



2023-2027 STRATEGIC PLAN

Building a More Equitable Future for Women in Coffee

PROBLEM | OPPORTUNITY

Women face multiple challenges in the coffee value chain, including underrepresentation in leadership roles, leading to limited opportunity for growth. IWCA is uniquely poised to provide a leadership role to address some of these challenges through education and advocacy to ensure an equitable coffee industry.

STRATEGIC PLAN

The 5-year strategic plan identifies four impact pathways for the growth of our organization - Organizational Development, High-Impact Communications, Impactful Programs and Research & Advocacy.

IMPACT

When women are empowered, communities thrive.



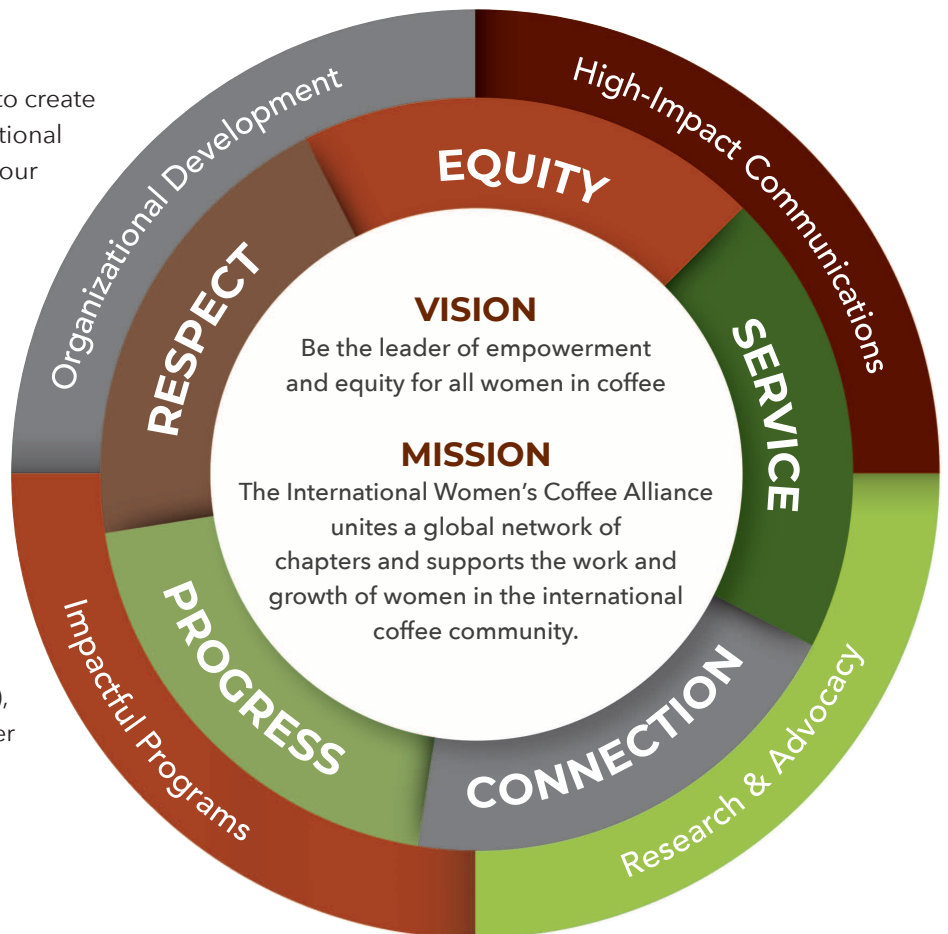
THEORY OF CHANGE

In fall 2022, the board and staff of IWCA met to create a five-year strategic plan focused on organizational growth. As part of this exercise, we identified our theory of change - when women are empowered, communities thrive. To achieve this, we identified four impact pathways with specific actions to be undertaken and the expected outputs and outcomes of these actions. This strategy provides a roadmap for sustainable growth over the next five years. We invite the coffee community to join us in achieving change that will benefit the entire industry.

2022 BOARD MEMBERS

Sharon Riechers (President),
Mansi Chokshi (Vice President),
Kurt Hans (Treasurer), Emily Bollinger (Secretary),
Claire Harriman, Aileen Rerhrhaye, Susie Spindler

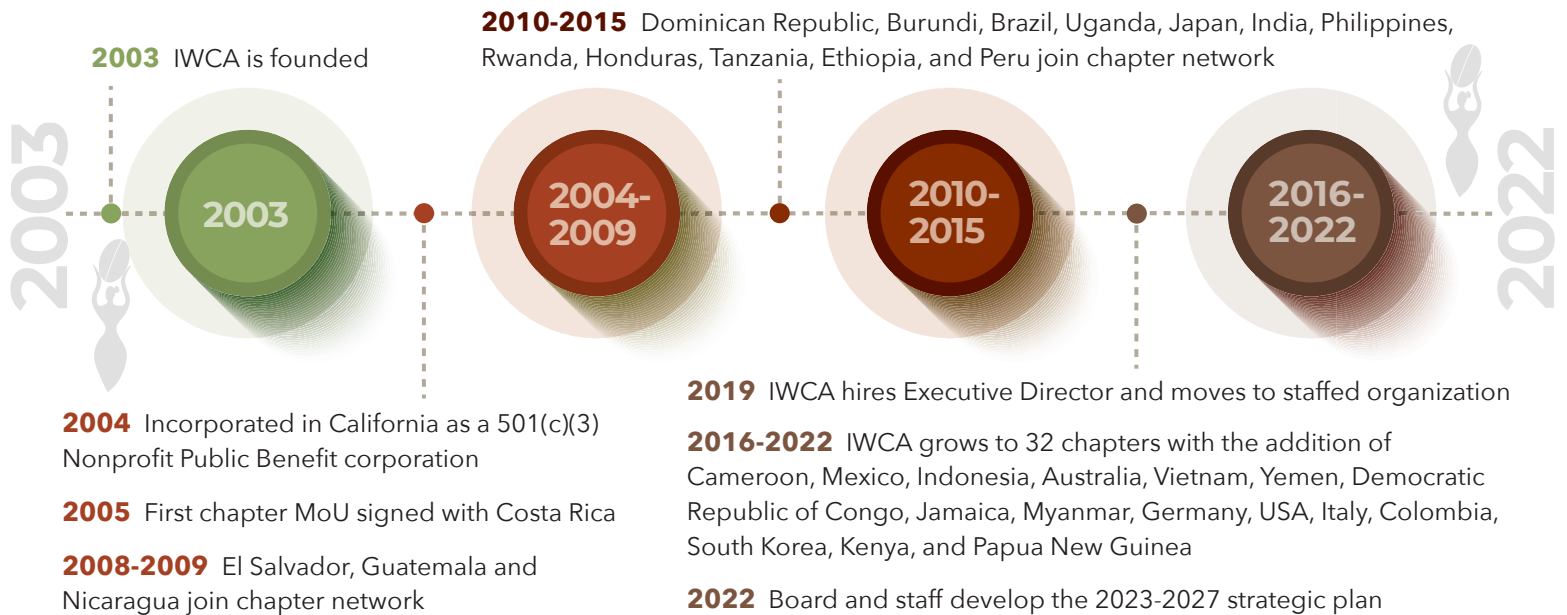
STAFF - Sarada Krishnan (Executive Director),
Blanca Castro (Chapter Relations Manager),
Maria Hill (Communications Manager),
Ximena Lainfiesta (Chapter Relations Assistant)



THE LAST 20 YEARS...IWCA'S IMPACT

What started as a trip to Nicaragua and Costa Rica in 2003 led by two of our founders, Karen Cebreros and Kimberly Easson, led to the formation of the International Women's Coffee Alliance (IWCA). Now a global network representing 32 chapters, the board and staff of IWCA acknowledge the vision and commitment of our founders to create an equitable coffee industry.

FOUNDERS - Karen Cebreros, Kimberly Easson, Melissa Pugash, Colleen Crosby, Karen Gordon, Margaret Swallow



IMPACT PATHWAY — STRATEGIC PRIORITIES 2023-2027

Four Pillars of Progress to Achieve Impact

1 ORGANIZATIONAL DEVELOPMENT
To ensure the organization can provide impactful programs to our constituency, we first need to strengthen the organization with human resource capacity to implement programs. Sustainable financial resources can be achieved with the execution of an endowment fund. The establishment of an endowment fund will allow for sustainable operations of the organization through an annual distribution of 4% of investment income.

IMPACTFUL PROGRAMS
Chapters are core to our mission and vision. Strengthening the organization will provide the opportunity to execute impactful programs for our chapter members and beneficiaries. Programs will ensure that capacity is built for long-term sustainability for chapters.

2 HIGH-IMPACT COMMUNICATIONS
Communicating who we are, what we do and how we do it is critical in engaging with our donors, partners, and other stakeholders. By making communications a priority, we will develop our brand identity to ensure clear communications.

3 RESEARCH AND ADVOCACY
IWCA is uniquely positioned to be the voice for women in coffee on international platforms, advocating for their issues and the role they play in the coffee sector. Research of the role and impact of women in the coffee sector will inform advocacy efforts.

4

IWCA THEORY OF CHANGE IMPACT PATHWAY



SPHERE OF CONTROL

SPHERE OF INFLUENCE

INPUTS

STRATEGIES

OUTPUTS

OUTCOMES

Organizational Development

Systems in place to undertake a capital campaign

Strengthen chapter relations and communications

Endowment fund in place providing an annual distribution for operations

Better chapter onboarding with annual refreshers

A resource portal developed for chapter documents and directory of chapter members

Existing policies and procedures reviewed, revised and new ones created

High-Impact Communications

Create effective communication strategy

New website developed

Impact stories are collected and disseminated

Consistent public perception of who we are, what we do and how we do it.

User-friendly website design to reach multiple audiences using multiple devices with systems in place for up-to-date content dispersal

Inspiring stories of the work of women in coffee communicated

Impactful Programs

Chapter fund program established

Develop partnerships to establish a financial literacy program

Improved market access for women in coffee

Develop a chapter exchange/twinning program (consuming country with producing country chapters)

Chapters implement impactful projects/programs

Training on financial management developed and delivered to chapter members in both producing and consuming countries

Regional hubs for coffee assessment program in place

Improved coffee availability list program

Training on understanding coffee quality, factors impacting quality, and ways of improving quality

Program in place for sharing of experience and expertise and exchange of ideas between producing and consuming country chapter members

Research and Advocacy

Develop strong partnerships with international organizations and advocate for women in coffee

Develop a research program with a university to quantify the impact of women in coffee

IWCA has a seat at the table at international platforms for advancing the voice and role of women in coffee

Partnership with a university in place to advance research on women in coffee and their impact

Funding

Partnerships

Human Resources

Chapters and Chapter Members

2023-2027 FIVE YEAR GROWTH

This strategic 5-year growth will require a financial investment of \$12 million.



	2023	2024	2025	2026
Organizational Development	<ul style="list-style-type: none"> Capital campaign feasibility study Develop new chapter onboarding materials Conduct quarterly onboarding Review and revise existing policies and procedures 	<ul style="list-style-type: none"> Kick-off capital campaign Develop a resource portal for chapter documents 	<ul style="list-style-type: none"> Capital campaign Expand the online resource portal with a directory of chapter members for information exchange 	<ul style="list-style-type: none"> Capital campaign
High-Impact Communications	<ul style="list-style-type: none"> Collect and promote impact stories 	<ul style="list-style-type: none"> Develop communication strategy and brand refresh 	<ul style="list-style-type: none"> Roll-out new brand New website 	<ul style="list-style-type: none"> Continue collecting and highlighting impact stories
Impactful Programs	<ul style="list-style-type: none"> Raise funds and implement chapter fund program Improve coffee availability list program Develop the chapter exchange/ twinning program between producing and consuming country chapters 	<ul style="list-style-type: none"> Implement the chapter exchange / twinning program Identify partners and funds to develop a financial literacy training program Identify partners to develop a coffee assessment program with regional hubs 	<ul style="list-style-type: none"> Develop financial literacy program Implement coffee assessment program in 1-2 regional hubs Identify partners to develop a coffee quality training program 	<ul style="list-style-type: none"> Evaluate chapter fund program after three years of implementation and make changes as needed to improve program Offer financial literacy training to 5-8 chapters Expand coffee assessment program to additional countries/regional hubs Develop curriculum for the coffee quality training program
Research and Advocacy	<ul style="list-style-type: none"> Continue engaging with international partners, like the International Coffee Organization, International Labour Organization, Alliance For Coffee Excellence/ Cup of Excellence, to raise the visibility of women in coffee 	<ul style="list-style-type: none"> Expand international partnerships 	<ul style="list-style-type: none"> Identify university partners and funding to develop a research program to quantify the impact and role of women in coffee Expand international partnerships 	<ul style="list-style-type: none"> Partner with a university to launch and publish research study with a goal of collecting quantitative data reflecting the impact of women in the coffee supply chain

IWCA sincerely acknowledges the time and effort of Mr. Brian Vogt, CEO of Denver Botanic Gardens for facilitating the strategic planning session and to Denver Botanic Gardens for hosting the event.



*Invest In Transformative
Change for Women in Coffee*
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