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Eleonora Escalante Strategy
presents
the Summer Saga of the year

Cacao and Coffee 101.

Success strategies for Small Farm Holders

Episode 10.
Certifications – Sustainability
Quality Control

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7/8/2026

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Cacao and Coffee 101. Success Strategies for Small Farm Holders

Next saga:
Human Talent:
From Feudal
Slaves to Digital
Beggars.
As of
October 1st



Outline Calendar

One Season: From May 22nd to September 11th, 2026

22-May Episode 1 ✓ Introduction	29-May Episode 2 ✓ A new philosophy beyond circular economy	5-June Episode 3 Sustainability: Beyond caring for the land Part I	12-June Episode 4 ✓ Sustainability: Beyond caring for the land Part II	17-22 June Teacher's week Pedagogical Pause El Salvador	26-June Episode 5 ✓ New Models of Ownership & Corporate Governance
3-July Episode 6 ✓ Customer Segments	10-July Episode 6A ✓ Customer Segments Version 2.0	17-July Episode 7 ✓ Value Propositions I	24-July Episode 8 ✓ Value Propositions II	31-July Episode 9 ✓ Distribution Channels	07-August Episode 10 ✓ We will work on vacations Certifications Quality Control
14-August Episode 11 Key Resources	21-August Episode 12 Revenue Streams Cost Structure	28-August Episode 13 Competitiveness, Research & Innovation	04-Sept Episode 14 Financing & Access to Capital	11-Sept Episode 15 Key Partnerships	18-September Episode 16 Epilogue Summary Conclusions Research Agenda

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This outline is subject to change if the author considers it appropriate for your learning experience.

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Certifications

AGENDA

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1. Introduction about certifications to coffee and cacao farmers
2. The certifications were requested by the midstream players to intermediaries
3. Why were the certifications driven by the efforts of the intermediaries?
4. What are certifications?
5. Why are certifications conceptualized as Voluntary Sustainability Standards (VSS)?
6. Certifications as mechanisms to upgrade the upstream value chains
7. Comparative analysis of main certifications for cocoa and coffee farmers
8. Let's see the example of Cacao certifications in Cote D'Ivoire
9. Limitations of certifications - to be included in the strategic reflections text on Monday.



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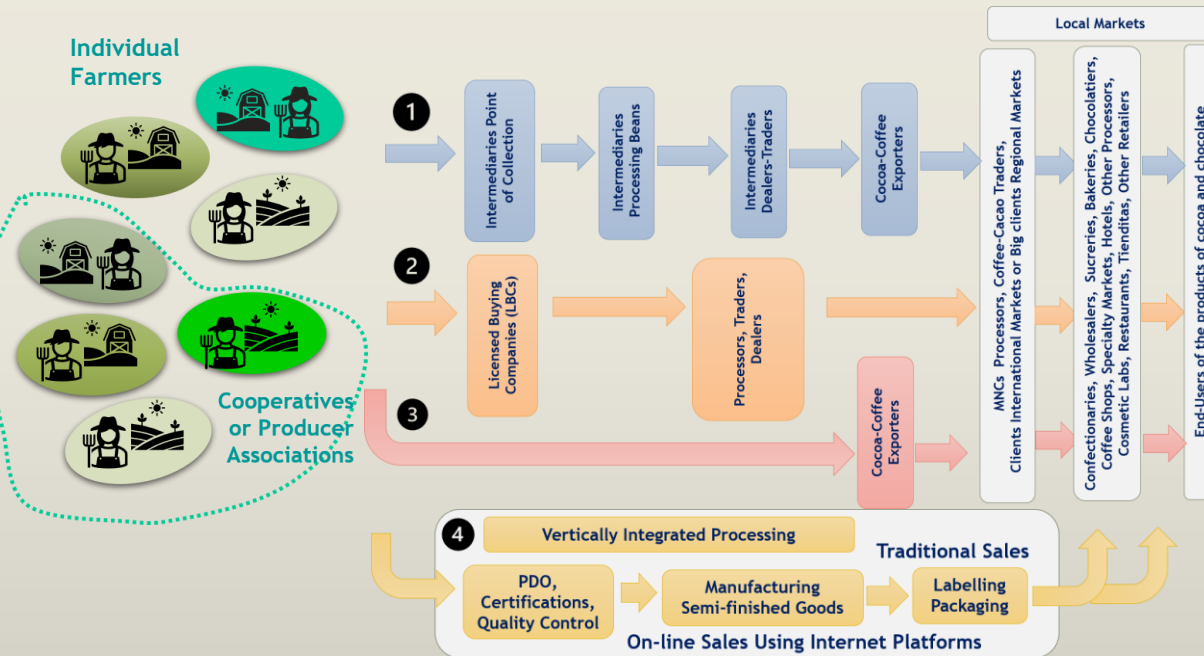
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Certifications

Introduction about certifications for coffee and cacao farmers



Western Europe and the USA woke up to learn that national authorities of the coffee and cacao producers were inadequate for monitoring the sustainable practices (particularly the socio-environmental) and good quality of coffee and cacao. Their response was to integrate certifications with international trade rules between the 1990s-2000s.

Fairtrade was launched in 1988. Rainforest Alliance followed certifying in Guatemala, in 1995. UTZ was founded in 2002. Starbucks C.A.F.E. Practices in 2004, and Nestlé AAA was promoted in partnership with Rainforest. Then the 4C was launched the same year too.

- The global value chain of coffee and cacao products is not correctly integrated to function well. It has structural mistakes of value at the upstream level, because farmers (and its respective workers) are not earning enough to make a living of a middle class.
- Philosophically the latter observation can be taken lightly, however if we see the role of the intermediaries between the upstream & midstream value chains, then we can observe why the certifications are so important.
- There are three sub-value chains linked in between: the upstream, the midstream, and the downstream sections. In consequence, the inputs or raw materials of the midstream players are the final products of the upstream farmers. And the inputs of the downstream players (bakeries, chocolatiers, cosmetic processors, coffee shops, etc.) are the final products of the midstream processors.
- Certifications came as a need from the intermediaries to correct the lack of quality control of the upstream farmers production. The intermediaries couldn't access the farm operational activities, and the certifications were born as a framework to increase the farmers performance and revenues (Higher yields-productivity-efficiency).
- The certifications have been born as a “voluntary accepted” program, an initial “license to operate as a producer”, and as source of knowledge and training by “third parties-NGOs” for the farmers. The main elements:
 - Sustainability standards and the environmental new rules of the game on keeping deforestation under control
 - Better management practices and governance
 - Assurance of decent working conditions, improvement of wages, and procedures for health and safety measures at the farms
 - Quality control requirements demanded by the midstream processors
 - Europe and USA regulatory pressures originated from consumers in these sophisticated markets
 - Framework of the United Nations-Sustainable Development goals

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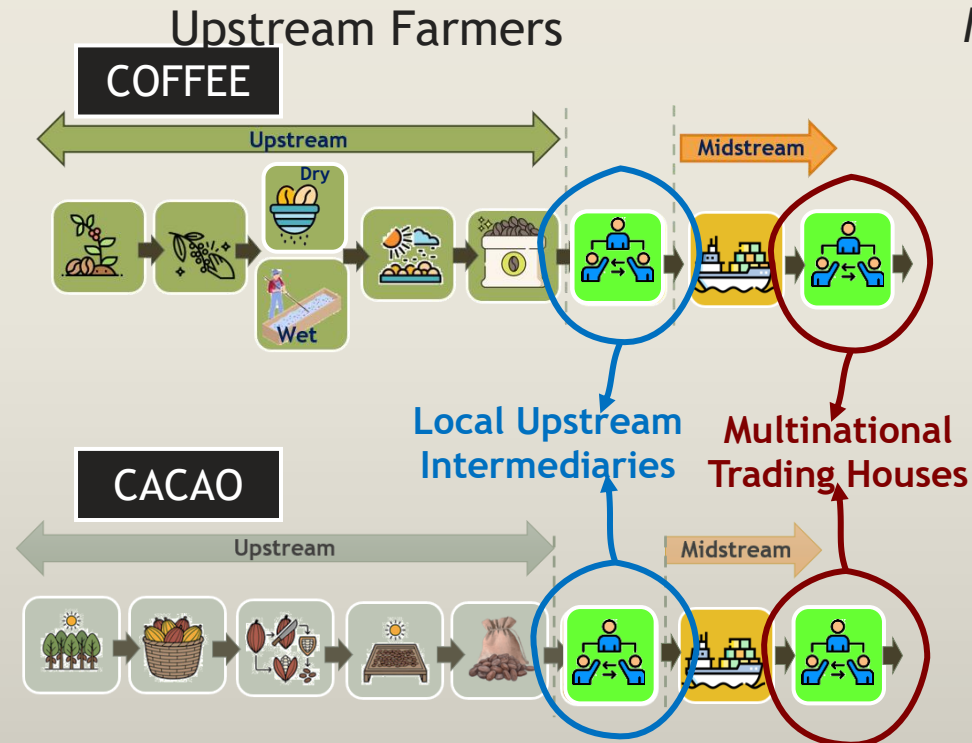
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Certifications

The certifications were requested by the midstream players to intermediaries



Midstream processors & Manufacturers



Downstream end-consumers brands



Image: <https://jesta freak.com/coffee-brands-pyramid-2024/>



Image: <https://jesta freak.com/indulge-in-chocolate-knowledge/>

- The certifications were requested by the midstream processors to the intermediaries of the upstream farmers. The certifications were associated to sustainability and quality control of the inputs. But are voluntary.
- The leading midstream processors have developed their own sustainability standards.



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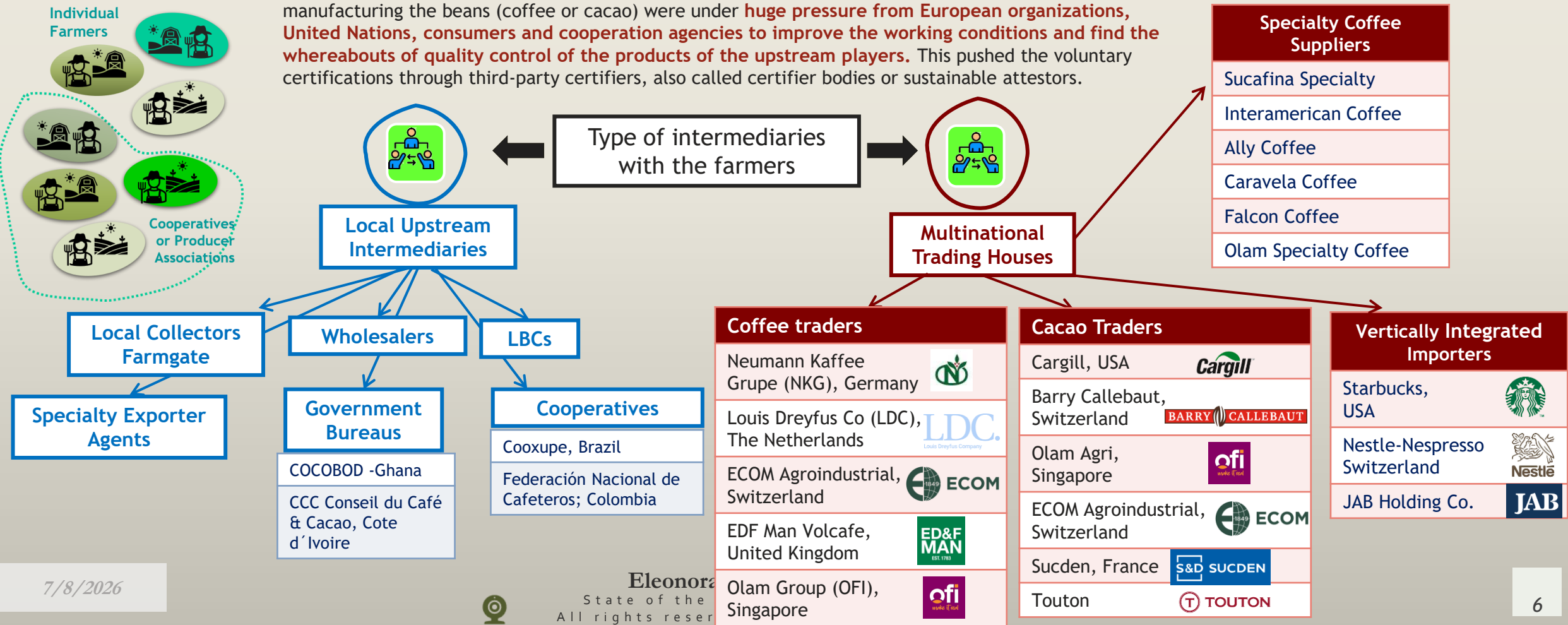
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Certifications

Why were the certifications driven by the efforts of the intermediaries?

- The intermediaries serving the midstream Multinational corporations and other entities processing and manufacturing the beans (coffee or cacao) were under **huge pressure from European organizations, United Nations, consumers and cooperation agencies to improve the working conditions and find the whereabouts of quality control of the products of the upstream players.** This pushed the voluntary certifications through third-party certifiers, also called certifier bodies or sustainable attestors.



All the references cited and used for our inferences are shown in slide 16-17



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Certifications

What are certifications?

Certifications have been the bare minimum, the voluntary *de facto* 'license to operate' (permission to do business) when exporting cocoa to Europe. When European consumers demanded more sustainable products, chocolate and coffee companies demanded more sustainable cocoa and coffee. New laws and regulations in Europe provoked the demand for certification. Certification is the most widely used tool to put ambitions and commitments about sustainability into action. However, the certifications have structural limitations to raise the value of the beans, and this is why the PDO (protected denomination of origin) is the next empowerment step for the farmers.

<https://www.cbi.eu/market-information/cocoa-cocoa-products/certified-cocoa>

- There are numerous training and sustainability programs that are not certifications. All of them are offered to the tropical belt farmers. Our strategy house has counted more than 450 programs (including ecolabel branding) with the aim of “certifying” people, products, value chains, land, and resources.
- However, the essence of a certification is driven by providing a third-party “recognition”, a stamp of approval for the buyers of the farmer products (either intermediaries, consumers or manufacturers-processors).
- The certifications are paid by each farmer. Sometimes there is money available from donors to pay for the first period of the certification. Depending on the certification, the duration of it lasts from one, two, to five years, subject to renewal if the standards are outstandingly complied by the farmers.
- The certifications are voluntary (the countries' governments do not regulate them, and do not have the legal-lawful stamp of approval of the tropical belt nations authorities).
- This is why these certifications are also called Voluntary Sustainable Standards (VSS) curriculums.
- For the upstream farmers not having a certification means not having access to licensed recognized buyers (intermediaries or companies), and it also signifies that they are working informally, they do not comply with the sustainable and quality control standards, and they also live “hidden” under extreme poverty conditions, catalogued as “UNKNOWN” by the statistics.
- At the level of intermediaries serving the MNCs of the midstream section, the certifications are voluntary but “mandatory” as these have been the minimum quality control of raw inputs.



The ISEAL alliance: International Social and Environmental Accreditation and Labelling was founded in the 2000s. It is the body behind the main certification VSS organizations (Voluntary sustainability standards).

The ISEAL Donors (2026):



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Certifications

Why are certifications conceptualized as Voluntary Sustainability Standards (VSS)?

The ISEAL alliance performs the role of a meta-regulator of the VSS organizations which certify the coffee and cacao farmers:

The first sustainability standards appeared in our history in the 1970s, with the CCOF (California Certified Organic Farmers). During the 1990s, the organic agriculture standards were the earliest VSS. During the 1990s, the EU and USA transformed those standards into organic harmonized standards overseen by public authorities. The rest non-organic sustainability standards didn't go through the route of public regulation. These sustainability standards are developed, implemented and enforced by private organizations. The Dutch Fair-Trade movement started with Max Havelaar by 1988 with coffee.

Voluntary Sustainability Standards (VSS) Definition

- Ecolabel Index is the largest global directory of VSS, currently tracking 456 ecolabels in 199 countries, and 25 industry sectors.
- For the case of coffee and cacao, the Ecolabel Index recognizes only a few VSS:
 1. 4C: Common Code for the Coffee Community
 2. Rainforest Alliance/UTZ
 3. Fairtrade
 4. Organic
 5. A few minor VSS as Smithsonian Bird Friendly, Fair for life, Bcorp, etc.
- There is not one single definition of VSS. Professor P. Paiement from Tilburg University completed a large philosophical and practical analysis about the VSS conceptualization. There is an ongoing discussion about it. However, the two extreme poles to define a VSS are:

VSS as purely private players arrangement for common standards

- VSS function: as a coordinative effort
- VSS top priority: create positive market value performance of its users



VSS as an emergent form of transnational private regulation and law

- VSS function: as a regulatory body
- VSS top priority: reproduce consensual rulemaking around social, environmental sustainability for auto corporate behavior

Voluntary Sustainability Standards (VSS) types

1

Civil-Society-led Schemes

These VSS are the most famous and globally known. These are part of the ISEAL Alliance. Rainforest Alliance (merged with UTZ in 2018), Fairtrade USA, Birdfriendly, Demeter, etc. Each VSS has its own priorities and requirements.

2

Company-led Schemes

These VSS are propelled directly by the midstream corporations. These are often cheaper programs and more flexible for the farmers: Starbucks C.A.F.E. Practices and Nespresso's AAA Sustainable Quality, Nestle Cocoa Plan, Mars Cocoa for Generations, and Mondelez Cocoa for life.

3

Public-led Schemes

These certifications are based on national or supranational legislations as the European Union. These are established by the law with specific regulatory frameworks: USDA Organic, FAO Good Agricultural Practices, EU Organic, EUDR, The China Organic Standard GB/T 19630-2019, etc.



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Certifications

Certifications as mechanisms to upgrade the upstream value chains

The certifications have been the "license to operate" for the farmers.

However, climate change is forcing the farmers to consider higher standards, that are being required directly by the midstream corporations. Most of the coffee and cacao growers keep at least two certifications (complementary). The Netherlands, Germany and the UK are the biggest markets for certified cocoa and coffee beans.



Image source: <https://www.swedcham.cn/bulletin-board-members/future-organic-certified-coffee-china-challenges-opportunities>

Without noticing, most of the certified farmers of cacao and coffee initiated the journey of upgrading the sustainability, social, human rights and labor upgrading of their respective value chains in four levels.

1

Product

- Quality enhancements of the beans. There is a transition from ordinary soluble coffee to distinctive types of coffee in the upstream nations.
- Segmentation and diversification of niches: Specialty, premium or gourmet, bulk, seasonal blends, etc.
- Adoption of operational internal and external standards of each certification scheme, not just in environmental sustainability, but also economic, social, human rights, educational, cultural, and wage income upgrading
- Upgrading food safety
- Consumers are being continuously educated about the quality, flavors, methods of preparation, labels, price premiums, etc.

2

Functional

- Farmers have taken the toil to study what is beyond the intermediary who buys their beans.
- Farmers taking new roles such as roasting, packaging, delivering.
- Farmers considering to join industrial manufacturing efforts to offer other byproducts beyond the beans: cacao paste, cocoa butter, chocolate, instantaneous soluble coffee, decaf coffee, flavored coffee, etc.
- Farmers searching vertical integration to open coffee shops, agro-tourism at the fincas, barista experiences, etc.
- Farmers connecting to premium markets, protecting ecosystems.

3

Production Process

- Increasing productivity by improving the farming sustainability aspects.
- Improving yields by helping farmers to avoid deforestation, manage water resources, land use optimization, reduce pollution with residuals from the production process.
- Trigger the food safety and hygiene certifications (HACCP) paired with sustainability ones.
- For cocoa products, follow the rules on contaminants : heavy metals (cadmium), pesticides, Mycotoxins, Polycyclic aromatic hydrocarbons (PAH), foreign matter, utilization of extraction solvents,
- Improve and comply with the certification labels and packaging.
- Initiate the Intellectual Property rights program by obtaining trademarks, GIs or DO, patents, PDOs, etc.
- Assessment of cocoa quality based on ISO standards.

3

Policies

- Even though the governments do not act as legally involved in the certifications, the public authorities help to facilitate investments, or logistic infrastructure to reduce costs.
- Other nations support coffee and cacao growers providing support in research, technical assistant, capacity building and market access.
- The government can play the role of country financing assistance and mitigation of domestic risks, warrants, etc.

Eleonora Escalante Strategy For coffee and cacao : the supply CSR requirements.

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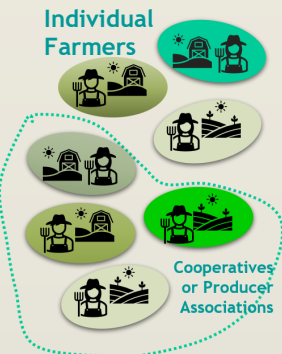
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Certifications

Comparison of main certifications for coffee and cacao farmers



Those farmers who already have certifications in place will be more reliable in presenting verification to obtain the European Union Protected Denomination of Origin. IF our proposal is listened by the EU fairy godmother will cover with all the PDO expenses for each farmer.

Features	Corporation-led Schemes	
	NESPRESSO	STARBUCKS COFFEE
	 https://www.nespresso.com/nep/positive/cz/en#!sustainability/aaa-sustainable-quality	 https://www.scsglobal.com/services/starbucks-cafe-practices
Name	Nespresso AAA Program	Starbucks C.A.F.É Practices
Vision and strategic Areas	<i>Vision:</i> Improve all sustainability areas of coffee or cocoa : social, economic, and environmental. At the same time improving product quality. <i>Strategic Areas:</i> Human rights, Business Ethics-compliance and transparency, Environment, Fair Worker compensation.	<i>Vision:</i> Aims to verify that all Starbucks coffee is grown, processed, and traded in an economically, socially, and environmentally responsible manner. <i>Strategic areas:</i> C.A.F.E. Economic transparency, social responsibility, environmental leadership, quality.

These 2 are programs below, not certifications.



<https://www.cargill.com/sustainability/cocoa/the-cargill-cocoa-promise>



<https://www.barry-callebaut.com/en/manufacturers/sustainability-in-action/cocoa-horizons>

- There are numerous sustainability programs that we cannot describe (for time constraint reasons). Our readers can look for each of them on the internet. Many of them have limitations. Farmers must look for the best alternative option.
- The certification is the “cost of entry” to operate with a decent basic quality, however the PDO from the EU means to open the doors to high-quality premium markets, otherwise never attainable with the certification.



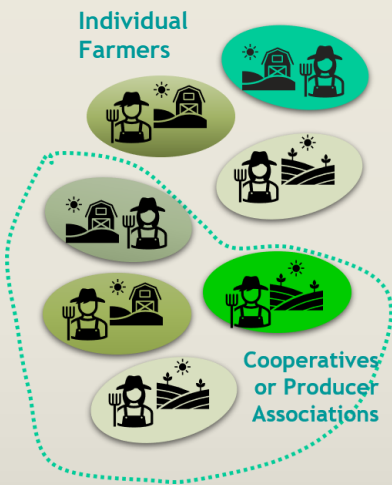
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Certifications

Let's see the example of Cacao certifications in Cote D'Ivoire



- We will study the case of Ivory Coast, because this nation altogether with Ghana represent around 60% to 70% of the world supply of cacao.
- While in Africa there are more than 80 programs driven by NGOs and chocolate corporations with training about sustainability components, the farmers know by heart that the main certifications should pull the recognition of the traders (intermediaries). Each certified farmer has more than one stamp of approval of the main 2 below:

1

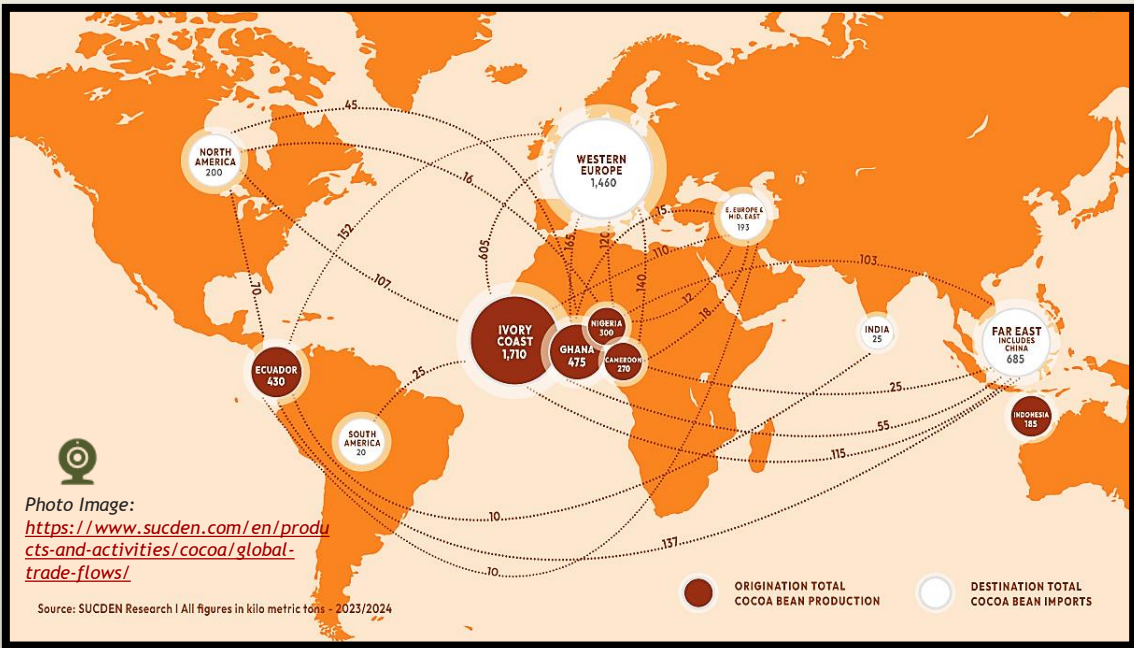

Fairtrade

2


Rainforest Alliance
Sustainable Agriculture
Certification

•The Ivorians have begun to produce semifinished cocoa goods: cocoa paste, butter, cocoa cake or powder, and a minimum of chocolate. The ratio of cocoa semifinished products to cacao beans is approximately 1:3

Cocoa Harvests Ivory Coast	2022/23	2023/24	2024/25
Area harvested (1000 ha)	4385	4457	4464
Beginning Stocks (1000 MT)	280	343	125
Cocoa Bean Production (1000 MT)	2300	1760	1750
Semifinished Cocoa products (1000 MT)	596	592	561
Total Supply (1000 MT)	2582	2105	1877



Cote d'Ivoire: Ivory Coast.
According to the USDA, the Ivory Coast produced 1.75 million metric tons of cocoa (2024/2025). The quality of the cacao is evidencing poorer quality caused by higher incidences of mold (elevated moisture level-delayed rains), accompanied by poorer bean fermentation.
The CCC Conseil du Café-Cacao oversees the cocoa pricing, sustainability programs and export regulations. The Ivorian government is shifting from exporting beans to processing semifinished cocoa products to 100% for 2030, to keep the added value in the nation.

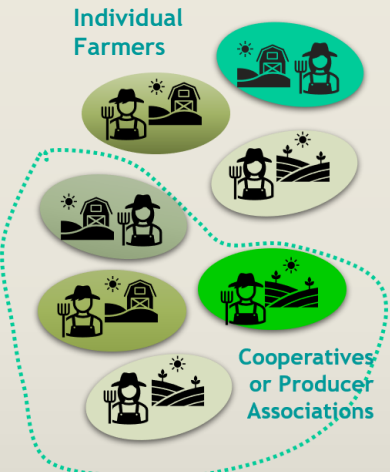
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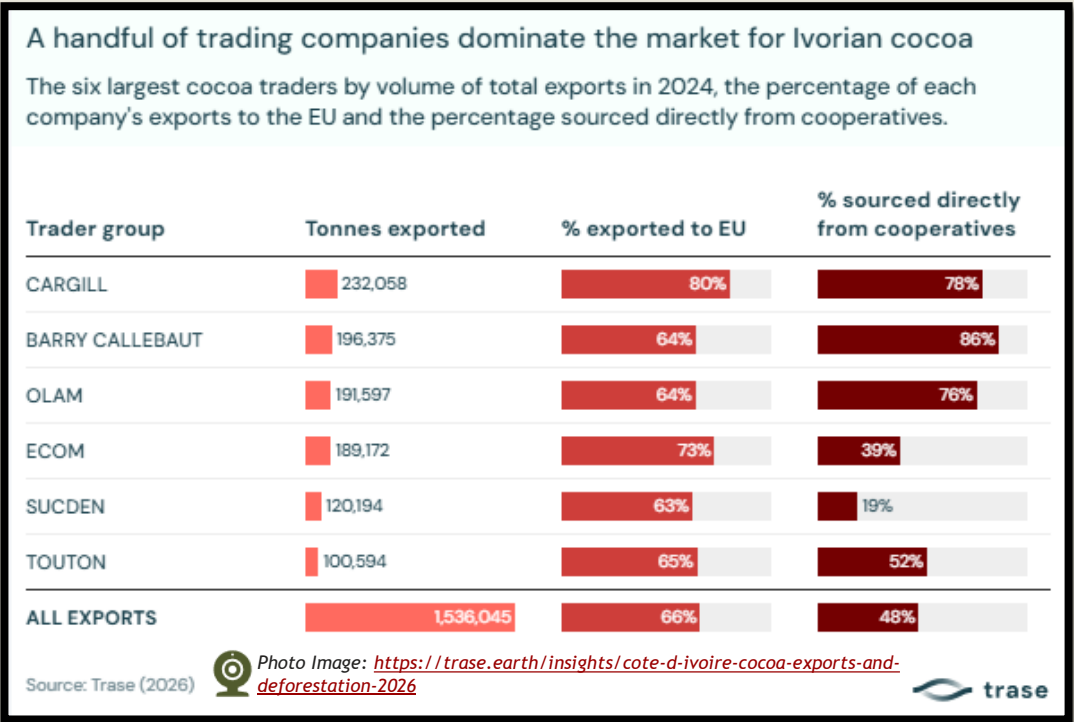


Certifications

Let's see the example of Cacao certifications in Cote D'Ivoire

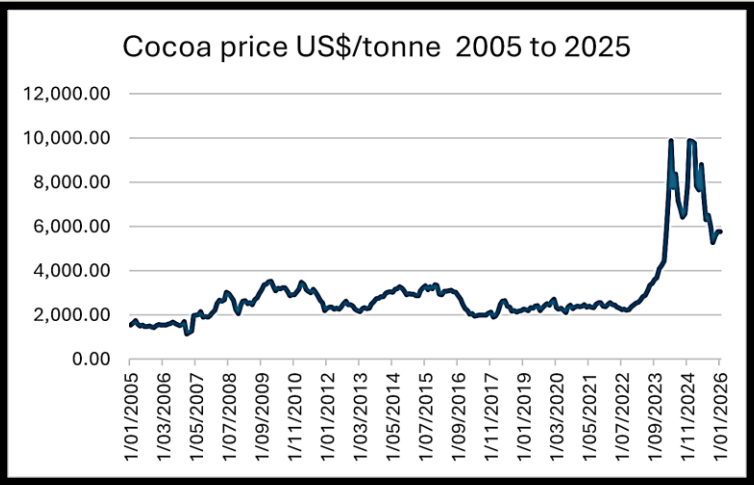


- We will study the case of Ivory Coast, because this nation altogether with Ghana represent around 60% to 70% of the world supply of cacao.



Cote d'Ivoire: Ivory Coast. The cocoa industry is the cornerstone of the country's economy. More than 6 million people work in this industry. From 2000 to 2019, about 2.4 million hectares of forest in the Ivory Coast were cut and cleared to grow cocoa beans, a strip of land about the size of Rwanda.

- The cocoa from Ivory Coast inundated the world in 2022/23 with 2.3 million tonnes in production for this year.
- When the supply reduced last year to 1.75 million tonnes, the prices raised to historic highs surpassing US\$10,000/tonne, a price 4 to 5 times the yearly average.
- However, the lack of certification (more than 52% of farms are not certified), has not changed the living income of the farmers, despite the high prices of last year.



<https://www.charleys.com.au/blog/-our-cocoa-world-2026/>

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Certifications

Let's see the example of cacao certifications in Cote D'Ivoire

Individual Farmers



Cooperatives or Producer Associations

- The importance of certifications for the Ivory Coast: The farmers of Cote D'Ivoire are the perfect example to illustrate how the certifications help to validate the traceability of the beans to exporters and traders transferring the certified beans to the European Union and the USA (the main markets).
- The UNKNOWN sourcing of cocoa is not bought by the traders that require certified cocoa flows.

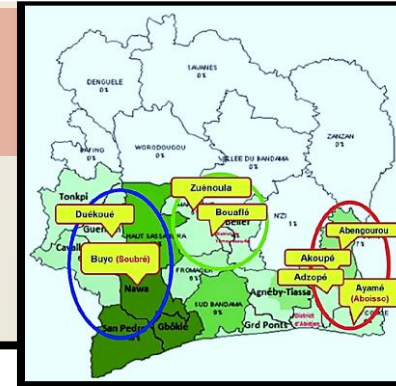
Let's analyze the slide at your left: Ivory Coast - 2024

More than 52% of all the cacao beans comes from an UNKNOWN and INDIRECT sourcing. Officially, only 48% of the cocoa beans is traceable, it has been officially certified, and it comes from 800 known cooperatives of family farmers.

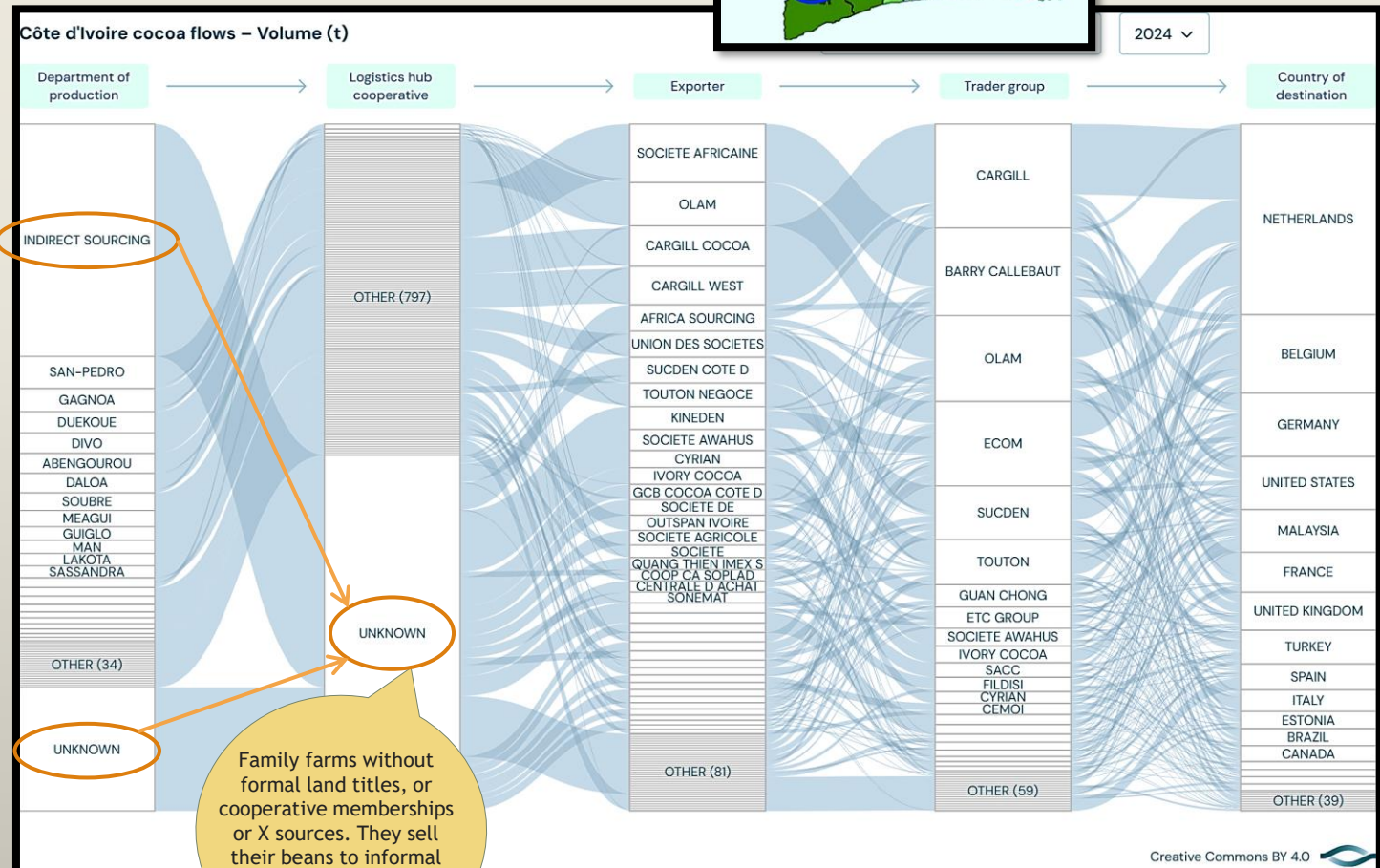
UNKNOWN sources means: Hundreds of thousands of family farms that operate small plots (often in western or remote forested regions) without digital mapping, without certifications, without formal land titles, and without cooperative memberships. These are unknown because traders did not disclose information about their suppliers (18%)

INDIRECT sourcing means: the purchase of beans through a complex, often unorganized network of local middlemen and informal traders who are untraceable because it was sourced indirectly via intermediaries (34%)

Ivory Coast main Cocoa Zones



https://www.researchgate.net/figure/The-three-major-cacao-growing-regions-in-Cote-dIvoire-from-which-the-plant-samples_fig1_316285609



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<https://trase.earth/explore/supply-chain/cote-d-ivoire/cocoa>

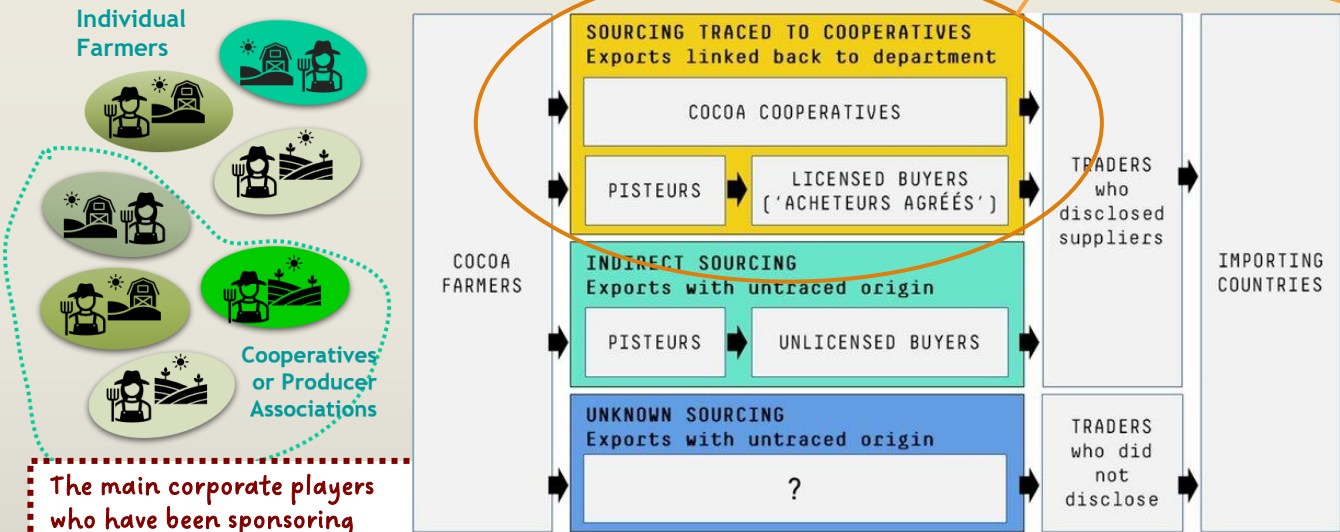
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Certifications

Let's see the example of Cacao certifications in Cote D'Ivoire



The main corporate players who have been sponsoring sustainability programs and certifications in Cote D'Ivoire are:
ADM, Barry Callebaut, Cargill, Cocoa Ivoire, Transmar, Natra, Olam, Scoopadis, Ecom Zamacom, and the French CEMOI.

https://www.researchgate.net/figure/Schematic-of-the-cocoa-supply-chain-in-Cote-d'Ivoire-with-Sourcing-traced-to-cooperatives_fig1_367653840

Cote D'Ivoire is in the process to manufacture the beans into semifinished cocoa products. Without certifications, and without a PDO, the value of these new products won't rise. These will continue to be disdained under "unknown untraceable origin". Another consequence of lack of certifications is that end-consumers have no idea of the situation of the upstream activities of the chocolate they eat.

Some programs, projects, certifications and initiatives to improve the sustainability and quality control have certified 48% of the cacao, but there is 52% still unknown. (Certifications are signaled with a green star)

Program	Partners	As of the year
Joint Framework of Action of the Cocoa and Forests initiative in Ivory Coast	World Cocoa Foundation (WCF), IDH Sustainable Trade (IDH), the Government, and private cocoa & chocolate companies	2017
Vision for Change Partnership	Mars, ICRAF, CNR, ANADER	2011
Rainforest Certification ★	Rainforest Alliance, COSA	
Cocoa Life	Mondelez, CCC, Care and Solidaridad West Africa	2013
ANADER trainings	Sustainable cocoa production, traceability and agricultural practices	1993
Cocoa Plan	Nestlé and CNRA	2009
Grow Cocoa - CIFOB Côte d'Ivoire Farmers Olam & Blommer	Olam International and Bloomer Chocolate Company	2012
ICCO-Biodiversity Cacao Germplasm Evaluation	CNRA, CFC and ICCO.	1998-2010
ORGANIC certification ★	Ecocert	2000s
UTZ Certification ★	UTZ has merged with Rainforest	2008
Fairtrade Certification ★	Fairtrade, Agroeco Louis Bolk Inst.	2004

All the references cited and used for our inferences are shown in slide 16-17.

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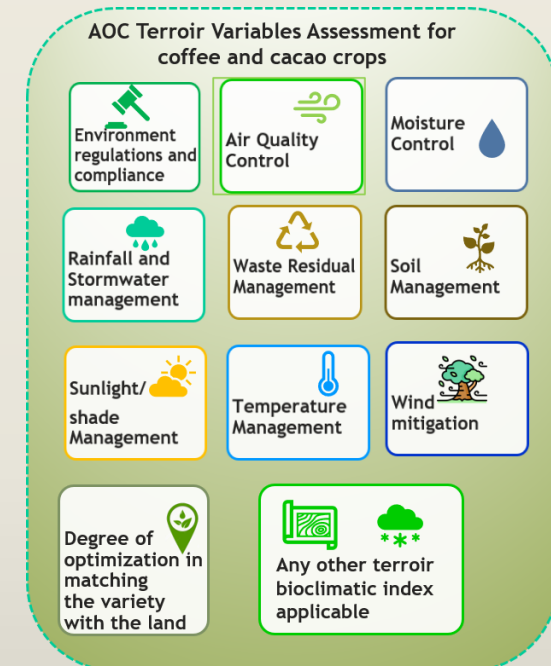
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11. Government of the Netherlands information about market potential for certified cocoa, coffee in Europe. Demand for coffee on the European market. What requirements must cocoa meet to be allowed in Europe. <https://www.cbi.eu/market-information/cocoa-cocoa-products/bulk-cocoa/market-entry>, <https://www.cbi.eu/market-information/cocoa-cocoa-products/certified-cocoa>, <https://www.cbi.eu/market-information/coffee/certified-coffee/market-potential>, <https://www.cbi.eu/market-information/cocoa-cocoa-products/certified-cocoa/market-potential>, <https://www.cbi.eu/market-information/cocoa/buyer-requirements>



All the variables measured by the AOC terroir assessment are sources of projects that will require climate change financing. Can you see the link that connects the harvests with possibilities of green finance?

Without a doubt we believe that all the farms on the tropical belt will benefit from an AOC system segmentation or a PDO from the European Union. Our contribution is to open the eyes to all the global value chain players about it. The upstream pricing commodity mistake must be fixed first. And with it, the transparency of the whole value chain will be correct for all, the upstream (farmers), midstream (European-American processors of the beans), downstream (Final transformers into experiences for the ultimate consumers).

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📖 Certifications

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