

# Vision 2020 Webinar Report

Webinar sessions for  
stakeholder update and input

May 11, 2015

Hosted by the International Coffee  
Organization, 4C Association and  
IDH – The Sustainable Trade Initiative



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Facilitated and drafted by NewForesight Consultancy  
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on behalf of the Vision 2020 MoU partners ICO, 4CA, IDH

## 1. Introduction

Coffee producers around the globe are increasingly facing difficult challenges. The effects of climate change on production and a lack of access to finance threaten the livelihoods of many coffee farming communities. These challenges are characterized by their systemic nature and require new forms of farmer-centric, pre-competitive collaboration. In March 2015, a Memorandum of Understanding (MoU) was signed between the International Coffee Organization (ICO), the 4C Association and IDH (The Sustainable Trade Initiative), resulting in the biggest public-private alliance in the international coffee market to date. ICO is the main intergovernmental body responsible for addressing the challenges facing the coffee sector, 4C Association is a multi-stakeholder platform and entry-level standard uniting the coffee sector to address sustainability issues, and IDH is a convener of large-scale mainstream Public Private Partnerships (PPPs) combined with national and global sustainable production interventions as well as targeted producer support programs.

The signing of the MoU evolved from the Vision 2020 dialogues initiated by the 4C Association in 2013, and is a significant milestone in further scaling and coordinating the efforts of governments, private sector, standards, NGOs, donors and research to improve coffee farmers' agricultural practices and livelihoods.

Vision 2020 is a campaign that is in the midst of its process of development. The MoU partners would like to use the feedback of stakeholders to further develop the collaboration framework and involve all interested parties. For that purpose two webinar sessions were organized on May 11, 2015, to enable stakeholders in different time zones to participate. The webinar served to introduce the wider coffee community to the objectives of the Vision 2020 campaign. Specifically, the webinar aimed at:

- Sharing information on the current status and content of Vision 2020
- Clarifying questions
- Gathering input and ideas and have participants to actively think with us on next steps
- Inviting participants to participate for next steps, further exchange and commitment

Over a hundred representatives of organizations registered and joined the webinar sessions, contributing actively to the discussion with their questions, valuable input and active thinking. We would like to thank all participants for their valuable contribution, and invite them to continue to be involved in further steps Vision 2020 is taking. We see a tremendous potential in Vision 2020. By using the strengths of the different organizations, we see Vision 2020 as a unique opportunity to enable collective action, increase efficiencies and scale up efforts and impact to advance the coffee sector's long-term sustainability.

This report presents an overview of both webinar sessions and includes a current status of Vision 2020, testimonials of key stakeholders from the coffee sector, Questions & Answers that came out of the webinar and further steps.

The webinar presentation is attached separately.

## 2. Vision 2020: current status

Vision 2020 is a public-private sector collaboration for the coffee sector where stakeholders can participate with the aim to realize long-term collective impact on large-scale challenges for the benefit of the coffee farming community and the entire sector. Specifically, Vision 2020 aims to enable social, environmental and economic benefits for farmers by setting collective farm level goals, and align and increase investment in sustainable coffee by coordinating funding. The campaign will pursue its aims by *coordinating sustainability efforts and investments, avoiding duplication and enabling collaboration* both at national and global levels.

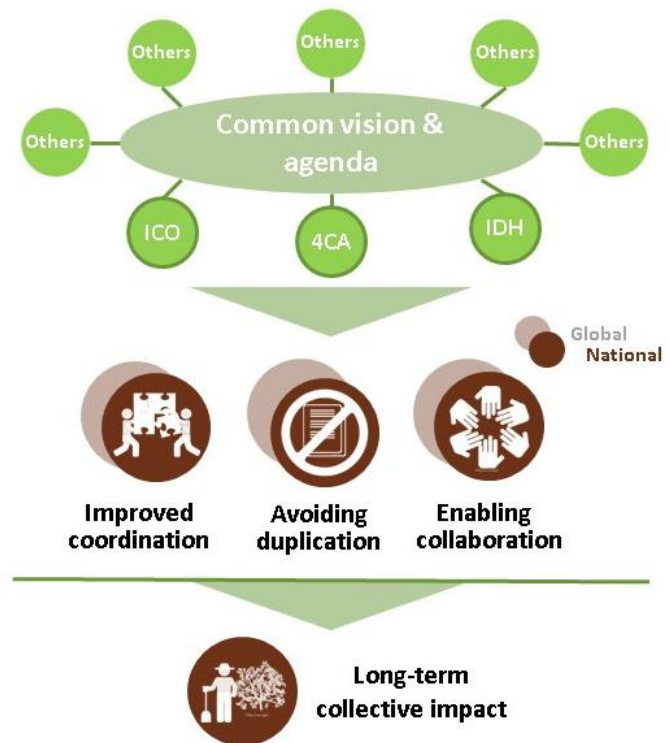
Vision 2020 is based on the belief that single entities alone cannot effectively bring about change in the current coffee sustainability landscape. With the wellbeing of the farmer as the cornerstone of this initiative, the multi-stakeholder Vision 2020 Task Force aims to develop an innovative and inclusive collaboration framework to promote and enable effective collaboration among companies, donors, NGOs, governments and research institutions, to address sustainability along the supply chain.

Whereas the framework is set at the global level, national entities are responsible for setting priorities and actual implementation.

Vision 2020 applies to following principles as an overall guidance to its practice:

- A farmer-centric approach
- Agenda identification on systemic issues
- Multi-stakeholder movement
- Commitment to transformation
- Non-competitive collaboration (i.e. those actions that are funded by a few parties, but which outcomes benefit the coffee sector as a whole. Also referred to as pre-competitive collaboration)
- An agenda based on market needs

Up till date, Vision 2020 has invested in the development of several work streams, outlined in the table below.



**Figure 1.** Vision 2020 aims

**Table 1.** Vision 2020 Work streams

Work stream	National Sustainability Curricula (NSCs)	Engagement of local stakeholders	National platforms	Financial Literacy & Access to Finance	Climate Change
What?	Participatory process of aligning national & international sustainable development priorities	Sustainability fora and exchange in collaboration with local/ regional partners to share learnings	Public-private collaboration on coffee sustainability agenda, targets, priorities & shared responsibility in implementation	Under development with ICO, 4CA, IDH and further partners (Eastern Africa)	Focus on increasing farmers' capacity to adapt to changing climate
Actions so far	NSCs are being developed for several countries; Plan to work with ICO to achieve national government endorsement; Roll out through public-private extension services	Vietnamese Forum, African Coffee Sustainability Forum (with VCCB / AFCA and SCP/IDH, 4CA, other partners); Sustainability X Change online platform; Business Case Studies (by SCP)	Vietnamese Coffee Coordination Board established; Indonesian Coffee Platform recently launched; Creation of / input into national policy; Ownership of public sector	First expert workshop held on Feb 10th, 2015 in Nairobi SCP, IDH, 4CA, Café Africa, AFCA, ICO, Initiative for Smallholder Finance, DEG will follow up on country level and individual topics	Collaboration with climate initiatives and governments to roll out (start in Brazil, Vietnam, East Africa, Colombia, Indonesia, Ethiopia with Coffee & Climate) (SCP and ICO)

### 3. Testimonials

Several coffee sector representatives have subscribed to the aims of Vision 2020. This section presents a short overview of their testimonials.

*“It is an enormous pleasure to participate in this first webinar. From the point of view of ICO, we are here to provide and facilitate the access to governments that are part of ICO and facilitate this dialogue.”*

Robério Oliveira Silva, Executive Director  
International Coffee Organization

*“Having identified that social problems often arise from interactions between governments and commercial activities, it is simply not possible to tackle them from a one-sided approach. People increasingly realize that sustainable coffee sector programs require the link between governments as well as the players on the ground to create these public-private partnerships and be able to scale-up what otherwise would have been private projects. We believe that by bringing in the link to governments, these private projects have the opportunity to scale up and reach larger numbers of coffee partners that otherwise would have been excluded (e.g. in access to finance or research projects). For ICO, Vision 2020 is the opportunity to reach out to the large number of farmers that make up the bulk of the coffee industry.”*

Mauricio Galindo, Head of Operations  
International Coffee Organization



*“What is most exciting about Vision 2020 is using the different strengths of the organizations involved, both of the MoU partners and the other interested organizations. Vision 2020 enables us to really have collective action, using ICO’s link to governments, 4C Association’s multi-stakeholder platform and civil society engagement, IDH’s public-private partnerships and connections with donors, and all the other partners on the ground; in producer countries, the US and Europe. The possibility to collaborate under this coordinated umbrella, we find very exciting. We believe through Vision 2020 we’ll be able to increase our impact and develop more resilience in the long term for the coffee sector.”*

Jenny Kwan, Senior Program Manager Coffee  
The Sustainable Trade Initiative (IDH),



*“Based on the principles of an participatory and effective multi-stakeholder dialogue, we see Vision 2020 as an unprecedented opportunity to build on progress and scale up efforts collectively to advance the coffee sector’s long-term sustainability: The alliance between ICO, 4CA and IDH serves as backbone of an inclusive, farmer-centric collaboration framework which aims at combining public and private strengths to address critical and often complex issues in the coffee sector at different levels. 4C Association - as a global, private sector multi -stakeholder based membership organization - aims to bring in its expertise and competences to leverage this collective impact approach together with the partners ICO, IDH and additional organizations, thus contributing to increased sustainability and resilience of the next generation of coffee farmers.”*

Annette Pensel, Director Sustainability Innovations  
The 4C Association



*“Vision 2020 represents a unique opportunity to align interventions in coffee sustainability and build a truly shared agenda, for the benefit of the farmers. What ICO, IDH/SCP and 4CA can achieve by working together is unlike anything else we have seen in the sustainability arena and beyond the usual platforms and roundtables.”*

Francesco Tramontin, Director of External Affairs Europe  
Mondelēz International



*“What has become abundantly clear to me is that the challenges facing coffee are extraordinarily complex and endemic to small holder agriculture. Knowing this has made it inconceivable that any one company, government or institution can successfully address them. It is my heartfelt belief that only a widely adopted, sincerely supported and thoughtfully constructed collaborative impact model will be up to the task, and this is my abiding interest in Vision 2020.”*

Richard Rhinehart, Executive Director  
Specialty Coffee Association of America (SCAA)



*“We see a growing number of public private platforms in Africa’s coffee producing countries. Government and business need to learn new ways to work together. It takes time and effort on both sides to build the relationships of trust on which this depends. Vision 2020 should provide technical input and shared learning for the critical issues faced by a national coffee sector. Above all, it can model the dynamic of building trust through these platforms, be they at national, regional, or district level, which will empower the farmers to achieve long-term sustainability.”*

John Schluter, CEO  
Café Africa International



*“We participate and invest in the IDH Sustainable Coffee Program and validate the efforts of the 4C Association. Vision 2020 builds on the work done by both initiatives and is the next step forward in building a healthy and thriving coffee sector. The partnership with ICO is crucial to encourage governments of coffee producing countries to align with the objectives of the Vision 2020 campaign.”*

Stefanie Miltenburg, Director International Corporate Social Responsibility  
D.E. Master Blenders 1753





## 4. Questions & Answers

One of the main purposes of the webinar was to clarify questions and gather input and ideas from a diverse range of stakeholders in the coffee industry to further develop the Vision 2020 campaign. This section summarizes the main questions and answers raised during the two webinar sessions and organizes them along three themes: (1) Organizational set-up and participation, (2) Connecting global and local efforts, and (3) Work streams.

### 4.1 Organizational set-up and participation

**Q:** *There are many alliances out in the (coffee) sustainability landscape, what will be done differently in order to make sure that this initiative leads to actual impact on the ground?*

**A:** What is fairly unique is the possibility for public and private sectors to coordinate efforts in the coffee sector. For the first time we have the capacity to bring about change where both public and private sector understand that they need each other and bring different capacities to the table. Vision 2020 gives us the opportunity to bring about change in a way that has not happened before.

**Q:** *What will be the institutional implications of this set-up and how do you envision the coordination and implementation of functions necessary for effective work streams to be realised?*

**A:** In the current phase, the MoU partners have offered to fulfil the role of a virtual “backbone”. As we are early in this campaign we will not work with dedicated staff, but instead each of us on behalf of our organizations will devote a certain percentage of our time. If we grow bigger, we will change the institutional set-up accordingly in the most efficient manner. We do not plan to build another organization, as this is by definition a network alliance. Up till now, resources have mostly been put into aligning our agenda’s and making sure that we convey the same message, as well as consulting with our own members.

**Q:** *Are the roles of the MoU partners such that they are an “ambassador” for their fellow sector parties to better align communication, needs or interests? Who are the “others” mentioned in figure 1?*

**A:** The idea of Vision 2020 is to build collective impact, and whoever has a stake in the coffee sector is highly encouraged to join the discussion. This webinar therefore is also a call to other coffee sector organizations that are potentially willing to participate. Although each of the MoU organizations have different networks and governments are roughly covered by ICO, private and civil society in 4C Association and the private sector and donor community in IDH, these networks also overlap and reach different constituencies. Interested parties are invited to reach out to any of the organizations. In case a party is already a member of one of the three organizations, participation in Vision 2020 can be channelled through those organizations. Alternatively, a party can participate directly, depending on the role it would like to take in the different work streams or the overall initiative. If this is a leading role it makes sense to participate as your own organization, whereas if you would like to take a more observatory role, participation can be arranged through one of the organizations.

**Q:** *How does Vision 2020 relate to the 4C standard?*

**A:** 4C Association considers Vision 2020 as a complementary approach to its platform function on the one side and the baseline standard and verification system on the other. The organization believes that systemic issues cannot be solved purely by means of a supply chain tool (i.e. the baseline standard), and therefore that there is additional benefit and value to be gained in this broader collaboration. Furthermore, Vision 2020 offers 4C Association the opportunity to broaden up the collaboration with governments, donors and other partners to address broader sector issues.

**Q:** *Industry has devoted many resources to sustainability mostly through competitive interventions. What are the incentives for companies to invest more pre-competitively? How does this affect, if at all, their competitive (supply chain linked) commitments and how they decide on resource allocation?*

**A:** Over the last couple of years, we have seen the private sector making massive investments but also realizing that – as for example IDH’s experiences in the Sustainable Coffee Program have also taught us – it is generally more effective to collaborate as compared to investing and having a bilateral dialogue only. Collaboration not only results in more influence but also in shared learning. Our challenge is how to accelerate the competitive efforts in the sector through acting and learning pre-competitively. However, regardless of it being a competitive or pre-competitive approach, we should be able to measure the results of our investments, a key requirement for a business-driven approach. With respect to the topics the private sector would be interested to invest in, there has always been a critical mass of topics related to the resilience of the coffee sector that keep coming back to the table every year.

#### 4.2 Connecting global and local efforts

**Q:** *How can national initiatives collectively participate in the Vision 2020 agenda globally? How do we bring them in and how can we find the synergies between these programs?*

**A:** The ultimate goal is to bring key stakeholders from both the public and private sector together and support them to agree on and enact a common vision. At the global level, Vision 2020 aims to leverage through ICO, which is particularly suited and has already facilitated this dialogue. However, at the national level, coordination and dialogue should take place in order for the farmer’s voice to be recognized, and importantly: to prevent duplication, as many efforts at the national level remain unknown to other stakeholders. The MoU partners aim to support and coordinate this dialogue at the national level for example via national public-private platforms, without being prescriptive, in order for stakeholders to agree on a common vision and agenda. Different stakeholders can then feed into a progress reporting framework in line with their commitments which should be brought to the global level to learn from each other in a non-competitive way. In order for this to succeed, the MoU partners also actively reach out to collect your input on what you think is needed to bring national expertise together.

***Q:** As most of the work will be done by individual governments, companies and NGOs, how do we link local initiatives to the high level Vision 2020 process and progress framework in the middle?*

**A:** All three organizations bring along a significant network. Although many members of ICO are governments, ICO also has a strong link to the private sector through national coffee associations, both in producing and consuming countries. Using the networks of the MoU partners, it allows us to have a direct link to local initiatives. In cooperation with national coffee associations and other national stakeholders we will set up workshops on different topics. In addition, ICO builds on the strength on having a uniting regional intergovernmental organization such as the Inter-African Coffee Organization (IACO) to move forward the agenda as this is vital for the success of an initiative such as Vision 2020.

#### 4.3 Work streams

***Q:** How are work streams selected and by whom, and is it a transparent process?*

**A:** We have started selecting those topics our organizations have been working on already for a couple of years: National Sustainability Curricula (the basics of good agricultural practices and relevant basic sustainability & business practices at farm level), Climate and Access to Finance. This process has been completely transparent. As we move forward, and also based on your feedback, we identify new issues. For example, national platforms, engagement with local stakeholders, gender and collaboration amongst sustainability standards are emerging on the agenda. As we strive towards a bottom-up approach, we aim to have our stakeholders bring up new topics and design the content of the workshops and activities. Whereas we will try and set a global agenda, the “how” and “where” it translates locally depends on local stakeholders. In an ideal situation we would have national platforms where public and private sectors actors in a particular country identify and prioritize issues as part of a national sector agenda and call for support at the global level.

***Q:** How will success be measured in the different work streams and do you envisage to engage with stakeholders to discuss the focus of collaboration and possible shifts?*

**A:** The first step will be to identify the need and opportunities to work together and agree on a common agenda, a process which requires time and leadership. The current focus is to work on concrete work streams and pave the way for concrete impact. Measuring success is definitely the intention, but plans are only in progress. Based on your feedback, the Task Force will start to define outcomes at the global level, and set targets for each of the specific aims. In this way we work towards a common progress measurement system for our collective actions, which will allow us to learn on a global level. Learning and innovation should be organized at an organizational level, topic level, national level and global level, and also depends on the needs and where data is available. Although there has been a lot of work done in the coffee sector, it suffers from a lack of structured learning.

## 5. Recommendations from the audience

One of the main aims of the webinar was to learn from the input and recommendations of key stakeholders in the sector. We would like to thank all participants for the rich harvest of ideas that came up during both sessions, and have summarized the main topics that were brought up below. We will take them with us in further developing the Vision 2020 campaign.

### 5.1 Conditions for success

- Productivity and business skills should be stressed as separate themes

Differences in productivity result from problems that go beyond the farm gate and include access to finance and inputs. Furthermore, “organizational development” and the “promotion of basic farmer business skills” at the farm level are key topics to improve farmer livelihoods. It is highly recommended to include these themes more explicitly in the Vision 2020 agenda.

- Coordination at the national level

It would be desirable to establish a forum where national coffee sectors should be able to feed into the dialogue as an entity. If we are able to build on the dynamic and collaboration that we have achieved in individual countries it would be good to share this globally in a collective way. In other words: dialogues at the national level should be brought to the global level in a coordinated manner to allow for becoming one voice.

- Aligning public and private approach to increase effectiveness of practices on the ground

The audience brought forward the importance of a focus on farmer needs, which might differ substantially between regions. Vision 2020 could assist in identifying these needs. Furthermore, farmers often have to deal with different, at time even contradictory messages from public and private extension services, requiring the need for alignment in training and input provision. A divide is being observed between the approach of the private and public sector, and Vision 2020 could potentially bring them together to work in more harmony, have a better outreach to farmers and find out how countries and regions can work together to provide these needs more efficiently (e.g. alignment on the basics we need, tailored to specific needs of farmers).

- From intent to desired outcome: two critical aspects

Vision 2020 implies a significant shift in approaching issues in coffee from a project-based level to a more global process towards systemic change. Inherent to that process are two critical issues, namely (1) eliminating redundancies and becoming more efficient in the disposition of resources, and (2) the willingness to be fully transparent in the assessment phase. Vision 2020 will work if it is actively shared, pursued and assessed in an efficient and transparent manner.

### 5.2 Suggestions on a suitable name

The Vision 2020 Task Force has suggested “The Global Coffee Alliance” as a new name for this initiative. Our general understanding is that single entities cannot achieve the same degree of impact and result in misalignment of efforts and confusion amongst farmers. By collaborating, we align our agenda’s and create an umbrella with a common vision of what we want to achieve in the future.

- New name should accentuate urgency

From a marketing perspective, Vision 2020 is appealing as it implies a sense of urgency and a deadline. Global Coffee Alliance might sound as if the agenda is secondary and the initiative is mostly about bringing people together. A possibility could be to combine Vision 2020 and Global Coffee Alliance in one name. On the other hand, there are many Vision 2020 movements and there is not a direct link with the coffee sector. It would also be good to mention that the work is local.

Suggested names include: Coffee Vision Alliance, Vision 2020 - Global Coffee Development Alliance, Global Coffee Campaign, Vision 2020 – Global Coffee Alliance

## 6. Next steps: what is coming up and how can you participate?

As we are in a very early stage in this exciting process, we highly encourage all participants to continue to contribute to this campaign. We invite all participants to reach out in case there are any questions or feedback.

Our first concrete step after this webinar is a reflection of your feedback in the Vision 2020 plans. We will incorporate your comments in the presentation to the 4C Association General Assembly, in which 4C Association's future role in the Vision 2020 proposal will be subject to membership approval. We plan on further engagement with governments (via ICO), donors and funders (via IDH and ICO), and other key sector stakeholders (through 4C Association and IDH). Furthermore, we continue to develop concrete work streams with MoU partners and interested initiatives, companies and organizations. Upcoming work stream workshops include "Sustainable Farming as a Family Business - Gender & Youth" and a potential workshop on Climate Change. In October 2015, ICO meetings will take place in Milan, where we will officially launch the Vision 2020 campaign during the first International Coffee Day. We plan to organize a Vision 2020 planning workshop in the fourth quarter of this year, with the aim of paving the way for further alignment and concrete action. .

We will share this report of the webinar outcomes with all participants. In the meantime, if you are interested in knowing more, or want to participate in one of the Vision 2020 work streams or workshops, please get in touch with any of the following contact persons of the MoU partners:

- Annette Pensel - Secretary Vision 2020 Task Force ([annette.pensel@4c-coffeeassociation.org](mailto:annette.pensel@4c-coffeeassociation.org))
- Jenny Kwan – IDH ([Kwan@idhsustainabletrade.com](mailto:Kwan@idhsustainabletrade.com))
- Mauricio Galindo – ICO ([galingo@ico.org](mailto:galingo@ico.org))

## 7. Webinar participants

**Table 2.** Vision 2020 Webinar participants

Organisation	First Name	Last Name
4C Association	Lars	Kahnert
4C Association	Josh	Edwards
ACRAM	Ismaël	NDJEWE
ALDI	Sabine	Müller
All Japan Coffee Association	Kunitoshi	Saeki
anchor-consult	Annemieke	Wijn
ARFIC	Karera	Denis
Armajaro Research Ktd.	Neil	Rosser
Atlantica Exportação e Importação Ltda	Renata	Santos
BTG Pactual Commodities	Matthew	Mills
BUNN	Desiree	Logsdon
Cafe Africa Uganda	Sarah	Margiotta
Cafe Africa Tanzania	Catherine	Murphy Mwangata
CECAFÉ - Conselho dos Exportadores de Café do Brasil	Eduardo Heron	Santos
Christian Initiative Romero	Albert	Schwarzkopf
Coalition for Coffee Communities	Joanne	Sonenshine
Coex Coffee International, Inc.	Maria Victoria	Barriga
Coffee Quality Institute	Kimberly	Easson
Coffee Research Institute	Joseph	Kimemia
Cooabriel	Edimilson	Calegari
Coopeavi	Marcela	Takiguti Rebouças
Coopeavi	Daniel	Neves
Cubaexport	Liudis	Alfonso
DEG	Simon	triegel
DEG / Coffee Partnership for Tanzania	Ian	Lachmund
DEMB 1753	Stefanie	Miltenburg
Economic & Commercial Office of the Spanish Embassy in London	Odon	Palla
Embassy of the Republic of Yemen	Haytham	Al-Shawkani
Embassy of the Republic of Yemen	Manal	Dammaj
European Coffee Federation	Roel	Vaessen
EXPOCACCER - Cooperativa dos Cafeicultores do Cerrado Ltda.	Petronio	Primo
Fairtrade International	Lee	Byers
Farmer Brothers Co.	Sarah	Beaubien
Finance Alliance for Sustainable Trade	Noemi	Perez
Finance Alliance for Sustainable Trade	Kayla	Chiricosta
FNC BV	Flor	Betancourth
Fundacion Etea para el Desarrollo La Cooperacion	Maria Jose	Vasquez
GIZ	Sophie	Grunze

Organisation	First Name	Last Name
Global Advisor	Surendra	Kotecha
Government	Husniaty	Husniaty
Hanns R. Neumann Stiftung	Michael	Opitz
Hanns R. Neumann Stiftung	Jan	von Enden
Hivos	Catherine	van der Wees
IDH, The Sustainable Trade Initiative	Flavio	Corsin
IDH, The Sustainable Trade Initiative	Gillian	Evans
Individual member	ThanhVan	Cao
International Coffee Organization	Jonas	Tiero
International Coffee Organization	Mirella	Glass
International Coffee Organization	Vanessa	Cacere
International Coffee Organization	Ana	Jackson
International Coffee Organization	Thomas	Copple
International Coffee Organization	Ana Maria	Mackay
International Coffee Organization	Claire	Selden
International Coffee Organization	Kyle	Gooch
International Coffee Organization	Vicente	Partida
International Coffee Organization	Marina	Vas de Melo Gomes
International Coffee Organization	Denis	Seudieu
Inter-African Coffee Organisation	Frederick	KAWUMA
International Trade Centre	Robert	Skidmore
International Trade Centre	Nickolas	Watson
ISEAL	Karin	Kreider
Keurig Green Mountain	Colleen	Popkin
Lutheran World Relief	Chris	Wolff
Lutheran World Relief	Rick	Peyser
Marubeni Corporation	Yumiko	Kawai
Melitta Europa GmbH & Co. KG	Andree	Jürgens
Ministry of Agriculture & Irrigation	Abdulmalik	Althawr
Mondelez Germany	Sabine	Peters-Halfbrodt
Mondelez International	Nadia	Hoarau-Mwaura
MULLEGE PLC	MATEBU	ZEMANUEL
NATIONAL COCOA AND COFFEE BOARD	ERIC	TCHUENKAM
NCA	Matt	Cariani
NCA	Donna	Pacheco
Nestle	Orlando	Garcia
Nestle	Linda	Butler
NewForesight	Bart	Vollaard
Olam	Thomas	Gregersen
ONG AIDONS LES DEPLACES	Sylvain	Koua
P&A	Carlos	Brando
P&A	Pedro	Ronca
PNG CIC	Mick	Wheeler



Organisation	First Name	Last Name
PT Ulubelu Cofco Abadi	Elmira	Tjahja
Rabobank	Anke	van Kempen
Rainforest Alliance	Edward	Millard
Rainforest Alliance	Lucas	Bakker
SAN	Andre	de Freitas
SCAA	Ric	Rhinehart
SCAE	David	Veal
SCAE	Andra	Vlaicu
Solidaridad	Andrea	Olivar
Solidaridad Andes	Francisco	Bustamante
Solidaridad Network	Joel	Brounen
Specialty Coffee Association of America	Kim Elena	Ionescu
SUCAFINA	LARA	MOUTIN
Swiss Embassy London	Conradin	Rasi
Tanzania Coffee Board	Kajiru	Kisenge
Tanzania Coffee Board	Primus	Kimaryo
Tchibo	Philip	von der Goltz
TechnoServe	Carl	Cervone
Tesco	Sophia	Cochrane
The J. M. Smucker Company	Rebecca	Ott
Thiriku Coffee Growers Co-operative Society Ltd	Cyrus	Karoki
Trade and Product Development Department	Viengsombath	Bangonesengdet
Trinh Suy Co., Ltd	Trinh	Suy
tropical farm management.	william	muthui
UTZ Certified	Margriet	Glazenborg
UTZ Certified	Harro	Boekhold
Vietnam Coffee Association	Hien	Do Xuan
WhyCom GmbH	Wolfgang	Heinricy