

ANNUAL REPORT 2011

MOVING FURTHER



VISION

The 4C Association aims to unite all relevant coffee stakeholders in working toward the improvement of the economic, social and environmental conditions of coffee production and processing to build a thriving, sustainable sector for generations to come.

MISSION

The 4C Association is the leading multi-stakeholder sustainable coffee platform, guiding the mainstream sector toward more sustainable production in a pre-competitive arena where all relevant stakeholders are enabled to participate.

GOING FAR TOGETHER



"If you want to travel fast, travel alone. If you want to travel far, travel together" says a well-known African proverb. In times of distress and rapid change this saying becomes truer than ever. We now see more and more individuals, companies, governments and NGOs uniting efforts in an attempt to find solutions and overcome obstacles that they would otherwise be unable to deal with. The time of travelling alone is over. Some of the great challenges of our time - environmental degradation, global warming, financial crises and rising poverty levels - are too big to be addressed by just one actor or a small group.

The same is true for the coffee sector. Issues such as climate change, the fact that coffee farming is no longer an attractive option to rural youth, high competition for access to finance, and reduced availability of arable land are threatening the long-term sustainability of coffee production. Consequently, over a decade ago, many stakeholders felt they needed to unite efforts to address those common challenges. This is why they founded the 4C Association, the multi-stakeholder sustainability platform that would provide them with services to meet their shared challenges. Since its founding, the 4C Association has worked to support members in their sustainability efforts and has made important progress towards this aim. However, circumstances change over time and one needs to be able to adapt. To better serve the needs of its members, the Association embarked on a thorough review and subsequent change of business model last year. The decision to switch to a demand driven business model was taken by the 4C Council when it met in Arusha, Tanzania, in February 2011.

Throughout 2011, the 4C Association has worked to implement the new business model and redefine its set of services. 4C Members showed extraordinary commitment to the Association during this crucial period and actively supported the organization during this transition. As a result, at the end of 2011, the Association has successfully established new working structures, including major steps to consolidate its position.

During the revision of the business model, it became also clear that the way the 4C Association was governed needed adapting as well and a Governance Task Force was mandated to carry out a detailed review of the Association's governance system. As we write this message, and following Council approval of the draft proposals in March, the final recommendations to adapt 4C's governance structures are being prepared for submission to this year's General Assembly. We are convinced that the new governance model will ensure efficient decision-making processes, add value, and at the same time ensure a great level of inclusiveness and the participation of all members.

Through its new services and focus, the Association has consolidated its position as the Platform in which all coffee stakeholders can join together in forging long-term solutions to key sustainability challenges. Proof of this is the broad and diverse membership of the 4C Association. Producers, exporters, importers, roasters, retailers, NGOs, other sustainability initiatives etc. - all have recognised value in joining the 4C Association. Not surprisingly, membership in the 4C Association continues to grow in the different membership categories, already surpassing 165 members to date.


In the years to come, we hope that this community of engaged members keeps growing! We thank you for your continuous support and look forward to working together in the coming years.


Diego Pizano-Salazar


Roel Vaessen


Albrecht Schwarzkopf


Hein Jan van Hilten


Patrick Leheup

Images from left to right:

Diego Pizano-Salazar / President of the 4C Association and Chairperson of the Executive Board, Albrecht Schwarzkopf / Vice President of the 4C Association, Roel Vaessen, Treasurer of the 4C Association, Patrick Leheup / Chairperson of the Technical Committee, Hein Jan van Hilten / Chairperson of the Mediation Board

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MOVING THROUGH STAGES SUCCESSFULLY



Drinking coffee is an everyday act for millions of people around the world. Many start their day in front of a steaming cup and many family and social events revolve around the beverage. This is true for traditional coffee consumer countries where the high street café culture is widespread and for a large number of new consumer countries where many citizens have developed a strong taste for the beverage in the last decades.

But bringing this “cup” to all coffee lovers around the world requires the efforts of many people. One counts on coffee farmers, processors, exporters, importers, roasters, marketing specialists, retailers and more in this long chain. Many of these actors do not know who the other players are. This is especially true for coffee farmers at the beginning of the supply chain. However, all of them need to work together to ensure a sustainable future for the sector. Now more than ever, an association that brings together all the stakeholders is needed. This is precisely the role that 4C Members have carved out for the 4C Association and which they consolidated during 2011.

As the umbrella platform that brings together all actors in the coffee sector, the 4C Association engaged in many activities in 2011. In February 2011, it organized, in collaboration with AFCA¹, the first African Coffee Sustainability Forum in Arusha, Tanzania. It was the first time that major stakeholders in the African coffee sector came together to discuss key sustainability issues affecting all of them. The event was a huge success and was followed by a second forum in Ethiopia this year. A third forum is already planned for 2013 in Uganda. The 4C Association also organized the first Regional Forum on Coffee and Climate Change in Central America in cooperation with FUNDE and RUTA. These are only two of last year's highlights as there have been many other projects and workshops in Vietnam, Indonesia, Brazil and other parts of the world where the 4C Association is active. You will read more about them in this report.

Strengthening the collaboration with other standard organizations was also a crucial priority for the 4C Association in 2011. As the coffee sector's pre-competitive platform, the 4C Association is strongly committed to promoting all sustainability standards in the market. This was also made very clear when UTZ CERTIFIED announced its membership in the 4C Association in June 2011.

It is indeed very encouraging to see that the volumes of verified and certified sustainable coffee are growing steadily. Purchases of 4C Compliant Coffee more than doubled in coffee year 2010/11 and UTZ CERTIFIED and Rainforest Alliance certified coffee also experienced impressive growth. We report about these figures in detail on page 13. Matching the increasing purchases of 4C Compliant Coffee was the impressive growth of the number of licensed 4C Units which reached 79 at the end of 2011 with a total production potential of 15 million bags of coffee. This is all promising news, but it should not make us forget that there is still a lot of work ahead to help coffee farmers further improve the sustainability of their farming practices and reap more benefits. With our members' and partners' tireless support, the 4C Association intends to continue bringing people together who are committed to making this possible. Thank you for being a part of this journey and enjoy reading!

Melanie Rutten-Sülz

¹ Eastern Africa Fine Coffees Association (EAFCOA) became African Fine Coffees Association (AFCA) on 17th February 2012. The change indicates that the organization embraces now a continental approach to promote African coffee to the world.



A SUSTAINABILITY PLATFORM BY AND FOR THE COFFEE COMMUNITY

The 4C Association was founded in 2006 by the coffee community to become the platform where all coffee actors can work together to address the sustainability issues of the sector in a pre-competitive manner.

Following the decision of the 4C Council to switch to a new demand-driven business model in February 2011, the 4C Association redefined its mission and vision as well as its key functions and services.



Voting session during the 9th Council Meeting in Winterthur, Switzerland, March 2012

// Vision //

The 4C Association aims to unite all relevant coffee stakeholders in working toward the improvement of the economic, social and environmental conditions of coffee production and processing to build a thriving, sustainable sector for generations to come.

// Mission //

The 4C Association is the leading multi-stakeholder sustainable coffee platform, guiding the mainstream sector toward more sustainable production in a pre-competitive arena where all relevant stakeholders are enabled to participate.

// Key functions //

1. Defining and maintaining the 4C baseline standard and verification system for sustainable coffee production and sourcing;
2. Actively promoting sustainability standards and initia-

tives in the market to create supply and demand of verified and certified coffee;

3. Addressing the broader coffee sustainability issues in a multi-stakeholder coffee platform.

// Core services for members //

Operating on a demand-driven basis, the 4C Secretariat offers defined core services that are in the interest of all members and are covered by membership fees.

1. AN ACCESSIBLE SUSTAINABILITY BASELINE STANDARD AND A CREDIBLE VERIFICATION SYSTEM

4C Members must exclude 10 Unacceptable Practices before they can join the 4C Association. The 4C Code of Conduct comprises 28 social, environmental and economic principles for sustainable production, processing and trading practices of green coffee. To support compliance with the Code, the 4C Association has created an online tool library for members. The tool library provides 4C Members access to a growing number of resources and information tools such as manuals, handbooks or brochures on good agricultural and management practices. Members along the supply chain can sell 4C Compliant Coffee after successfully passing a verification audit against the 4C baseline standard. The 4C Association is responsible for ensuring the credibility of the verification system and the availability of verifiers. 4C Verifications are conducted by independent third-party companies that are accredited against ISO/

Guide 65 or equivalent. 4C Members cover the cost of their verification audits.

2. COOPERATION WITH OTHER SUSTAINABILITY STANDARDS

Complying with the 4C baseline sustainability standard empowers farmers to undertake the additional compliance efforts required by other certification standards. The 4C Association supports farmers that work with the 4C baseline standard in their efforts. In projects, tools and stepping up guides are developed to assess the compatibility of the different standard systems and assist farmers in achieving certifications. The objective is to identify the activities and practices that farmers must implement to comply with more demanding standards, such as the Sustainable Agricultural Network Standard (SAN) of the Rainforest Alliance or UTZ CERTIFIED.

3. PROMOTION OF MEMBERS AND OTHER SUSTAINABILITY



STANDARDS TO BROADEN THEIR IMPACT

The 4C Association actively promotes sustainability standards and initiatives in the coffee community and among its members to create supply and demand for verified and certified coffee. Two of the sector's most recognized sustainability standards, UTZ CERTIFIED and the Rainforest Alliance, are already members of the 4C Association and work with the association to broaden their impact. 4C Members are committed to sustainability and corporate responsibility. The association promotes the efforts of its members and provides them with tools to publicly communicate their engagement. For instance, companies can include a 4C Membership Statement and a reference to the 4C website on product packaging to help consumers to find out more about their commitment.

4. PARTICIPATORY GOVERNANCE AND NETWORKING OPPORTUNITIES FOR MEMBERS

The 4C Association is a strong and growing platform of committed stakeholders. A key element of the association is its participatory and balanced governance: coffee farmers, trade and industry, as well as civil society members form the association's three chambers of governance and have equal decision making powers. The 4C Association provides channels for members to share their interests, give input on relevant issues and participate in agenda setting. Members interact and find ways they can work together through regular meetings and networking opportunities.

5. A PLATFORM TO ADDRESS SUSTAINABILITY ISSUES THAT AFFECT THE ENTIRE COFFEE COMMUNITY

The coffee sector is confronted with many pressing issues: climate change, lack of interest from the next generation of coffee growers, aging coffee bushes, and inadequate access to finance. Others deal with issues of gender equality in coffee or responsible use of pesticides. The 4C Association offers all coffee actors a platform where they can identify and address these and other challenges and translate ideas into actions. The 4C Secretariat facilitates this by organizing, sustainability forums, conferences or working groups, developing training tools, or looking for funding for joint project activities.

6. ACTIVITIES TO TACKLE THE EFFECTS OF CLIMATE CHANGE

A voluntary Climate Module for green coffee production adds a climate dimension to the 4C Code of Conduct. It helps coffee producers as they adapt to climate change and provides guidance for greenhouse gas sequestration and mitigation. The Climate Module includes a verifiable Climate Code, training materials for producers and verifiers, verification tools and a database of information relevant to climate change. The Climate Module was developed in Kenya through a development partnership (PPP) between the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Sangana Commodities (Ecom Group) from 2008 until September 2011. The 4C Association, the World Bank and Tchibo GmbH were also project partners. All training and information materials developed in the framework of the Sangana Project are publicly available under:

www.4c-coffeeassociation.org/climatechange

"Nestlé is as a founding member of the 4C Association and strongly supports the 4C mission. Through the Nescafé Plan, Nestlé will increase the volume of green coffee purchased through the Farmer Connect Programmes by 2015 to approximately 180,000 tonnes a year. These coffees will be verified in accordance to the 4C Code of Conduct. Nescafé's approach is to assist farmers in improving the quality and productivity of their crop in a sustainable manner. To measure, monitor and verify progress, we are using the 4C Code of Conduct and the SAN Standard of the Rainforest Alliance."

Nestlé



4C Membership Statement on coffee pack



Farmers attend a workshop on climate change in the framework of the Sangana PPP Project in Kenya.

// Extra services for members //

In addition to the above mentioned services, 4C Members and Units can approach the 4C Secretariat to request individualized support and additional services. For example, staff members can arrange personal training on the 4C Code of Conduct or visit producers onsite to help them prepare for 4C verification. These additional support services are not covered by the regular membership fees and come with an extra charge.

For example, Kraft Foods, as part of its commitment to scale up supplies of 4C Compliant Coffee, decided to organize a field visit for a delegation of company executives and journalists to coffee regions in Vietnam in December 2011. This extra service to 4C Member Kraft Foods was coordinated by the 4C Office in Vietnam. The delegation visited coffee farms in the central highlands, where farmers have been trained to implement the 4C baseline standard or the SAN Standards from the Rainforest Alliance. Delegates also visited the offices of Simexco and the Dakman factory, two of the 4C Trade Members in Vietnam, and held a technical discussion with the experts of the Coffee Research Institute (WASI). Besides providing interpretation and organizational services, the 4C team provided a practical overview of the sustainability challenges in the Vietnamese coffee sector and shared insights regarding the implementation of sustainability standards in the country. This will ultimately result in further investment by Kraft Foods and its suppliers in production of 4C Compliant Coffee in Vietnam.



Field exercise during a 4C Verifiers Workshop in Costa Rica, February 2012.



Coffee farmers learn about good agricultural practices in West Lampung, Indonesia.



Visit of the Dakman factory during the field trip of Kraft Foods delegation to Vietnam, December 2011

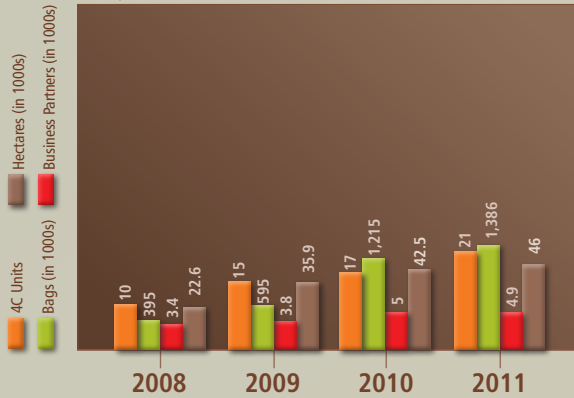


Farmers learn about the 4C Code of Conduct during a training in Uganda.

4C UNITS DEVELOPMENT

LATIN AMERICA

[except Brazil and Colombia]



COLOMBIA



BRAZIL



At the end of 2011, there were 79 licensed 4C Units in 16 countries - including nearly 100,000 business partners and 450,000 workers (permanent and temporary). The aggregate production potential of these 4C Units amounted to over 15 million bags of 4C Compliant Coffee.

NOTE-1: the number of coffee bags (60 kgs) refers to the production potential of 4C Units

NOTE-2: countries highlighted in orange are those where 4C Units were located as per 31 December 2011.

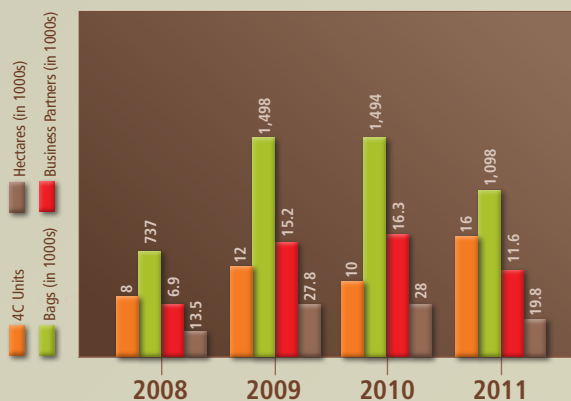
DEVELOPMENT



Membership in the 4C Association also grew significantly over the last year.

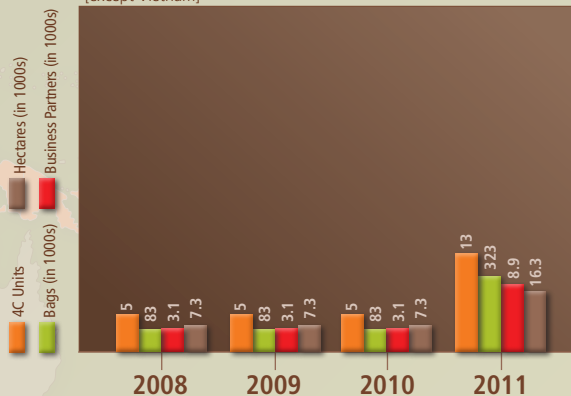
As of 1 June 2012, the 4C Association has 167 members, an increase of nearly 25% over the same period in 2011. For a complete list of 4C Members, please see pages 26 and 27.

VIETNAM



ASIA

[except Vietnam]



EAST AFRICA





A verifier from Bio Latina interviews a farmer during the re-verification of a 4C Unit in Colombia.

A CREDIBLE BASELINE SUSTAINABILITY STANDARD AND VERIFICATION SYSTEM

// Strengthening the 4C verification system //

REVISION PROCESS OF THE 4C VERIFICATION REGULATIONS

One of the 4C Association's priorities in 2011 was to further improve and streamline the 4C verification process to meet the steady rise in demand for 4C Compliant Coffee. At the same time, it was a must to ensure a continued high level of quality and credibility. To this end, the 4C Association undertook a thorough review of its verification system that concluded with the publication of the new 4C verification regulations in October 2011.

The new system, which came into force in January 2012, is the result of a long period of listening and learning from many stakeholders and external experts. The initial 4C verification system was introduced at the end of 2007. Since then, the 4C Secretariat continuously collected recommendations and suggestions from 4C Units as well as 4C verifiers. Accreditation Services International (ASI), an independent accreditation body, also undertook an external system review of the 4C verification system in late 2010 and early 2011.

Additionally, the 4C Association had been working for over two years to comply with the ISEAL Code of Best Practices in Standard Setting. These efforts were recognized in the achievement of full membership of the 4C Association in the ISEAL Alliance in September 2011.

Having taken all the feedback on the verification system into account and meeting the requirements set by the ISEAL Alliance, the 4C Secretariat defined the new 4C verification regulations.

CHANGES ENCOMPASSED BY THE NEW VERIFICATION REGULATIONS

In line with these new regulations, the role of the 4C Secretariat now focuses primarily on maintaining the credibility of the verification system and ensuring that 4C verifiers are both available and competent. It is foreseen that the 4C Units will send their documentation directly to the verification companies, which will carry their audits, thus freeing the 4C Secretariat of this intermediary role. However, in order to ensure a smooth transition to this new system, 4C Governance decided that 4C Units will be supported in their transition to the revised system during 2012.

This extension entails that the 4C Secretariat staff (Regional Managers) will continue supporting 4C Units in completing and checking documentation prior to verification visits until the end of 2012. By then, it is expected that a sufficient number of verifiers will have been trained to carry out this service. During this time, the 4C Secretariat will monitor the shift to the new system and will also introduce a new core service to all 4C Units. This core service will be an obligatory introduction session to familiarise 4C Units with the 4C verification system, tools, procedures and forms.

Another important change is that verification costs are no longer covered by 4C membership fees but by 4C Members along the 4C coffee supply chains. Additionally, 4C Units themselves select the verification companies they want to work with and engage directly with them.



"We are pleased to be able to work together with the 4C Association. 4C can be really helpful in assisting more farmers to grow their coffee in a sustainable manner. We look forward to setting up the first projects together with 4C and interested buyers to check the compatibility of our two standard systems and assist farmers working from the 4C baseline standard towards achieving UTZ certification."

Han de Groot, Executive Director of UTZ CERTIFIED

EXPANDING AVAILABILITY OF 4C APPROVED VERIFIERS

As soon as the new guidelines were approved, the 4C Secretariat started working on the new training materials for verifiers. The first training on the new system took place in Campinas, Brazil, on 22 December 2011. Four auditing companies attended the training and are now in the process of being approved as 4C Verifiers. Throughout 2012, the 4C Secretariat will conduct verifiers trainings in different coffee producing regions where the 4C Association is active.

Apart from the trainings for verifiers, the 4C Secretariat organised a series of webinars for members to introduce the new verification regulations early December 2011. Given the positive reception by members, the 4C Secretariat decided that it will continue to organize webinars to inform and reach out to more 4C Members in the future.

// Enhancing cooperation with other standards //

The goal of the 4C Association is to build a sustainable mainstream coffee community through sector compliance to at least baseline standards and progressively move beyond this. This ambitious goal can only be reached with the collaboration of all coffee actors, especially sustainability initiatives and standards. Following the decision to switch to a new business model in February 2011, the 4C Association further worked to enhance this cooperation and actively promote all sustainability standards in the market. Moreover, the 4C Association encourages its members to continuously improve their performance and step up from the 4C baseline standards to more demanding standards.

Proof of this cooperation is that two of the most recognized sustainability standards organizations in the coffee sector,

Rainforest Alliance and UTZ CERTIFIED, are already members of the 4C Association. The Rainforest Alliance was already actively involved in the development phase of the 4C project and became a member of the Association in October 2007. In June 2011, UTZ CERTIFIED announced its 4C membership. A first joint project between the 4C Association and UTZ CERTIFIED has been initiated. The 4C Association and UTZ CERTIFIED will compare their Code of Conducts and support Colombian producers to step up from the 4C baseline standard to the UTZ CERTIFIED level. These first efforts will be done in cooperation with the Colombian Coffee Growers Federation (FNC) and Tchibo GmbH.

// ISEAL membership: The 4C Association joined the club of leading standard setting organizations //

In September 2011, the 4C Association graduated to full membership status in the ISEAL Alliance, the global association for social and environmental standards setting organizations.

The 4C Association had already joined ISEAL as associate member in 2009. As a full member of ISEAL, the 4C Association had to prove that it is adhering to the ISEAL Codes of Good Practice, which ensures that 4C standard-setting practices and decision making processes are credible and enable multi-stakeholder involvement.

The ISEAL Codes are widely recognized by private companies and public entities as the measure of credibility for voluntary social and environmental standards.

// Steady growth of verified and certified sustainable coffee //

Purchases of 4C Compliant Coffee grew significantly in coffee year 2010/11, reaching 810,291 bags (approx. 48,000 tonnes), or more than double the previous period. The number of licensed 4C Units also experienced a steady growth during the same period (see pages 8 and 9).

But not only the purchases and the production of 4C Compliant Coffee grew, growth was also very impressive for UTZ

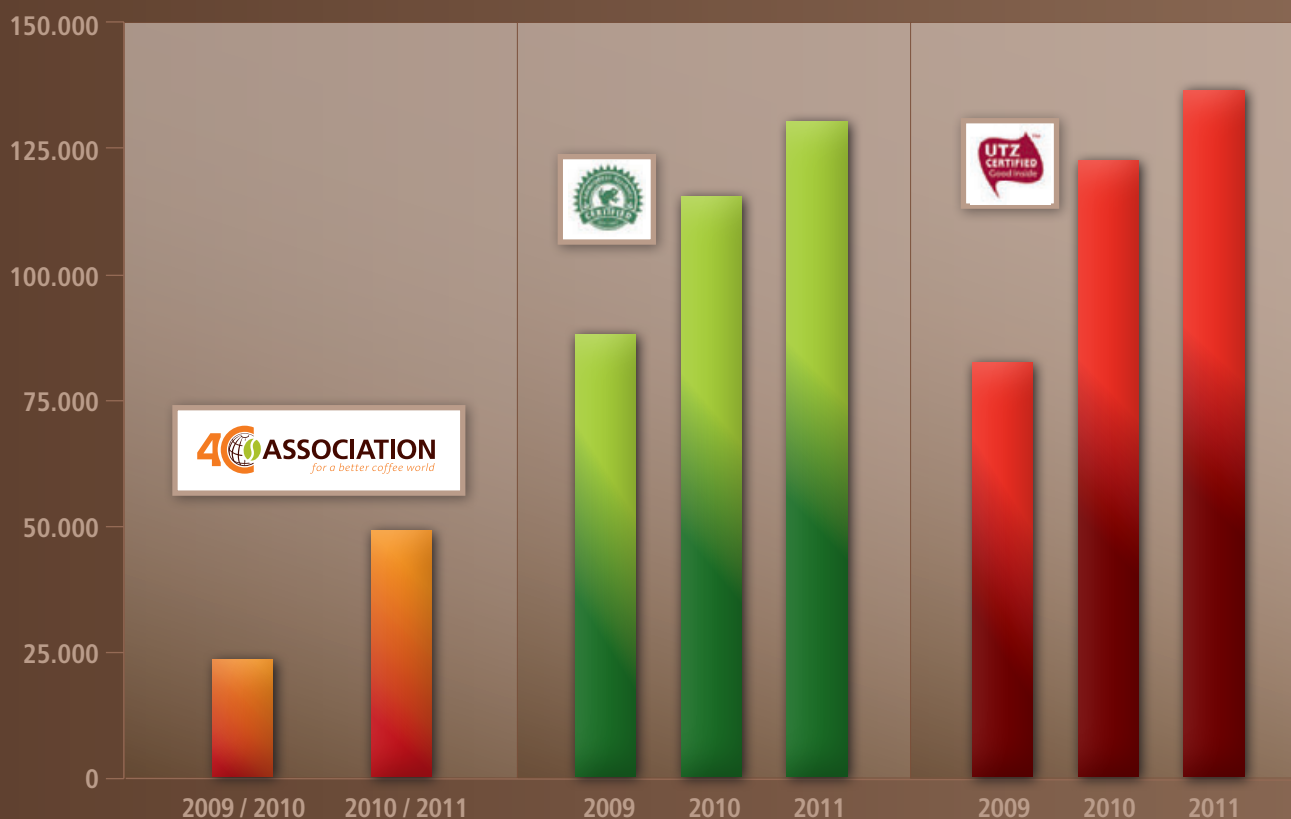
CERTIFIED and Rainforest Alliance certified coffees. This is proving that the sector is taking important steps towards scaling up the production of sustainably produced coffee. These figures also prove that key industry players are living up to their public commitments to substantially increase their purchases of sustainable produced coffee.

"Kraft Foods is committed to ensuring the future availability of quality coffee beans as part of our commitment to source 100% sustainable coffee for our European coffee brands by 2015. The 4C baseline standard plays an essential role in achieving this objective. Kraft Foods has already contracted large amounts of 4C Compliant Coffee for coffee year 2011/12 and will continue to do so in the coming years. We will also continue working with other sustainability standards to help more farmers and workers benefit from sustainable farming practices."

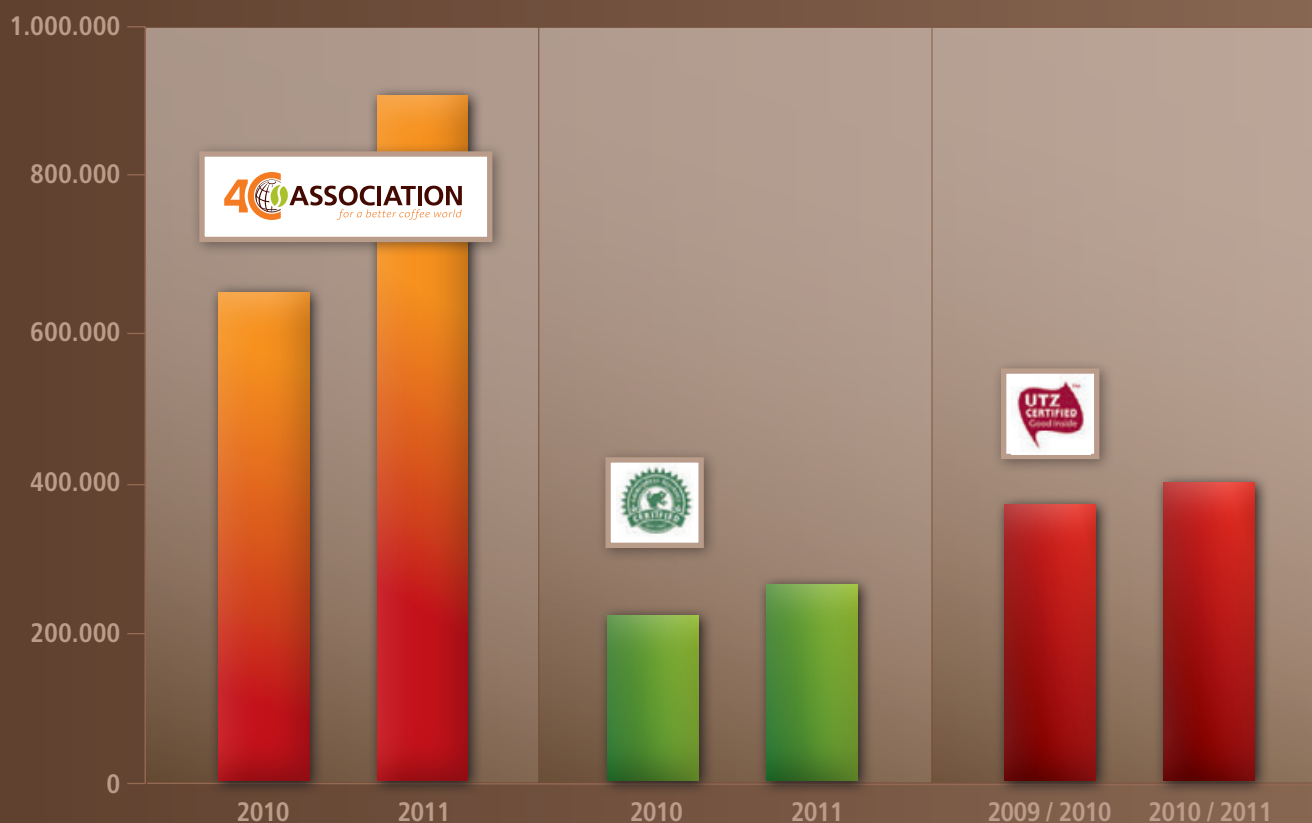
Hubert Weber, President Coffee, Kraft Foods Europe



// Purchases/sales of verified and certified coffees in Metric Tonnes (MT) //



// Production/available supply of verified and certified coffees in Metric Tonnes (MT) //



Note: figures on 4C Compliant Coffee refer to ICO coffee year, which runs from 1 October to 30 September



SUSTAINABILITY AGENDA



Working Group on Soil Fertility at the Sustainability Forum in Tanzania, February 2011.

// Taking steps to advance sustainability //

As the platform that unites all the actors in the coffee sector, the 4C Association engaged in many activities to bring stakeholders together in 2011. These activities include Sustainability Forums and events, tools and projects to find solutions to concrete sustainability problems in the different coffee producing countries. Below we give an account of the most important activities the 4C Association undertook during 2011.

// First African Coffee Sustainability Forum //

Over 120 participants representing the main stakeholders in the African coffee sector took part in the first African Coffee Sustainability Forum in February 2011 in Arusha, Tanzania. The Forum was organized by the 4C Association and its member the African Fine Coffees Association (AFCA).

The Forum focused on three main topics in sustainable coffee production: soil fertility, climate change adaptation and mitigation, and gender problems in coffee value chains. Key expert speakers addressed these topics in plenary sessions. Besides the presentations, the delegates took part in parallel working groups for in-depth discussions on these issues. Participants exchanged lessons learned as well as



Stakeholders had the opportunity to discuss and share ideas on climate change during the Sustainability Forum.



"The goal is that the Forum won't just be a mere two-day discussion but that the results and ideas that are born here will be fed into the definition of a Coffee Agenda for Adaptation to Climate Change. We intend to define and agree on concrete actions for adaptation and mitigation, which will be taken up in the work plans of each organization and promoted at the national and regional levels."

Roberto Rubio Fabián, Executive Director of FUNDE and spokesperson of the Forum's organizers

shared best practices and jointly identified possible solutions to the challenges. To find out more about the event and download the presentations, visit the blog: <http://www.sustainableafricancoffee.org/>

Given the excellent reception of the first Forum, the 4C Association and AFCA organized a second Forum in Addis Ababa in February 2012. A third Forum is already planned for 2013 in Kampala, Uganda.

// First Regional Forum on Coffee and Climate Change in Central America //

The first Regional Forum on Coffee and Climate Change: "Challenges and Opportunities for Sustainable Coffee Production in Central America" took place in El Salvador in August 2011. The event was organized by the 4C Association, FUNDE (Fundación Nacional para el Desarrollo) and the initiative RUTA in collaboration with Rainforest Alliance, SalvaNATURA Ecological Foundation and the Salvadoran Coffee Council (CSC).

The Forum brought together, representatives of the main stakeholders in the coffee sector in Central America for the first time to address the issue of climate change and its impact on coffee production. Among the 125 participants



Opening session of the Regional Forum on Coffee and Climate Change, August 2011.

were representatives from producer organizations, members of trade and industry, academia, NGOs, financial institutions and service providers, public sector entities and national and Central American cooperation agencies.

Taking the Regional Environmental and Health Strategy (ERAS) as a framework, the main objective of the Forum was to promote a Coffee Agenda for the Adaptation to Climate Change in Central America (ACCCCA) among actors of the coffee supply chain. This agenda will define actions and policies and promote commitments among stakeholders on how to address the impact of climate change in the coffee sector in the region.

// Increasing sustainability of coffee production in West Lampung, South Sumatra //

At the beginning of May 2011, the 4C Association, in cooperation with PT IndoCafCo, the daughter company of ECOM Agroindustrials, initiated a 13-month project on sustainable coffee production in Indonesia. 283 robusta coffee farmers in West Lampung, South Sumatra, are taking part in the project which is funded by Kraft Foods. The aim is to increase sustainability of coffee production and help coffee farmers raising productivity and improving the quality of their crop. The project is being coordinated and monitored by the 4C Association while ECOM is the main implementing partner.

A team of agronomists is on the ground to provide technical assistance to the participating farmers. Training sessions have covered soil conservation, shade manage-

ment, protection of the environment and other subjects. Another investment area of the project relates to farmers' health and safety.

The 4C Association, ECOM and Kraft Foods are looking to increase productivity by the time the program ends in June 2012. The objective is to help farmers become more resilient in a volatile market environment. Small business management courses are being conducted to help achieve this aim. By the end of the project, the participating farmers are also expected to pass 4C verification and start selling 4C Compliant Coffee. A sustained market linkage is created whereby farmers sell coffee to ECOM, who then sells the coffee to Kraft Foods, thus helping the company source its increased requirement for 4C Compliant Coffee.



Farmers have their blood tested in Bandar Lampung, Indonesia



Farmers prepare the soil for the coffee trees nursery



Set up of a coffee trees nursery in the framework of the sustainability project in West Lampung

// Strengthening cooperation with other standards in Brazil //

The core focus of the 4C Association in Brazil was on strengthening collaboration with other standards setting organizations and sustainability initiatives active in the country.

As a result of these efforts, the 4C Association has forged an alliance with IMAFLORA, the Brazilian Rainforest Alliance partner responsible for Rainforest Alliance certification in the country. The organizations have agreed to work on the following activities together:

1. Identify cooperatives or other producer groups that are working with the 4C Code of Conduct and bring them to the Rainforest Alliance level through trainings, information tools and other guidance;
2. IMAFLORA will work as a 4C implementer with their capacity building team conducting trainings and developing tools for farmers to enhance good agriculture practices;
3. Define a map of priority regions and identify local partners to help implement training activities.

Besides the collaboration with IMAFLORA, there has been an ongoing dialogue with other sustainability initiatives in Brazil throughout 2011. For instance, during Espaço Café Brasil, a national coffee event in October 2011, the 4C Association participated in a round table together with representatives of the principal sustainability standards in Brazil. Among the participants were CERTIFICA MINAS (national standard), Rainforest Alliance, Fairtrade and UTZ CERTIFIED.



Coffee farmers attend a training session at the Cooxupé Cooperative, Brazil's largest 4C Unit

// A Coffee Task Force for Vietnam //

Following up an initiative that had been proposed at the World Economic Forum (WEF) held in Ho Chi Minh City, Vietnam in June 2010, a public-private coffee task force was established. This task force is made up of:

- ▶ International and national private sector companies - including fertiliser, crop protection and coffee purchasing companies;
- ▶ International institutions - including WEF, 4C Association and Rainforest Alliance
- ▶ Farmers and farmer associations;
- ▶ Public sector agencies – including the Ministry of Agriculture and Rural Development (MARD), the Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD), the Western Highlands Agro-Forestry Scientific & Technical Institute (WASI), the Association of Coffee and Cacao of Vietnam (VICOFA), as well as local government agencies.

Nestlé Vietnam and the Crop Production Department of MARD co-chaired a series of multi-stakeholder meetings to identify the major challenges and key strategic approaches for the sustainable development of Vietnam's national coffee industry.

Members of the task force agreed to implement two sustainable coffee development pilot projects with groups of farmers in the Lam Dong and Dak Lak provinces before scaling up the projects to the national level.

The two pilot projects were set up in 2011. Both groups of farmers received training on good agricultural practices and passed 4C verification. Following the success of the pilot projects, the scope of the initiative is now being expanded to the national level, in cooperation with the National Agricultural Extension Centre (NAEC). Fifty demonstration plots are currently being set up in the Dak Lak, Lam Dong and Dak Nong provinces, where an agricultural extensionist will be assigned to each plot to guide farmer groups in the implementation of good farming practices.

"The Coffee Task Force is committed to scale up the production of sustainable coffee in Vietnam. We have the ambition to bring together all coffee farmers through a Public Private Partnership (PPP) initiative, supported by all stakeholders across the value chain, to apply sustainable agricultural practices."

Mr. Vu Quoc Tuan, Nestlé Vietnam Corporate Affairs Manager and Coordinator of the Coffee Task Force/PPP project in Vietnam



// Defining the upcoming IDH Coffee Program //

In November 2011, the Sustainable Trade Initiative (IDH), along with founding partners Kraft Foods, Nestlé, Sara Lee, Tchibo, KNVKT, ECF and development partner GIZ, announced that it is laying the groundwork for the IDH Coffee Program, which will be launched in 2012. The IDH Coffee Program is a public-private cooperation involving the coffee industry, trade and export partners, governments, NGOs and standard setting organizations. Its main objective is to increase sustainable green coffee sales from the current 8% to 25% in 2015. In a first wave, the Program will primarily focus on Brazil, Ethiopia, Uganda and Vietnam. In a second phase, focus will be on Colombia, Indonesia and Peru.

Since the announcement was made public, IDH and the 4C Association, in its role as a pre-competitive coffee sustainability platform, have engaged in a constructive dialogue and have made good progress in identifying potential collaboration possibilities at different levels.

Within the framework of the upcoming Coffee Program, IDH also sponsored the second African Sustainability Forum, held by the 4C Association and AFCA in Addis Ababa, Ethiopia, in February 2012.

"For IDH, the Sustainability Forum represented a unique opportunity to engage with local stakeholders in preparation for the upcoming IDH Coffee Program. We very much appreciate that the Forum focused on the challenges that producers face when scaling up production of sustainable coffee. We will continue to engage in this kind of exchange platforms in the future and will maintain an ongoing dialogue with the 4C Association as a coffee sector platform."

Ted van der Put, IDH Program Director



Over 130 participants representing the main stakeholders in the African coffee sector took part in the Sustainability Forum in Addis Ababa in February 2012.



Meeting of the Governance Task Force in Bonn, January 2012.

CHANGE ON GOVERNANCE AND SECRETARIAT

// *Shaping a new organizational model* //

During the 4C Council meeting in February 2011 in Arusha, Tanzania, Council members decided on a new "demand driven" business model for the Association. There were strong arguments in favour of the change, among them consolidating the financial situation of the organization, enhancing the demand for 4C Compliant Coffee and enabling a steady membership growth for the future by meeting the needs of members.

The 4C Secretariat underwent significant changes with a view to adapting its operational and governance structures to this new model.

// *Shaping a new governance model* //

During the revision of the business model, it became clear that it would be necessary to revise and adapt the existing governance structure, procedures and organizational culture of the 4C Association. The aim is to transform the Association into a business-driven, action-oriented organization and ensure a clear definition of the responsibilities and accountabilities at governance level. To this end, the 4C Executive Board mandated a Governance Task Force to carry out a detailed review of the Association's governance system.

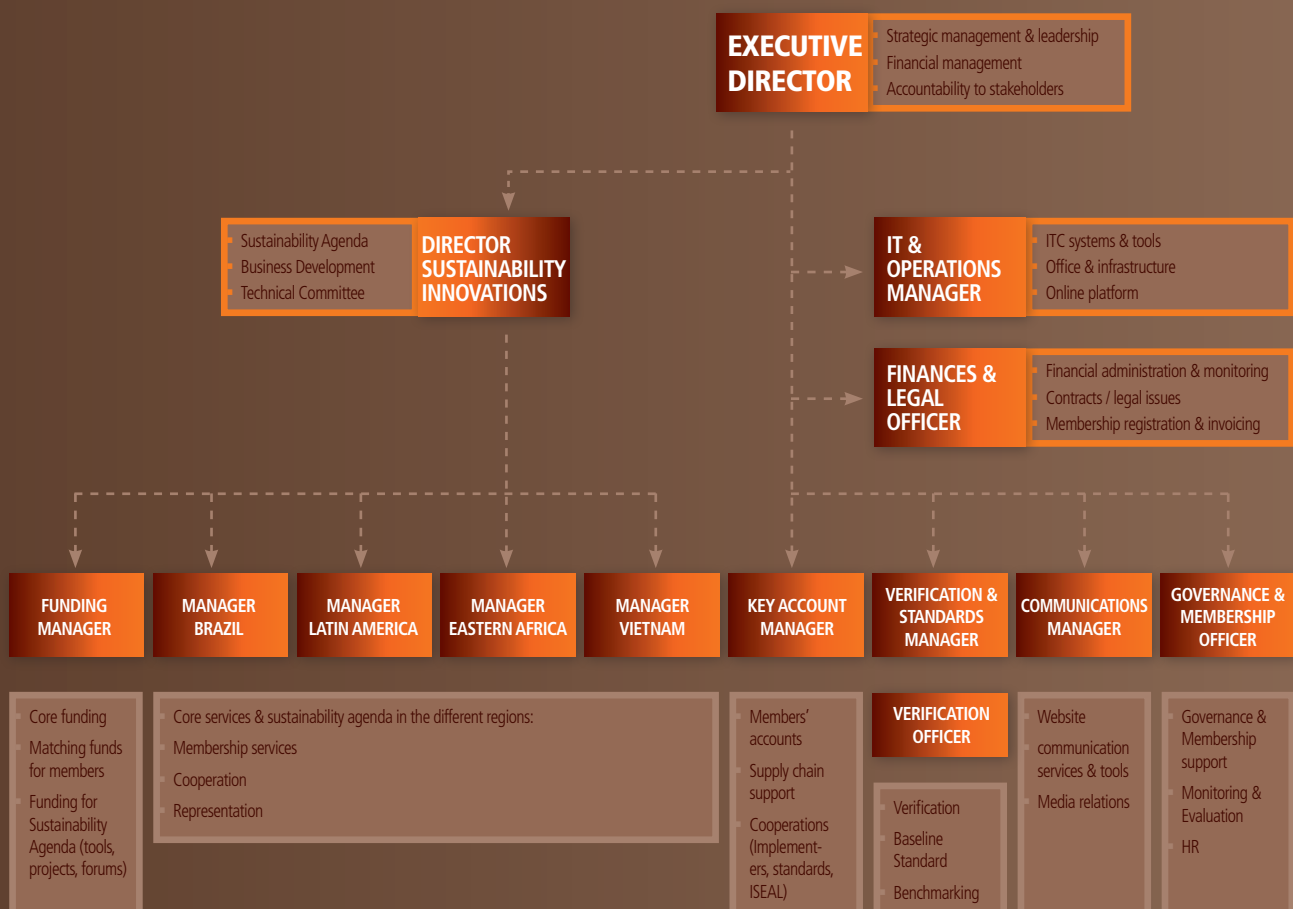
The first meeting of the Governance Task Force (GTF) took place in Bonn on 19 January 2012. The Governance Task Force is currently working on revising the statutes and by-laws of the 4C Association on the basis of the decisions adopted at the 9th Council Meeting in March 2012. The Council agreed to introduce simplified structures and processes, and to outline clear roles and responsibilities for each of the 4C governance organs. The adapted documents will be put to the vote at the General Assembly in September 2012.

// New organizational structure for the 4C Secretariat //

In 2011, the roles and responsibilities of 4C staff members were adapted to reflect the new functions and services of the Association under its new business model. Another consequence of this process is that the number of full-time positions at the 4C Secretariat had to be reduced from 17 to 14. Currently the 4C Secretariat has 10 staff members in the headquarters in Bonn and four regional managers based in producing countries. The new organizational structure is aimed at covering the three key functions of the Association:

1. Defining and maintaining the 4C baseline standard and verification system;
2. Promoting sustainability standards and initiatives in the market
3. Addressing the broader sustainability agenda in a multi-stakeholder coffee platform.

NEW ORGANISATIONAL SET-UP OF THE 4C SECRETARIAT



EXPLANATIONS ON BALANCE SHEET

The financial situation of the Association was strongly consolidated in 2011. Outstanding receivables were brought down by EUR 190,000, by collecting on receivables from 2010 and earlier (EUR 140,000); by increasing the servicing rate of invoiced membership fees to 87 per cent; by cancelling the in kind-contribution system and by revoking membership for non-paying members (new compliance policy).

In addition, the cash position (liquid funds) was strengthened by EUR 414,000 from a one-time 40 percent Transition Contribution committed by more than 50 percent of the members of the 4C Association in 2011. This provided the financial means for building organizational reserves and making strategic investments.

BALANCE 2011

ASSETS		2011	2010
		€	€
A. Fixed assets		211,114	232,521
I. Intangible assets		129,333	141,341
II. Tangible assets		81,781	91,180
B. Current assets		684,900	414,302
I. Receivables and other assets		120,389	309,386
II. Cash		564,510	104,916
Total assets		896,014	646,823

PROPERTY & LIABILITIES		2011	2010
		€	€
A. Association property		673,695	537,037
I. Equity as of 1 Jan		537,037	881,089
II. Operational Result		136,658	-344,052
B. Accruals		187,054	38,644
C. Liabilities		35,266	71,142
I. Liabilities to banks		0	0
II. Payables		21,796	59,950
III. Other liabilities		13,469	11,192
Total property & liabilities		896,014	646,823

EXPLANATIONS ON PROFIT & LOSS ACCOUNT

The year 2011 ended with a positive financial situation for the 4C Association, due in part to the support provided by 4C Members' and the measures taken for the successful transition to the new Business Model.

INCOME 2011

Income has increased: Disregarding the one-time Transition Contribution by members, the income from regular membership fees increased from 1,4 million to 1,5 million Euro. The resulting EUR 136,658 will go into continuity reserves. Putting it into a cash flow perspective by adding the depreciation and the provision amounts, the adjusted result is Euro 354,005.

EXPENDITURE 2011

Expenditures are in line with the Arusha budget defined by the Council of the 4C Association for the transition phase. Operational expenditures remained within that framing (e.g. salaries) or below planned expenses (e.g. office and travel). The verification budget was 60 per cent used up by the end of 2011, the rest was carried over as a provision to 2012. Significantly higher than originally planned were consultancy and legal advice costs related to the transformation to the New Business Model. Furthermore, IT investments resulting from long-term contractual obligations had not been included in the initial provisions.

PROFIT & LOSS ACCOUNT 2011

INCOME		2011
		€
1.	Membership fees	1,505,273
2.	Singular transition contribution	414,192
3.	Grants	29,865
4.	Sales services	5,769
5.	Interest & other income	25,572
Total income		1,980,670

EXPENDITURE		2011
		€
1.	Salaries. Redundancy	790,958
2.	Office. Telcom/IT	137,517
3.	Financial/legal. other Consultancies	186,324
4.	Travel. Meetings	106,135
5.	Communications services	59,893
6.	Verification services (incl. system verification)	207,739
7.	Projects	65,760
8.	Receivables written off	214,098
9.	Other	75,589
10.	Net income for the year	136,658
Total expenses		1,980,670

Against the backdrop of a thriving membership development (including a satisfactory servicing rate of invoices, both regular and extra), and numerous demand-driven verifications requests, the 4C Council opted for a conservative approach for the operational plan 2012 into which the respective budget 2012 has been aggregated. The main focus for 2012 is finalizing the implementation of the revised governance model including the General Assembly, investing in verification system and verifier capacities and ensuring outreach to key members and stakeholders. These goals are reflected in the positions of consultancies and investments in particular.

INCOME	2012
	€

Total	1,500,000
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Total expenses	1,500,000
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TRADE & INDUSTRY

Agrotora Reflorestamento Pecuaria e Café Ltda., Brazil
 ALDI NORD, Germany
 ALDI SÜD, Germany
 Alois Dallmayr Kaffee OHG (including Azul Kaffee GmbH & Co.KG, Heimbs Kaffee GmbH & Co.KG), Germany
 Anh Minh Company Ltd. - Krong Pak Branch, Vietnam
 Armajaro Trading Limited, United Kingdom
 Asal Jaya PT, Indonesia
 Atlântica Exportação e Importação, Brazil
 Beyers Koffie, Belgium
 C.A. Wille Handels- und Verwaltungsgesellschaft GmbH, Germany
 C.I. Racafe & CIA S.C.A., Colombia
 Cafe de Exportacion S.A. (CADEXSA), Honduras
 CAFECO S.A. de C.V., El Salvador
 Coex Coffee International, United States
 Coffee Management Services Limited (CMS), Kenya
 Coffee Planet Corporation, Honduras
 Comexim Ltda., Brazil
 Compañía Hondureña del Café S.A. de C.V., Honduras
 Compañía Jinotegana del café (COJCAFE), Nicaragua
 Coop, Switzerland
 DEK GmbH, Germany
 Ecom Agroindustrial Corp. Ltd., Switzerland
 EFICO S.A., Belgium
 EKAF Industria Nazionale del Caffè, Italy
 Elias International, the Netherlands
 Exportadora de Café Guaxupé, Brazil

Exportadora El Volcán, El Salvador
 Fichaux Industries, France
 HACO AG, Switzerland
 Hornig Kaffee, Austria
 I & M Smith (Pte) Ltd., South Africa
 Icona Café, Spain
 Instantina Nahrungsmittel Entwicklungs- und Produktions GmbH, Austria
 Intimex Bao Loc, Vietnam
 Intimex BMT, Vietnam
 J. Th. Douqué's Koffie BV, the Netherlands
 Julius Meinl Industrieholding GmbH, Austria
 Kraft Foods Global Inc., United States
 Krüger GmbH & Co.KG, Germany
 Lanço - Comércio de Matérias Primas, Portugal
 Lidl Stiftung & Co. KG, Germany
 Louis Dreyfus Commodities, Switzerland
 Löfbergs Lila AB, Sweden
 Machu Picchu Foods S.A.C., Peru
 Melitta, Germany
 Mercon Coffee Corp., United Kingdom
 Monpi Coffee Exports, Papua New Guinea
 Nam Nguyet Trading Ltd., Vietnam
 Nedcoffee B.V., the Netherlands
 Nestlé SA, Switzerland
 Neumann Gruppe GmbH for and on behalf of Neumann Kaffee Gruppe, Germany

Noble Brasil, Brazil
 Noble Resources Vietnam, Vietnam
 Olam International Limited, Switzerland
 Perales Huancaruna S.A.C, Peru
 PT. Taman Delta Indonesia, Indonesia
 Rashid Moledina & Co. (MSA), Kenya
 Rombouts N.V., Belgium
 Röstfein Kaffee GmbH, Germany
 Santora Kaffee-Systeme, Austria
 Simexco Daklak Ltd., Vietnam
 Strauss Commodities AG, Switzerland
 SUCAFINA SA, Switzerland
 Tchibo GmbH, Germany
 Terra Forte Exportação e Importação de Café Ltda., Brazil
 Tong Teik Pte. Ltd., Singapore
 Touton S.A., France
 Tres Corações, Brazil
 Ulubelu Cofco Abadi PT, Indonesia
 Unicafe Companhia de Comercio Exterior, Brazil
 United Coffee, Switzerland
 Valorização Empresa de Café, Brazil
 VOLCAFE Ltd., Switzerland
 Yara International ASA, Norway
 YL Coffee & Tea Ltd., China
 Yunnan Coffee Processing Plant, China

ASSOCIATE MEMBERS

African Fine Coffees Association (AFCA), Uganda
 Asociación Mexicana de la Cadena Productiva del Café A.C. (AMECAFÉ), Mexico
 Asociación Nacional de Café (Anacafe), Guatemala
 Café Africa, Switzerland
 Consejo Salvadoreño del Café, El Salvador
 Conselho Nacional do Café, Brazil
 European Coffee Federation (ECF), The Netherlands

Federal German Ministry for Economic Cooperation and Development (BMZ), Germany
 Flemish International Cooperation Agency (FICA), Belgium
 German Coffee Association, Germany
 National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE), Uganda
 Norwegian Coffee Association, Norway
 Réseau Ivorien Agriculture Durable (RIAD), Ivory Coast

Swiss Coffee Trade Association, Switzerland
 The British Coffee Association, United Kingdom
 Unión de Cooperativas de Cafetaleros de R.L. (UCAFES), El Salvador
 Vietnamese Coffee and Cocoa Association (VICOFA), Vietnam
 Zambia Coffee Growers' Association, Zambia

4C Members as of 12th June 2012

Total number of members: 170

Note: Founding members are highlighted in orange

PRODUCERS

Apo Cooperative Society, Papua New Guinea	Cooperativa dos Cafeicultores do Sul do Estado do Espírito Santo (CAFESUL), Brazil	Kawethei Farmers Cooperative Society, Kenya
Asoyariguies, Colombia	Cooperativa Regional de Cafeicultores de Guaxupé (Cooxupé), Brazil	KOFINAF COMPANY LIMITED, Kenya
Associação de Cafés Especiais do Norte do Pioneiro do Paraná (ACENPP), Brazil	Cooperativa Regional dos Cafeicultores de São Sebastião do Paraíso Ltda. (COOPARAISO), Brazil	La Esperanza Coffee Farm, Colombia
Bali Exotic Beans, Indonesia	Eakmat Limited Company for Consulting Investment in Agriculture and Forestry Development, Vietnam	Lam Vien Coffee Cooperative, Vietnam
Busaanyi Farm, Uganda	EL Saitillal S.A de CV, El Salvador	Mukasa Estates Ltd., Uganda
Capebe, Brazil	Fairview Estate Limited, Kenya	Mzuzu Coffee Planters, Malawi
CEDROS Café, Peru	Federación de Cooperativas Agrícolas de Productores de Café de Guatemala (Fedecocagua), Guatemala	Nsangi Coffee Farmers Association, Uganda
Cocaes Ltda., Brazil	Federación Nacional de Cafeteros de Colombia (FNC), Colombia	Pronatur, Peru
Coffee a Cup Cooperative, Uganda	Finca el Platanillo, Guatemala	Pueblos en Acción Comunitaria, Nicaragua
Cooperativa Agraria Cafetalera Tahuantinsuyo de Pichanaki N° 5, Peru	Jose Miguel Antonio Menendez y Jaime Roberto Menendez Avelar (MACANCE), El Salvador	Satemwa Tea Estates Ltd., Malawi
Cooperativa Agrícola Industrial Victoria R.L, Costa Rica	Kagera Cooperative Union Ltd, Tanzania	Sociedad Cooperativa de Cafetaleros de Ciudad Barrios de R.L. (CAFECIBA), El Salvador
Cooperativa Cuzcachapa de R.L, El Salvador	Kangoriaki Farmers Cooperative Society, Kenya	SOPROPCAM, Cameroon
Cooperativa de Cafeicultores e Agropecuaristas (COCAPEC), Brazil		Tade GG Highland Forest Coffee Producer PLC, Ethiopia
Cooperativa dos Cafeicultores da Zona de Três Pontas (Cocatrel), Brazil		Union Régionale Victoire (UIREVI), Ivory Coast

CIVIL SOCIETY

Christliche Initiative Romero e.V. (CIR), Germany	North Sumatera Coffee Forum (NSCF), Indonesia	TechnoServe, USA
Community Development Center, Vietnam	Pesticides Action Network-UK, United Kingdom	UTZ CERTIFIED, Netherlands
Fair Trade Organization Kenya, Kenya	Rainforest Alliance, United States	
Fundación Nacional para el Desarrollo, El Salvador	Solidaridad, The Netherlands	

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Albrecht Schwarzkopf, Germany	Hein Jan van Hilten, South Africa	Ramaz Chanturiya, Russian Federation
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ECOM IndoCafCo (page 20, photo on the right and photo on the bottom-left)
Cooxupé (page 21)
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