Brazil

A Business Case For Sustainable Coffee Production

An industry study by TechnoServe for the Sustainable Coffee Program.

Brazil is often perceived as a country of large, highly technified farms. The reality is quite different. Most coffee farms are family-run and less technologically sophisticated. The average farm size is 7.5 hectares.

Rising costs have reduced Brazil's competitiveness in recent years. Small and medium farms have been most affected. Regaining a cost advantage relative to other origins is necessary to drive long-term growth in Brazil's coffee sector.

Brazil is the world's leading exporter of sustainable coffees. However, most sustainable sales come from a few, highly efficient producer types. There are economic challenges reaching less efficient producers that impose a bottleneck on expanding sustainable sales beyond 20% of current exports.

In the current environment of rising costs and falling coffee prices, producers see little business case to invest in sustainable production. Compliance costs are high and there are challenges aggregating farmers efficiently. The business case improves if farming can become more profitable through higher yields and reduced production costs.

There are incentives for farmers, government and the coffee industry to address these challenges and safeguard coffee farmers' livelihoods and long-term coffee supply. However, "business as usual" is unlikely to unlock these actions, particularly for small and medium farmers. New approaches will be needed to target these harder to reach producer types.

DECEMBER 2013

Executive Summary

Brazil is a large, middle-income country with a diverse range of coffee growing areas. It is the world's largest producer and exporter of coffee, and is also set to become the largest consumer of coffee in the near future. Production is predominantly Arabica, although the Conillon (Robusta) segment is growing rapidly primarily to serve the domestic market.

The majority of Brazil's production comes from small and medium coffee farmers. Rising farming costs and currency appreciation have eroded Brazil's advantage as the world's lowest-cost Arabica producer. At current Arabica prices, many Brazilian producers are struggling to breakeven. This development has triggered government intervention in the form of an internal price floor set above the international export price. Smaller farmers have potential to operate profitably, but require investment and targeted extension support.

Brazil was an early adopter of certification, but economic constraints may limit future growth. The majority of Brazil's sustainable sales currently come from large farms and cooperatives, which were well-positioned from the onset to achieve certification but represent a minority in terms of overall production. Other producer segments will be harder to reach. They face high compliance-related costs and sell their coffee independently to exporters. This independence contributes to high levels of efficiency and liquidity in the sector, but discourages exporters from investing in training and certification / verification services for farmers.

Efforts should focus on making farms more profitable and developing a model for "mainstreaming" certification. Yields for small and medium farmers could be increased 50%. As most production costs are fixed, a higher yield lowers the per pound cost of production, making it easier to absorb added sustainability costs. The challenges of weak exporter participation in sustainability programs can be overcome by creating incentives for farmers to pursue certification on their own. Reducing the costs of farm audits and aligning sustainability standards would help accelerate this shift.

There is a compelling business case for farmers, the industry and the government to co-invest in these efforts. Farmers stand to benefit from investments and training that offer higher yields, higher income, and a livelihood from coffee that can be sustained without subsidy. For the country, a targeted program reaching up to 250,000 Brazilian farmers could generate an additional 27 million bags of coffee and $4 billion in sales by 2023. The local private sector and the global coffee industry also have an interest in seeing volumes rise. The alternatives to regaining competitiveness may entail an attrition of farmers out of coffee or a continuation of price intervention measures by the government. Both alternatives would likely present a greater cost to the industry and to Brazilian society. These future scenarios, however, could be averted through targeted investments in training and reinforcing more sustainable coffee production methods.

Context

Global demand for sustainable coffee is rising	Under the IDH umbrella, major coffee roasters have set a goal of increasing global sustainable coffee sales from 8% to 25% by 2015. This ambitious target can only be met through coordinated effort on the part of stakeholders and targeted investments at different stages in the supply chain.
Not all countries and producers will be able to meet this demand	Many of the world's coffee farmers will find it challenging to be verified or certified. These challenges vary by country and type of producer. In some cases, rising costs of production make it hard to absorb the additional cost of sustainability certification or verification relative to the economic benefits. In other situations, farmers are not of sufficient scale or are not aggregated in such a way that the economics can be justified.
Brazil was an early adopter of certification, but will face challenges expanding further	Brazil currently has the highest share of sustainable sales of the four countries considered in this study (the others are Ethiopia, Uganda and Vietnam). This was achieved quickly and primarily through large, professionally-run farms and aggregated cooperatives. These supplier types were well-positioned to obtain certification from the onset. However, they represent a minority in terms of overall production. Future growth will require reaching more challenging segments of the farmer population. These farms are generally smaller and sell directly to private exporters rather than through cooperatives. Many farms also need to make investments to fully comply with local environmental and labor regulations, which have significant cost implications. These challenges emerge against a broader backdrop of rising production costs and declining competitiveness that threaten the long-term viability of coffee income for many Brazilian farms.
***Conillon*, and an important domestic market**	Although this report focuses primarily on the export sector, Brazil has a dynamic internal coffee market that is poised to become the world's largest (by volume) in the near future. The domestic market currently has little demand for certified / verified coffee. However, as the domestic market represents about 40% of Brazil's total sales, growing internal demand for sustainable coffees would improve the business case for producers to invest in certification / verification. The majority of coffee sold domestically is *Conillon* (Robusta). Arabica tends to be prioritized for exports and typically receives a higher price. The economics may be changing, though. Export price differentials between Arabica and Robusta have narrowed to historic lows and new technologies are being applied to *Conillon* farms. These developments, combined with rising Arabica production costs, could shift Brazil's comparative advantage more towards Robusta in the future.

Economics of Coffee Production in Brazil

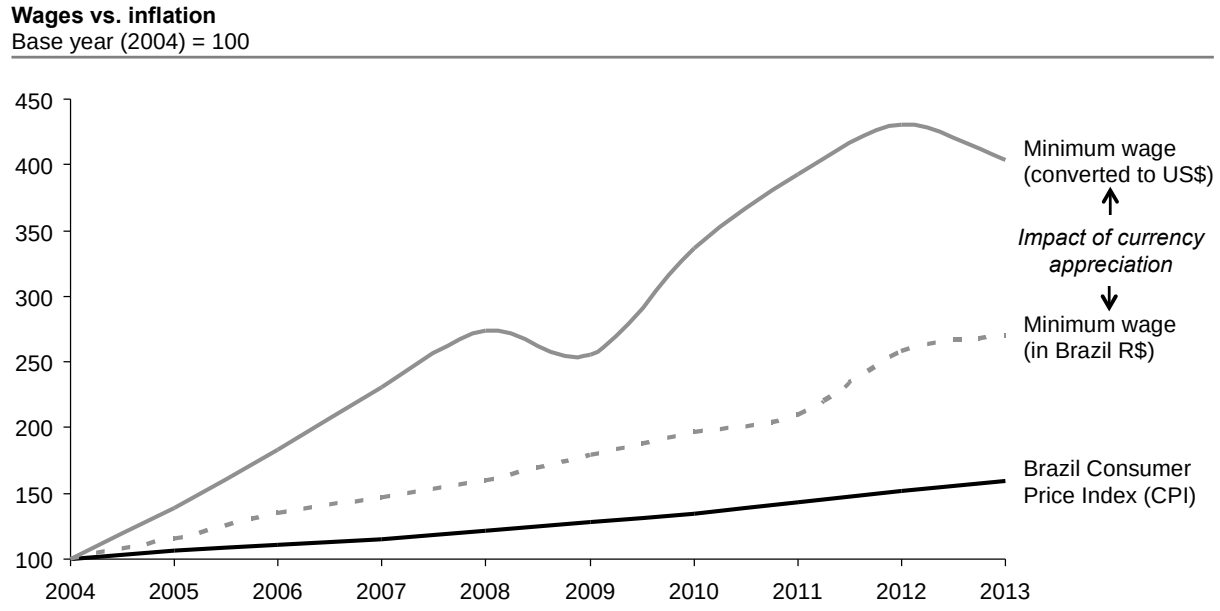
The average coffee farm is less than 8 hectares

The prototypical Brazilian coffee farm is usually assumed to be large, flat, and highly technified. The reality is that most of Brazil's 274,000 coffee farms are family-owned, with an average farm size of 7.5 hectares. Brazil contains a diverse range of growing areas and production zones. Many are located in mountainous areas that cannot be readily mechanized or adopt other cost-saving technologies.

Rising costs, a strengthening *Real*

Brazil's minimum wage has increased nearly two times faster than inflation over the past decade. This rise was driven by progressive social policies also credited with helping millions of Brazilians move above the poverty line. A hot Brazilian economy, combined with a weaker dollar, caused the currency (the *Real*) to appreciate for most of the 2000s. These macroeconomic trends contributed to a rapidly escalating cost base for the Brazilian coffee sector (see Exhibit 1).

Exhibit 1 Labor costs have risen 2-3 times faster than inflation

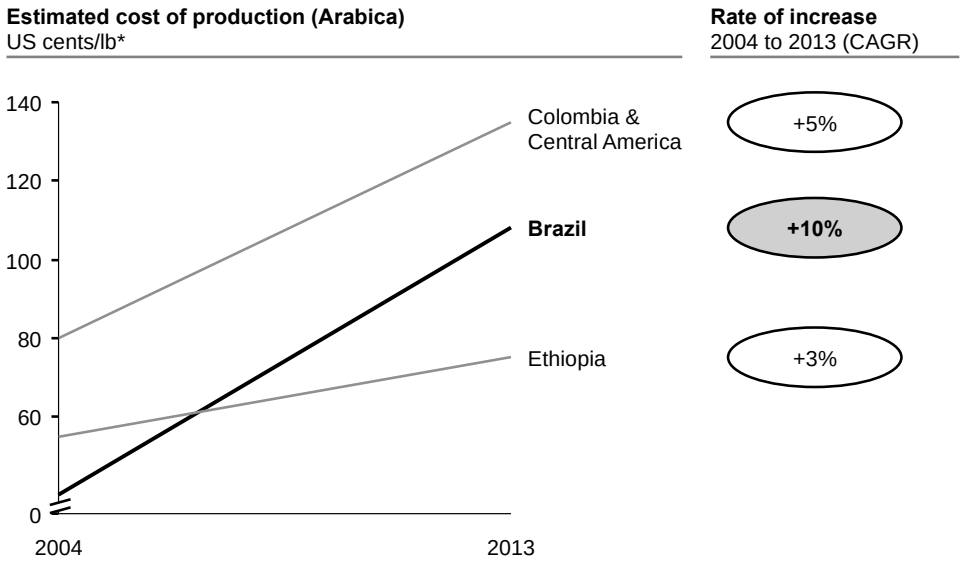


Source: World Bank (CPI data); IPEA (minimum wage); Trading Economics (exchange rate)

An eroding cost advantage relative to other origins

As result of these trends, Brazil is no longer the world's lowest cost Arabica producer. Production costs are quickly approaching other Latin American producers (see Exhibit 2). Until 2011, rising costs may have been masked by high Arabica prices. Now that coffee prices have fallen to lower levels, many producers are unprofitable (see Exhibit 3).

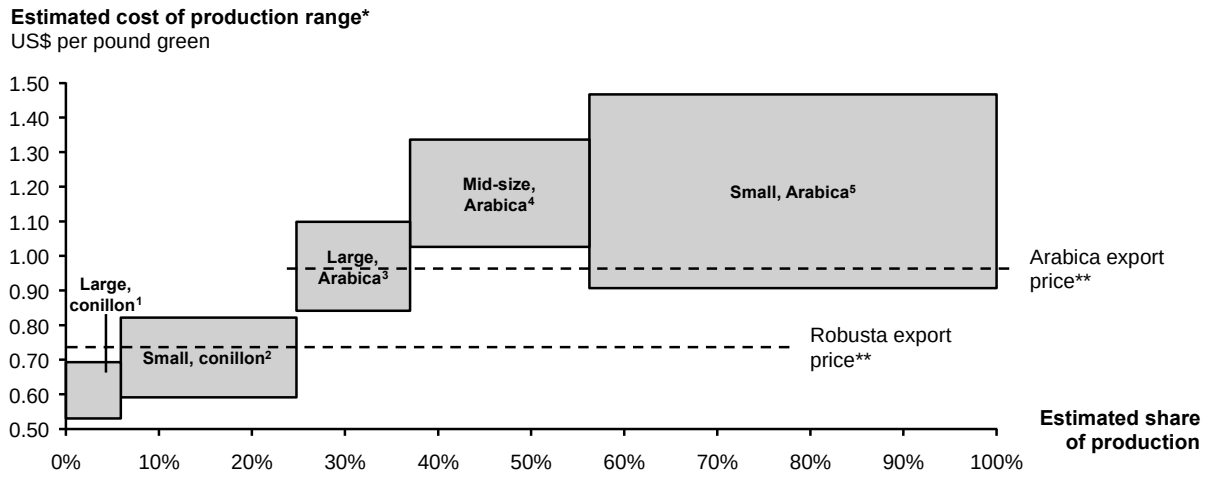
Exhibit 2 Brazil's cost advantage is eroding



* Cash costs of production and depreciation, excludes value of family labor

Source: P&A; TechnoServe analysis

Exhibit 3 Many Brazilian producers are not operating profitably at current prices



[1] Mostly flat, mechanized, >50 ha, best represented by producers in in Espírito Santo

[2] Mostly flat, <10 ha, best represented by producers in in Espírito Santo

[3] Mostly flat, mechanized, >50 ha, best represented by producers in the cerrado of Bahia and Minas Gerais

[4] Mix of terrains, 10-50 ha, best represented by producers in Minas Gerais and West São Paulo

[5] Mix of terrains, <10 ha, best represented by producers in Minas Gerais and Espírito Santo

* Excludes cost of verification / certification; lower bound of range does not value family labor contributions; upper bound of range assigns value to family labor (but not the opportunity cost of time or land) and considers less efficient producer archetypes

** December 2013; Assumes "C" price of 110 (differential of -15) and "LIFFE" price of 1500 (differential of +100)

Source: P&A; Macquarie; Certifica Minas; field visits in May 2013; TechnoServe analysis

Recently introduced price floors	The Brazilian government recently intervened to provide some price stabilization and help farmers who are most exposed. As of December 2013, Arabica farmers had access to a government-secured internal floor price of approximately $1.10 per lb in comparison to an export price of around $0.95 per lb[1].
Farmers adjusting to higher costs in different ways	The issue of rising costs affects different Brazilian producers in different ways. Larger farms can control some labor costs through technology. For example, a self-propelled mechanical harvester offers a more than tenfold efficiency gain. Small, family-owned farms are less impacted by rising labor costs because they still rely heavily on family labor and don't assign a cash value to that time. This tendency, however, also makes them slower adopters of methods that could yield long-term efficiency gains. Medium-sized farms are in a unique predicament where they are too large to get by on family labor, but too small to afford significant capital investments.
A critical juncture	While there is no single solution to these problems, efforts should focus on making farms more profitable and regaining Brazil's competitive advantage in the marketplace. Not all producers may be able to adapt. This transformation could be hastened by identifying such producers and helping them diversify out of coffee rather than maintaining a long-term price floor or subsidy. The Brazilian government and industry is at an important turning point in terms of deciding how to invest resources in a time of low prices.

[1] Assumes ICE Arabica futures price of $1.10 and Brazilian differential of minus $0.15 per lb

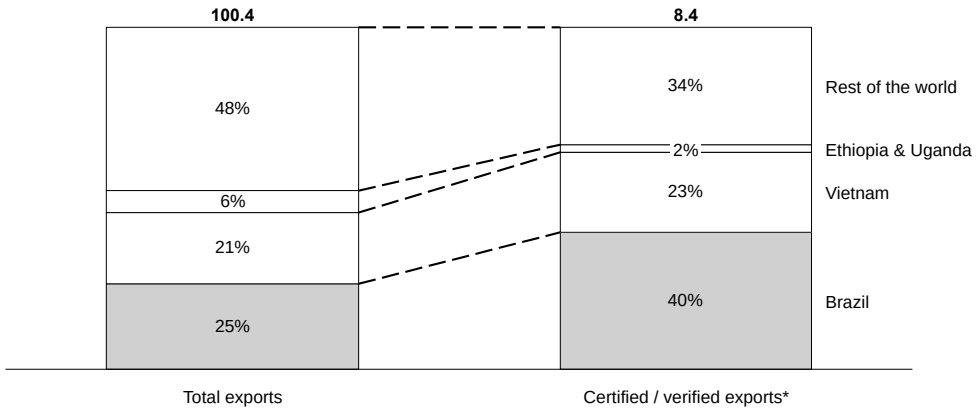
Emerging Sustainability Trends

Over 12% of exports currently "sustainable"

Brazil is currently the world leader in exports of sustainably verified or certified coffees (see Exhibit 4). In 2011, Brazil represented 42% of UTZ Certified coffee sales globally and approximately 50% of the Rainforest Alliance supply base. Most of this certified production comes from large estates and several major cooperatives.

Exhibit 4 Brazil is the leading exporter of sustainable coffees

Total exports vs. certified / verified exports, 2011/12
Millions of 60-kg bags



*Estimate; includes Utz, 4C, RF, Fair Trade, Organic certified and/or verified coffee exports
Source: USDA; P&A; TCC Coffee Barometer 2012; TechnoServe analysis and business case studies for Ethiopia, Uganda and Vietnam

Strict local laws

Brazil's social and environmental laws are stricter than other coffee producing nations', going beyond the minimum criteria of most international standards (see Exhibit 5). As international standards will defer to a higher national law if it exists, farms that do not comply with local Brazilian laws cannot be certified / verified at present.

Exhibit 5 Brazil's social and environmental laws go beyond minimum criteria of most international standards

Tougher standard

Criterion	Brazilian law	UTZ Certified (Example)
Worker records	• Required	• Mandatory minimum
Child labor	• >14	• >15 or local law (whichever is higher)
Working hours	• <44 hours / week	• <48 hours/week or local law (whichever is lower)
Wages	• Minimum wage paid • Taxes withheld	• Defer to local law
National social security	• Required	• Not specified
Toilets and hygiene	• Required	• Required (by Year 2)
Septic tank	• Required	• Not specified

Protection of water resources	• The farmer creates a buffer area around on-farm water resources, ensuring a minimum distance of:
	  • Springs: 15 meters buffer
	  • Creeks / rivers: 5-15 meters buffer, but no more than 10-20% of total farm area, depending on total farm size
		• "Producer protects and conserves all the water streams and sources (incl. ground water) on the farm from contamination and pollution."
		• "Producer allows a strip of native vegetation to grow along water streams to control erosion, filter out agrochemicals and protect the wildlife habitat." (Mandatory minimum)

On-farm conservation	• The farmer allocates at least 20% of total farm area for conservation purposes (permanently)	• "The certificate holder has a conservation plan or participates in a regional biodiversity or forest management plan." (By Year 4)

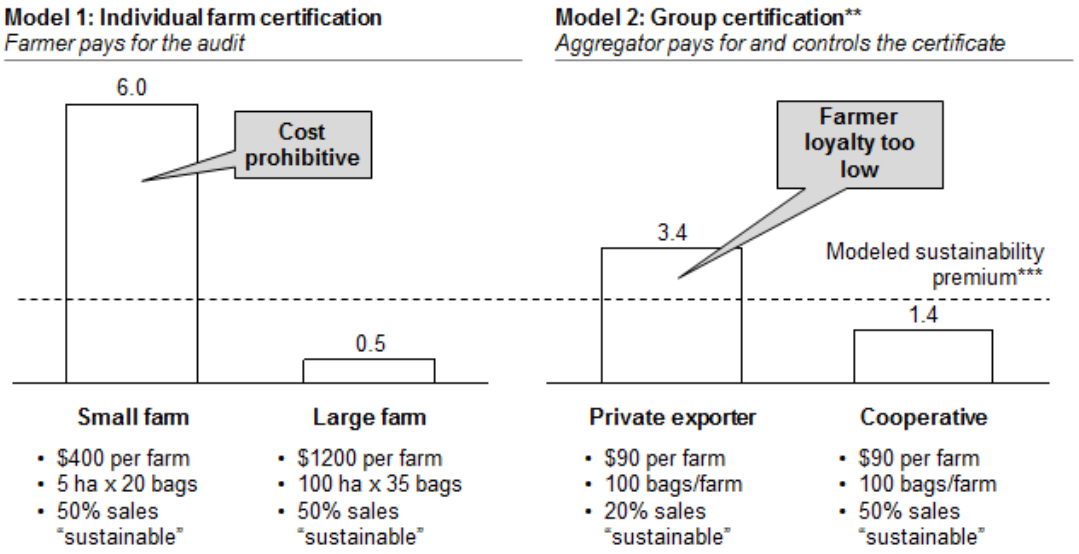
Source: UTZ Certified; review of Brazilian farm and social legislations

High compliance costs	Large farms view noncompliance as a business liability and have scale and efficiency levels that better position them to absorb the added costs. These factors make them well-prepared for certification. Smaller farmers struggle to make the necessary investments to meet national laws. The added cost of compliance is typically greater than the market premium for certified / verified coffee. However, as the authorities rarely enforce social and environmental practices on smaller farms, there is little penalty for noncompliance.
Who pays for (and controls) the certificate?	Brazil's coffee sector currently lacks a scalable model for expanding certification / verification to new farms (see Exhibit 6). Individual certification can be viable for large farms, but is currently cost-prohibitive for smaller farms. Group certification offers economies of scale because not all farmers need to be audited (only a random sample from the group). However, in order for group certification to offer a return for the certificate holder, farmers need to sacrifice the flexibility to shift between exporters and other aggregators. Only the largest and strongest cooperatives in Brazil have been able to achieve high levels of farmer loyalty. Private exporters, which are a bigger market segment than cooperatives, have less farmer loyalty and thus a less compelling business case to invest in group certification.
Bottlenecks to future growth	The economic challenges above may cause Brazil to encounter bottlenecks expanding verification and certification to new producer segments. These constraints are likely to impact some producers more than others, but threaten to cap sustainable sales at approximately 20% of total exports after 2015 (see Exhibit 7).
Innovations through local sustainability standards	The state of Minas Gerais has developed a local standard, Certifica Minas-Café (CMC). Although CMC is not currently positioned to scale up country wide, it offers several innovations in the Brazilian context. First, it is a holistic standard that includes production costs and farm yields as elements of sustainability. Second, it links technical assistance with monitoring of sustainability improvements. Third, it offers farms a low-cost audit and CMC certificate ($35 per farm, versus $400-$1,000 for international schemes). Efforts are underway to benchmark CMC with UTZ Certified and 4Cs, enabling certificate-holders to market their coffee under those schemes too.[2]

[2] The proposed alignment would enable CMC certificate holders "entry-level" (first-year) access to UTZ and 4C

Exhibit 6 There are economic challenges with both prevailing certification models

Certification cost*
US cents per lb green



* Minimum audit cost levels reported in interviews
** Also includes group supervision costs (training, ICS); minimum levels reported in interviews
*** Gross premium of 2 c/lb based on averages reported by exporters and international trading houses
Source: stakeholder interviews; field visits; P&A; TechnoServe analysis

Exhibit 7 Sustainable sales may face constraints growing beyond 20%

Producers likely to face challenges increasing sustainable sales

	Volume Bags, millions		Share sustainable % of total exports		Sustainable exports Bags, millions	
Producer type	Production	Exports	Current	Trajectory	Current	Trajectory*
Large, *Conillon*	2.8	0.9	5-10%	25-50%	0.1	0.3 (+0.3)
Small, *Conillon*	9.1	3.0	0-5%	5-10%	0.0	0.2 (+0.2)
Large, Arabica	5.9	3.9	25-30%	50-75%	1.1	2.6 (+1.5)
Mid-size, Arabica	9.4	6.3	20-25%	25-30%	1.3	1.4 (+0.1)
Small, Arabica	20.9	13.9	5-10%	5-10%	0.9	1.1 (+0.2)
Total	**48.1**	**28.1**	**12%**	**20%**	**3.4**	**5.7 (+2.4)**

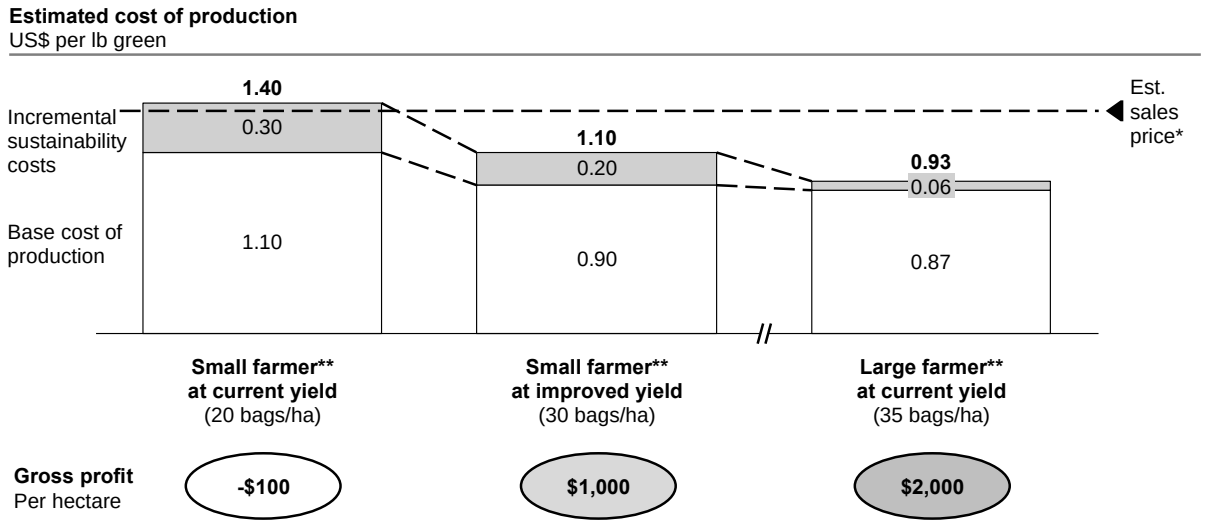
* By 2015/16 harvest, assuming status quo
Source: TechnoServe analysis based on interviews and available data

Improving the Business Case for Sustainability

Increasing farm profitability

Presently, low margins make it unattractive for farmers to invest in sustainability compliance. The business case can be improved, however, by making coffee farming more profitable and thus creating a greater buffer to absorb added sustainability costs (see Exhibit 8).

Exhibit 8 — Increasing farm profitability is necessary to improve the business case for sustainability



* Modeled at NY C Arabica price of 150 c/lb and average FOB export differential of -15 c/lb
** Cash costs only; no value given to family labor; assumes total of 5 ha production
*** Assumes mechanized farm with 100 ha production
Source: field interviews in May 2013; P&A; TNS analysis

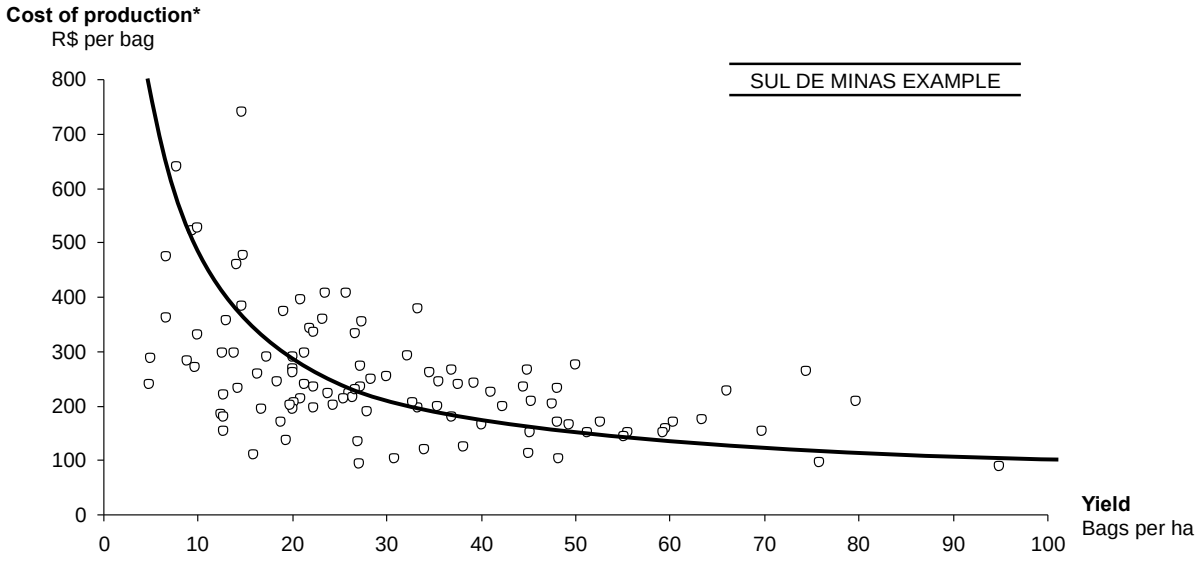
Higher yields for small and medium farmers

Higher yields are key to more profitable farming. For small and medium farmers, yields can be boosted from current levels of 20-25 bags/ha to 30-35 bags/ha through improved agricultural practices. These practices include optimized fertilization, modified planting densities, good pruning, and tree cycle management / stumping. For producers with suitable topography and strong management, yields of 40-50 bags/ha can be achieved (as evidenced by larger farms).

Leading to lower production costs

Unlike farms in less advanced producing countries, the majority of costs on Brazilian farms are fixed (e.g., management, depreciation, harvesting labor / equipment, etc.). Thus, higher yields are closely correlated to lower production costs (see Exhibit 9).

Exhibit 9 Higher yields are associated with lower production costs



* Cash costs only; excludes depreciation and value of family labor
Source: Certifica Minas Café results in Lombari

Greater margin to afford sustainability improvements

The combination of more bags per hectare and a lower production cost per bag translates into greater profits for farms. With higher profits, producers have greater capacity to invest in sustainability compliance. Most sustainability-related costs are also fixed (either paid once-off or ongoing), making them easier to absorb across higher productivity levels.

Additionally, farmers are better positioned to invest in new technologies, such as harvesters or planting techniques, when they have a greater operating margin. These technologies can further reduce production costs, primarily labor. Reducing the number of workers on coffee farms may seem undesirable in an emerging economy; however, this represents a tradeoff between smaller farms sustaining themselves and keeping less efficient, low-skilled jobs.[3]

Training to catalyze these changes

Brazil has strong local institutions that could offer trainings targeted at helping farmers improve yield, lower costs, and adopt sustainability practices. Whereas TechnoServe recommends "farmer field schools" elsewhere in the world, this model seems less appropriate in Brazil. Brazilian farmers are better educated, less homogeneous in terms of production characteristics, and require greater precision in identifying improvement opportunities. A hybrid model which borrows elements from CMC's individual farm visits to develop customized improvement plans and SENAR's group training courses may be more appropriate. A program that provides a single farm visit and 3-4 group trainings could be run at a cost of $400 per farm per year. Such a program can focus on getting producers to achievable yield and production cost thresholds, but address issues that also prepare them for certification.

[3] Unemployment is currently nears historic lows at 5.2% as of December 2013

"Mainstreaming" Sustainability

Exporters and cooperatives drive certification / verification in most parts of the world	In other countries, the average farm is too small for individual certification to be viable. Instead, private exporters or cooperatives sponsor group certification / verification. These aggregators organize farmers into groups, facilitate training, manage an internal control system (ICS), pay the cost of group certification / verification, and control the certificate. They often make this investment on top of prior investments that allowed them to integrate closer to farmers, including processing, financing, and agro-input distribution services. Such models allow aggregators to manage costs and derive profits across a suite of services, not just certification / verification.
Most Brazilian farmers do not rely on these types of aggregators	While this type of aggregator-led model does exist in Brazil, it is less common. Cooperatives provide an integrated service model, but receive less than 20% of production. Private aggregators receive the majority of volume but offer few services. Most farmers are able to access processing, financing or agro-input services independently. This independence allows farmers to move their coffee sales fluidly among multiple aggregators.
Expanding the role of aggregators may be problematic	Efforts to expand the role of aggregators (or create independent farmer groups) as a means of boosting sustainable sales could undermine features that give Brazil's commodity coffee trade high levels of efficiency. First, if an aggregator controls the certificate, then farmers are only able to access sustainable markets via that aggregator, undermining farmers' flexibility. Second, certified coffees cannot be interchanged among aggregators or other market actors due to chain of custody / traceability requirements. This limitation could reduce liquidity in the sector. Third, the Brazilian industry is already highly cost-sensitive and an expanded role of aggregators is likely to introduce new transaction costs and overheads. These costs would need to be offset by higher premiums along the supply chain.
Individual farm certification provides a viable alternative	An alternative to expanding aggregator-led group schemes would be to collapse the cost of individual farm certification / verification. This would keep producers in an empowered position to pursue certification on their own if they saw a business case and to maintain fluidity among their sales partners (assuming the aggregator is also a certified buyer). Sustainability certificates would then be viewed as another trade parameter like quality or delivery time with a differential set by the internal market. The cost levels achieved by CMC, i.e., around $35 per farmer per audit, are sufficient to make individual farm audits accessible even to small, family-owned farms.
Creating a liquid market for sustainable coffees	If more farmers were able to obtain individual certificates, there arise different mechanisms for linking these certificates to international schemes. First, farmers could pay for multiple certificates (e.g., one for UTZ Certified, one for Rainforest Alliance) if they saw a market opportunity. A second option would be to benchmark a local standard against these international standards, enabling farmers to access multiple sustainable market outlets with a single certificate. UTZ Certified and 4Cs have already begun the alignment process with CMC. This option would be simpler and less expensive for farmers.

A Strategy for Co-Investment

Farmer level investment	The majority of sustainability-related investments will need to be paid for by farmers. These include upfront investments in items such as septic tanks and agro-chemical storage, as well as higher ongoing costs related to improved labor documentation, soil conversation measures, and internal control systems. For a small family farm of less than 10 hectares, the total upfront cost approaches $10,000 plus another $1,300 per year in ongoing compliance related costs. Such investment is significant even in times of high coffee prices. However, if sustainability investments are made alongside improvements in yield and cost-efficiency, farmers can still see positive return. A "package" of agronomic and sustainability investments could yield a positive return for the farmer after five years with international Arabica prices above $1.40 per lb.
Financing to support adoption of new technologies	Technology adoption plays an important role in making farming more profitable. For some producers, a once-off switch in technologies, e.g., from strip picking to mechanical harvesting, can help achieve lower cost levels. For others, more complex, longer-term renovation may be needed to optimize planting density or farming conditions under more challenging topographies. Brazil has a strong banking sector that is capable of providing various short and long-term financial products. However, the sector and government can help earmark funds and raise awareness for the specific products required by farmers.
Pre-competitive agenda to build low cost certification model	The coffee industry and the Brazilian government can co-invest in efforts to create a lower-cost certification model. Specifically, this means driving the cost of audits to below $50 per farm without sacrificing international credibility. This is roughly the price point that can be covered by current sustainability premiums. Costs can be reduced by optimizing travel and reporting times and conducting audits less frequently (e.g., every three years instead of annually). The government may also be interested in performing farm audits at cost, as is the case for CMC.
Synergies with government to improve extension	Brazil has strong existing infrastructure for training and extension, including programs such as EMBRAPA, SENAR and CMC. These programs could be adapted to better target producers that currently struggle with low profitability and to provide them with technical assistance to improve practices over 4-5 years. A program that combines an annual farm visit with 3-4 group trainings could operate at a cost of about $400 per farm per year. This is roughly one-quarter the operating cost of CMC, thus offering state governments important cost savings. A lower-cost model that doesn't sacrifice effectiveness could also expand more rapidly and to harder-to-reach farmer segments. CMC has only reached 2% of farms in Minas Gerais, primarily farms that are larger than average.

A Path Forward

Funding training to increase farm profitability and sustainability compliance

Brazil could increase production by 27 million bags and coffee revenues by $4.4 billion through a focused program to help smaller farmers boost yield, reduce costs, and comply with sustainability standards. Over 10 years, this represents a 4.5% annualized growth rate, versus actual growth of 5.0% over the past 10 years.

The total cost to the sector is estimated at $400 per farmer per year for a period of 4-5 years. This represents a running cost of $100 million per year if all of Brazil's 250,000 small and medium-sized farms were targeted at once, equivalent to <2% of Brazil's total coffee sales (domestic and export markets combined) or $2 per bag.

State-focused programs are an alternative to a national program and could prove more feasible. For instance, a program in Minas Gerais, where roughly half of Brazil's farmers are located, would require $50 million per year at peak scale levels.

Pre-competitive efforts focused on a low-cost model for "mainstreaming" certification

Finding a low-cost model for individual farm certification will require collaboration among a range of local and international actors. The selection of an appropriate baseline sustainability standard – international, national, or state level – is an important starting point. This decision requires buy-in from roasters, government bureaus, and standards bodies and will greatly influence the degree to which they engage in future strategy.

From there, different actions are required of different actors. Standards bodies can participate in the standards alignment process and adapt their revenue or membership structures to enable higher numbers of individual certificate owners. Pilot projects can be run in parallel to test ways of reducing audit costs without compromising the integrity of standards, for instance, by using technology to facilitate inspections and ICS management. Aggregators may need to adapt documentation systems to better trace individual supplier information. Both aggregators and farmers will require training to understand the cost and benefits associated with compliance and a revised audit process. The cost of these pre-competitive activities, which build a foundation for scaling, is estimated at around $5 million.

A collaborative framework to monitor implementation

These pre-competitive, nationwide investments will build capacity in the government and supply chain actors to continue training or pursue more advanced verification / certification in the future. Once critical scale is achieved, a framework for regular auditing of farming practices could be sustained for $9 million per year (assuming a cost of $35 per farm per year), equivalent to 0.3 c/lb across current export volumes. The Sustainable Coffee Program is investing in a collaborative framework among stakeholders in Brazil and the international coffee industry to help carry these efforts forward.

Acknowledgements

Key sources

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Data: Brazil's Institute for Applied Economic Research (IPEA); Brazil Mercantile & Futures Exchange (BM&F); Centro do Comércio de Café do Rio de Janeiro (CCCRJ); International Coffee Organisation (ICO); Food and Agriculture Organization of the United Nations (FAO); Tropical Commodity Coalition (TCC); United Nations Comtrade Database; United States Department of Agriculture (USDA).

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About The Sustainable Trade Initiative

The Sustainable Trade Initiative (IDH) accelerates and up-scales sustainable trade by building impact oriented coalitions of front running multinationals, civil society organizations, governments and other stakeholders. Through convening public and private interests, strengths and knowledge, IDH programs help create shared value for all partners. This will help make sustainability the new norm and will deliver impact on the Millennium Development goals.

The Sustainable Coffee Program (SCP) is a mainstream public/private consortium supported by IDH, major coffee industry representatives, trade and export partners, civil society organizations, governments and standard setting organizations.

Contact

Jenny Kwan
coffee@idhsustainabletrade.com
www.idhsustainabletrade.com/coffee

About TechnoServe

TechnoServe is a non-profit organization that works with enterprising people in the developing world to build competitive farms, businesses and industries. TechnoServe develops business solutions to poverty by linking people to information, capital and markets. Our work is rooted in the idea that hardworking people can generate income, jobs and wealth for their families and communities. With more than four decades of proven results, we believe in the power of private enterprise to transform lives.

Contact

Carl Cervone
corporatepartnerships@technoserve.org
www.technoserve.org


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