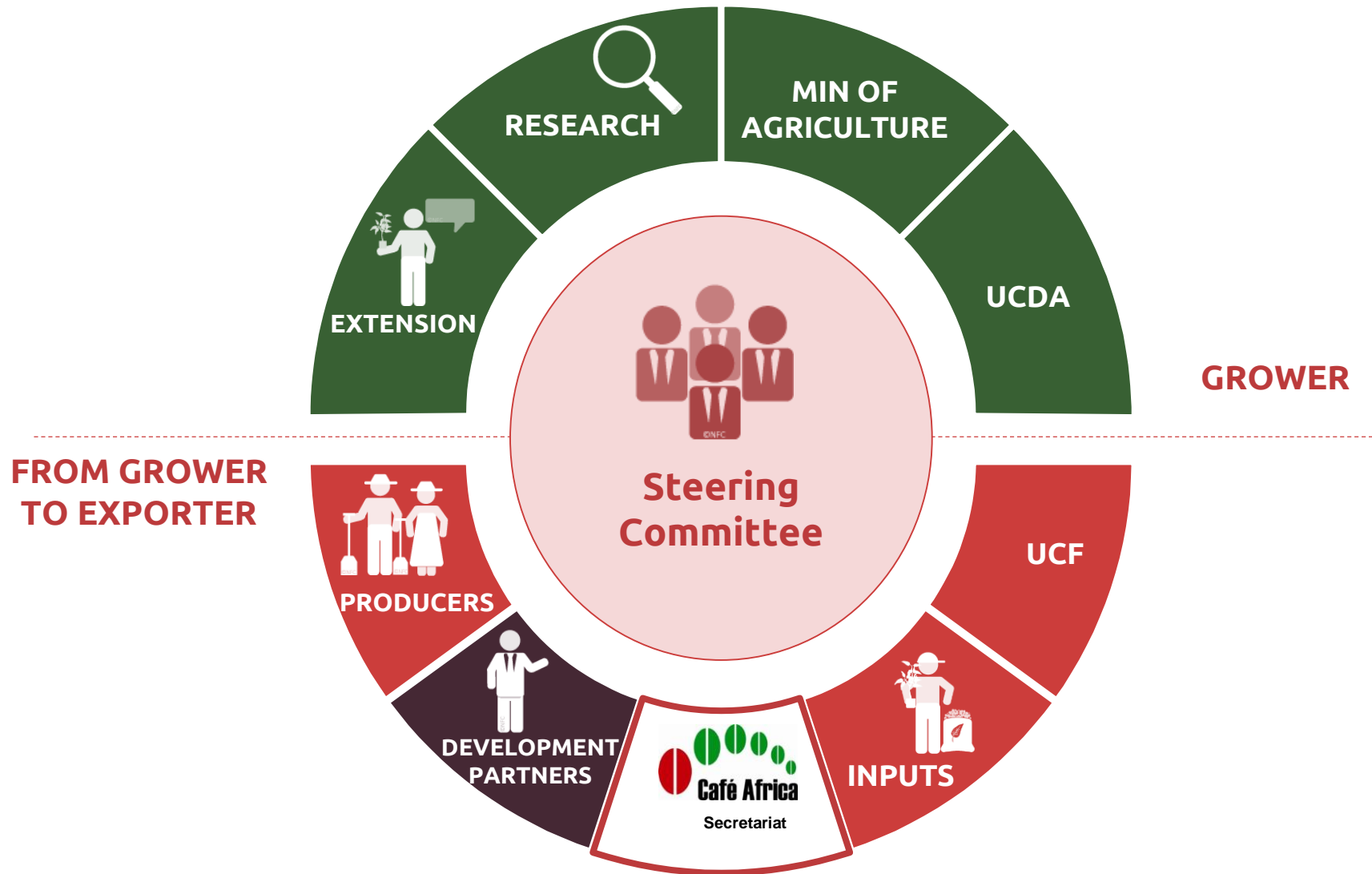


# Tanzania platform to implement the strategy



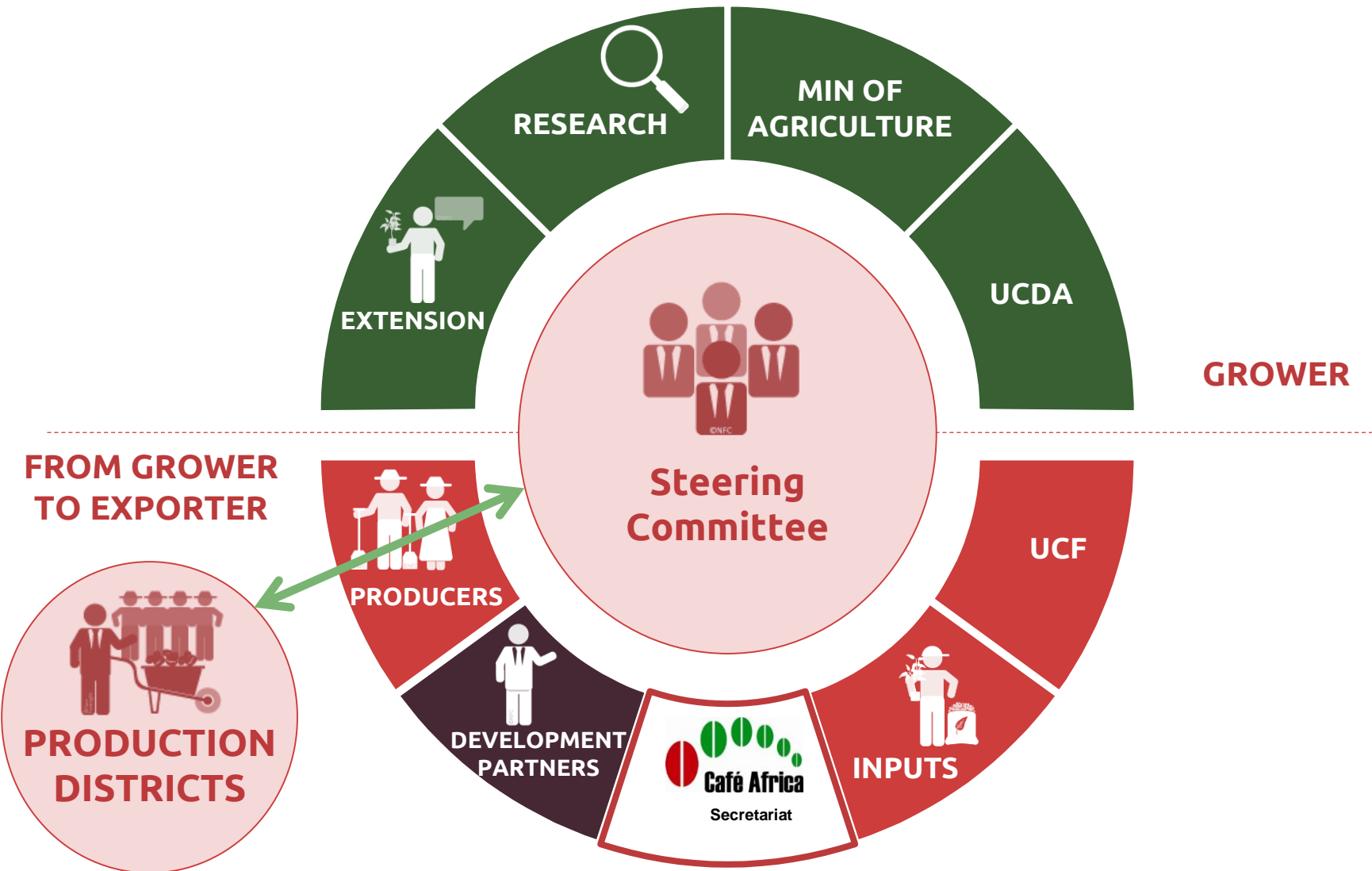


# The Uganda Coffee Platform Steering Committee





# The Uganda Coffee Platform Steering Committee





# Uganda

## District Coffee Shows



## District Coffee Extension Pilot Project

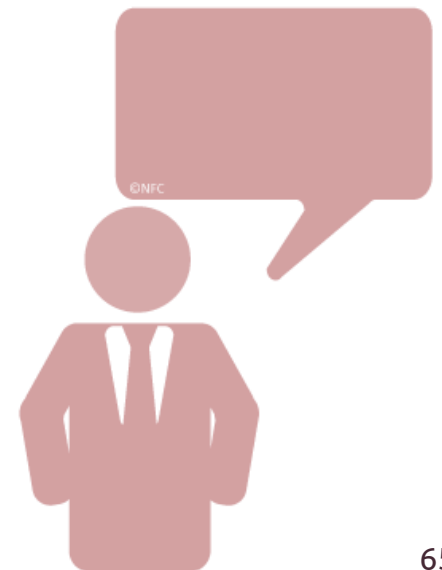




# Questions for group discussions

## National agendas

1. What do you think should be the role of national platforms in relation to Vision 2020?
2. What are opportunities and challenges?
3. What should we do next?







## Global Coffee Platform

### Key take-aways:

- Merging for scale and impact
- Open and inclusive
- GCP as coordinator and action vehicle for Vision 2020



# The Global Coffee Platform will build on the extensive track-records of its founders

## Building on earlier successes



- Broad stakeholder membership (300+)
- Owning largest baseline verification standard in coffee
- Significant representation of producers
- Collaboration with other standards
- Platform function
- Viable farmer aggregation model



**GLOBAL COFFEE  
PLATFORM**  
for a sustainable coffee world



- Developing national and global initiatives
- Mechanism for public private funding
- National platforms in different countries
- Field level projects with public private funding
- National Sustainability Curricula



# The Global Coffee Platform will focus on three key functions

## Key functions



### The Dynamic Platform

Engage and service members to:

- define joint vision
- enable members to act
- coordinate



### The Baseline Common code

Enable the Baseline Common Code to

- be recognized as a global reference
- create a level playing field
- underpin national strategies

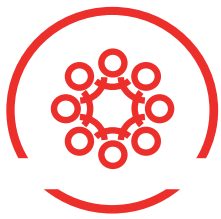


### The Global Progress Framework

Enable the sector to

- compete on sustainability efforts
- drive improvements





# The Dynamic Platform making Vision 2020 actionable

## Strategies & Services

- Long-term actionable agenda
- Knowledge Hub
- Pre-competitive approach to address key challenges
- Alignment with non-members
- Engage with donors

## Benefits for members

- Harvest greater results through collective action and alignment with others
- Participate and engage in strategy development and implementation
- Tap into co-funding
- Showcase leadership in sustainability

## Benefits for farmers

- Greater impact at farm level of aligned projects and interventions
- Increased effectiveness of joined interventions





# The Baseline Common Code will be the global reference

## Strategies & Services

- A true baseline as global reference for the sector
- Integration into national strategies (like National Sustainability Curriculum)
- Annual Progress Report on the Common Code Impact
- Outsourcing verification operations

## Benefits for members

- Achieve baseline sustainability
- Secure market access markets
- Choose from diversified pool of operators
- Contribute to long-term coffee supply
- Understand and contribute to impact measurement

## Benefits for farmers

- Accelerated transition to a baseline level of sustainability at farm-level





# The Global Progress Framework

## Strategies & Services

- Sector-wide accepted Framework for measuring performance
- Transparent monitoring & reporting on progress
- Enable competition on impact
- Annual Progress Report on the Global Framework

## Benefits for members

- Improve performance through measurement and sharing
- Understand and address key critical issues
- Attract partnerships & donor funding
- Position of member organization as frontrunners in sustainability

## Benefits for farmers

- Interventions beyond certification and verification
- Increased effectiveness of farm-level interventions



# The governance structure will allow for broad stakeholder participation at all levels

## Governance structure and key success factors



## Key success factors

- Keep the platform (= the members) together
- Enable engagement: manifested in countries
- Make the platform attractive
- Share learnings, review activities & input priorities
- All members elect entire Board (staggered rotation)