FLO, set up in 1997, is an umbrella organization seeking to coordinate the efforts of the seventeen national Fair Trade labeling organizations. FLO collects data, monitors the producing, exporting, and importing conditions of coffee—in addition to several other commodities—and sets Fair Trade criteria. Producers, traders, exporters, and importers of Fair Trade products maintain contracts with FLO while retailers and others who operate exclusively within the borders of a single country, maintain contracts with one of the seventeen National Initiatives. Spreading awareness about Fair Trade products is mostly the responsibility of the National Initiatives. FLO maintains close ties to the seventeen National Initiatives as well as the producers, traders, exporters, and importers with whom it has signed contracts. FLO also cooperates with IFAT and IFOAM as well as various social and organic labeling structures including.

TransFair Austria, a member of FLO, is the National Fair Trade Initiative in Austria. It maintains close ties to FLO, the other sixteen National Initiatives, and the Austrian Fair Trade retailers.
http://www.fairtrade.at/

Max Havelaar Belgium, a member of FLO, is the National Fair Trade Initiative in Belgium. It maintains close ties to FLO, the other sixteen National Initiatives, and the Belgian Fair Trade retailers.
http://www.maxhavelaar.be/

TransFair Canada, a member of FLO, is the National Fair Trade Initiative in Canada. It maintains close ties to FLO, the other sixteen National Initiatives, the Canadian Fair Trade retailers, and, to a lesser extent, Équiterre.  http://www.transfair.ca/

Max Havelaar Denmark, a member of FLO, is the National Fair Trade Initiative in Denmark. It maintains close ties to FLO, the other sixteen National Initiatives, and the Danish Fair Trade retailers.
http://www.maxhavelaar.dk/
Reilun kapan edistämisyhdistys ry., a member of FLO, is the National Fair Trade Initiative in Finland. It maintains close ties to FLO, the other sixteen National Initiatives, and the Finnish Fair Trade retailers.
http://www.reilukauppa.fi/

Max Havelaar France, a member of FLO, is the National Fair Trade Initiative in France. It maintains close ties to FLO, the other sixteen National Initiatives, and the French Fair Trade retailers.
http://www.maxhavelaarfrance.org/

TransFair Germany, a member of FLO, is the National Fair Trade Initiative in Germany. It maintains close ties to FLO, the other sixteen National Initiatives, and the German Fair Trade retailers.
http://www.transfair.org/

The Fairtrade Foundation, a member of FLO, is the National Fair Trade Initiative in the United Kingdom. It maintains close ties to FLO, the other sixteen National Initiatives, and the British Fair Trade retailers.
http://www.fairtrade.org.uk/

Fairtrade Mark Ireland, a member of FLO, is the National Fair Trade Initiative in Ireland. It maintains close ties to FLO, the other sixteen National Initiatives, and the Irish Fair Trade retailers.
http://www.fair-mark.org/

TransFair Italy, a member of FLO, is the National Fair Trade Initiative in Italy. It maintains close ties to FLO, the other sixteen National Initiatives, and the Italian Fair Trade retailers.
http://www.equo.it/

TransFair Japan, a member of FLO, is the National Fair Trade Initiative in Japan. It maintains close ties to FLO, the other sixteen National Initiatives, and the Japanese Fair Trade retailers.
http://www.transfair-jp.com/

TransFair Minka, a member of FLO, is the National Fair Trade Initiative in Luxembourg. It maintains close ties to FLO, the other sixteen National Initiatives, and Luxembourg’s Fair Trade retailers.  http://www.transfair.lu/
Stichting Max Havelaar, a member of FLO, is the National Fair Trade Initiative in the Netherlands. It maintains close ties to FLO, the other sixteen National Initiatives, and the Dutch Fair Trade retailers.  
http://www.maxhavelaar.nl/

Max Havelaar Norge, a member of FLO, is the National Fair Trade Initiative in Norway. It maintains close ties to FLO, the other sixteen National Initiatives, and the Norwegian Fair Trade retailers.  
http://www.maxhavelaar.no/

Max Havelaar Stiftung, a member of FLO, is the National Fair Trade Initiative in Switzerland. It maintains close ties to FLO, the other sixteen National Initiatives, and the Swiss Fair Trade retailers.  
http://www.maxhavelaar.ch/

Föreningen för Rättvisemärkt, a member of FLO, is the National Fair Trade Initiative in Sweden. It maintains close ties to FLO, the other sixteen National Initiatives, and the Swedish Fair Trade retailers.  
http://www.raettvist.se/

TransFair USA, a member of FLO, is the National Fair Trade Initiative in the United States. It maintains close ties to FLO, the other sixteen National Initiatives, America’s Fair Trade retailers, Global Exchange, and, to a lesser extent, Oxfam, as well as several migratory bird and environmental advocacy groups.  
http://www.transfairusa.org/

Global Exchange, a California based activist organization formed in 1988, is primarily a human rights organization concerned with, among other things, the promotion of Fair Trade principles. It is currently one of two organizations coordinating a nationwide Fair Trade coffee campaign. Global Exchange maintains close ties with its sizeable student and enlisted activist base as well as TransFair USA, the Organic Consumers Association, and, to a lesser extent, several migratory bird and environmental groups including the Songbird Foundation and The Seattle Audubon Society. Global Exchange is also the diving force behind multiple anti-corporate campaigns including current campaigns against Starbucks and Folgers.  
http://www.globalexchange.org/
Oxfam America, a human rights activist organization pursuing multiple simultaneous campaigns, and a branch of a larger transnational organization, is one of two organizations currently coordinating a nationwide Fair Trade coffee campaign. Oxfam America maintains close ties to its sizeable student and enlisted activist base as well as TransFair USA and the other Oxfam Organization around the globe. 
http://www.oxfamamerica.org/

Oxfam International, of which Oxfam America is a component, is a consortium of eleven Oxfam organizations. These organizations are primarily concerned with human right, emphasizing hunger and poverty in particular. The other ten Oxfam organizations are not directly involved in the sustainable coffee network.

Équiterre is a multi-issue Canadian human rights and environmental activist organization advocating sustainable coffee. It maintains ties to TransFair Canada. http://www.equiterre.qc.ca/

Students Transforming and Resisting Corporations (STARC) is a loosely knit association of student activists concerned primarily with what they see as the undemocratic corporatization of contemporary politics. STARC pursues multiple short-term goals through a variety of issue campaigns, on of which focuses on sustainable coffee. STARC maintains ties to its member activists and Global Exchange. http://www.corpreform.org/

The American Birding Association is a multi-issue conservation, environmental and educational birder group. It is actively involved in the promotion of shade coffee. It maintains close ties to other migratory bird groups such as the Smithsonian Migratory Bird Center and has a working partnership with the Thanksgiving Coffee Company. The American Birding Association also maintains a joint website with the Thanksgiving Coffee Company dedicated to the promotion of shade coffee. 
The ABA’s website: http://www.americanbirding.org/
The ABA and the Thanksgiving Coffee Company’s joint website: http://www.songbirdcoffee.com/

The Atlanta Audubon Society is the Atlanta area affiliate of the National Audubon Society, a bird enthusiast group
founded in 1905 and dedicated to environmental protection and ecosystem restoration. The Atlanta Audubon Society works to promote shade coffee and maintains close ties to other environmental and bird groups including the Seattle Audubon Society.
http://www.atlantaaudubon.org/

Conservation International is an environmental group pursuing multiple campaigns and seeking to protect biodiversity and endangered ecosystems worldwide, specifically, tropical rainforests. Conservation international maintains ties to several other environmental groups. It has also entered into a working partnership with Starbucks in support of the coffee retailer’s shade grown coffee program in Chiapas, Mexico.
Conservation International’s website:
http://www.conservation.org/
Starbucks and Conservation International’s joint website:
http://www.starbucks.com/ongoodgrounds

The Rainforest Alliance is an international environmental advocacy network dedicated to the conservation of tropical rainforests. The Rainforest Alliance maintains ties to other environmental groups and several sustainable coffee retailers. http://www.rainforest-alliance.org/

The Seattle Audubon Society is the Seattle area affiliate of the National Audubon Society, a bird enthusiast group founded in 1905 and dedicated to environmental protection and ecosystem restoration. The Seattle Audubon Society works to promote shade coffee through its Northwest Shade Coffee Campaign, an educational campaign that recruits and supports shade coffee retailers. The Seattle Audubon Society maintains close links to Seattle area shade coffee retailers as well as other environmental and bird activist groups, most notably the Songbird Foundation. The Seattle Audubon also maintains links, to a lesser extent, with TransFair USA and Global Exchange.
The Seattle Audubon Society’s website:
http://www.seattleaudubon.org/
The Northwest Shade Coffee Campaign website:
http://www.seattleaudubon.org/Coffee/home.html

The Smithsonian Migratory Bird Center, a branch of the Smithsonian National Zoological Park, is a research, policy advising, and education center dedicated to the preservation of migratory birds. The Center, therefore, promotes shade
coffee and has recently developed shade coffee certification in the form of a ‘Bird-Friendly’ label. The Center maintains links to other bird research and interest groups as well as the shade coffee retailers that carry ‘Bird Friendly’ coffee. http://natzoo.si.edu/smbc/

The Songbird Foundation is a Seattle based shade coffee advocacy and education group seeking to raise awareness about shade coffee issues among coffee consumers, retailers, growers, and distributors. The Songbird Foundation maintains close links to the Seattle Audubon Society and other environmental and bird advocacy groups, and to a lesser extent, TransFair USA and Global Exchange. http://www.songbird.org/

Café Campesino is a Georgia based sustainable coffee roaster advocating Fair Trade, organic, and shade coffee. It maintains strong ties to TransFair USA, Coop America, the Fair trade Federation, and Cooperative Coffees. http://www.cafecampesino.com/

Cloudforest Initiatives is a Fair Trade coffee company whose profits go to the communities of Chiapas, Mexico where the coffee is produced. These profits help support a community health clinic, a women's literacy program and a Fair Trade ironwork production project. Cloudforest Initiatives maintains close ties to TransFair USA and the Fair Trade Federation. http://www.hwpics.com/cloudforest-mexico/

Dean’s Beans Organic Coffee is a Massachusetts based sustainable coffee retailer emphasizing organic coffee. It maintains close ties to Transfair USA. http://www.deansbeans.com/

Equal Exchange, based in Massachusetts and founded in 1986, is the oldest Fair Trade coffee importer and distributor in the U.S. It also sells organic and shade coffees, and is actively involved in promoting sustainable coffee through consumer education. Equal Exchange maintains close ties to TransFair USA and is a member of IFAT, IFOAM, Coop America, and the Consumer’s Choice Council. http://www.equalexchange.com/

Peace Coffee http://www.peacecoffee.com/
SERRV International is a Fair Trade retailer selling a wide variety of foods and crafts. [http://www.serrv.org/](http://www.serrv.org/)

Ten Thousand Villages is a Fair Trade retailer selling a wide variety of handcrafts and other products. [http://www.tenthousandvillages.com/](http://www.tenthousandvillages.com/)

The Thanksgiving Coffee Company is a California based Fair Trade, shade, and organic coffee retailer, emphasizing the organic, and, as of late, shade, varieties. The American Birding Association also maintains a joint website with the Thanksgiving Coffee Company dedicated to the promotion of shade coffee.

The Thanksgiving Coffee Company’s website: [http://www.thanksgivingcoffee.com](http://www.thanksgivingcoffee.com)


Folgers, the largest US coffee brand, has recently been targeted by numerous sustainable coffee activists and a direct campaign by Global Exchange in an effort to push Folgers into selling sustainable varieties of coffee.


Global Exchange’s campaign against Folgers: [http://www.globalexchange.org/economy/coffee/folgers.html](http://www.globalexchange.org/economy/coffee/folgers.html)

Starbucks has been targeted extensively by multiple sustainable coffee activists, including Global Exchange and the OCA, in an effort to push the specialty coffee giant into selling increased amounts of sustainable coffee. The OCA, in addition to pushing for sustainable coffee, is also demanding that Starbucks discontinue its use of rBGH milk and other genetically engineered products. Conservation International, however, has entered into a working partnership with Starbucks supporting the coffee retailer’s shade grown coffee program in Chiapas, Mexico.


The Organic Consumers Association, a Minnesota based activist organization, advocates increased corporate accountability and environmental sustainability while opposing industrialized agriculture and genetic engineering. The OCA is currently coordinating a campaign to pressure Starbucks to halt its use of GMO coffee and rBGH milk, and to begin seriously promoting and brewing Fair Trade coffee. The OCA is a member of IFOAM and maintains strong ties to its large activist base as well as Global Exchange and PANNA.

http://organicconsumers.org/

The Pesticide Action Network of North America (PANNA), founded in 1982, is an activist organization opposed to the use of pesticides and other agro-chemicals. It maintains ties to the Consumer’s Choice Council, the other member organizations of the Consumer’s Choice Council, and the OCA.

http://www.panna.org/

The Consumer’s Choice Council, founded in 1997, is an environmental, consumer, and human rights umbrella organization facilitating cooperation and information exchanges between its sixty-six member organizations from twenty-five different countries—it is the largest umbrella organization actively involved in the sustainable coffee movement. Its efforts focus on the promotion of third party eco-labeling of consumer products. The member organizations of the Consumer’s Choice Council include Conservation International, Coop America, Equal Exchange, the Fair Trade Federation, IFOAM, the National Audubon Society, the Nature Conservancy, Oxfam, the Pesticide Action Network, the Rainforest Alliance, the Songbird Foundation, and TransFair USA.

http://www.consumerscouncil.org/

The European Fair Trade Association (EFTA), established in 1990, is a network of twelve Fair Trade organizations in nine European countries. Its core objective is to make Fair Trade importing more efficient and effective. EFTA maintains close ties to its member organizations, including Oxfam and Fair Trade Organisatie, and is itself a member of IFAT.

http://www.eftafairtrade.org/
The International Federation for Alternative Trade (IFAT) is a Fair Trade and human rights umbrella organization with more than 160 members in over fifty countries. It provides a platform for its member organizations to exchange information and engage in cooperation. IFAT maintains close ties to IFOAM and to its many member organizations, including Oxfam, Ten Thousand Villages, SERRV, Equal Exchange, EFTA, Café direct, Fair Trade Organisatie, and multiple fair trade retailers. [http://www.ifat.org/](http://www.ifat.org/)

The International Federation of Organic Agricultural Movements (IFOAM) is an umbrella organization representing the organic agriculture movement. It provides a platform for its member organizations to exchange information and engage in cooperation. IFOAM maintains close ties to IFAT and to its many member organizations, including the OCA and Equal Exchange. IFOAM is itself a member of the Consumer’s Choice Council. [http://www.ifoam.org/](http://www.ifoam.org/)

Enlisted Activists: this term applies to those individuals who have ‘signed on’ to a campaign, feel strongly about one of the campaign’s issues, and actually carry out the leafleting, protesting, and other similar activities with the help of an activist organization. These individuals often maintain close contact with one or more activist organization and are one of the network’s most important components as they may apply an exceptionally effective form of pressure to coffee companies not committed to sustainability.

Concerned Citizens: this term applies to those individuals who are not actively involved in the network but share some of the network’s ideals. They have often heard a message that resonated with them and may make their feelings known to a coffee company not committed to sustainability. This group, when mobilized becomes an important force—they are often the target of leafleting and protests since they can exert influential pressure on major coffee companies. They do not maintain close ties to any of the network’s actors. If they begin to form close ties, they become ‘enlisted activists.’

Student Campaigns: this term applies to a special, and highly organized, form of enlisted activists. They carry out the same activities as the other enlisted activists as well as
the additional activity of pushing for the adoption of Fair trade principles on their respective campuses. They maintain very close ties with activist organization such as Global Exchange as well as student-activist umbrella organizations such as STARC. Student campaigns frequently take the form of university sanctioned student interest groups.

Informational Websites: this term applies to the multitude of websites that support and further the sustainable coffee network’s holdings, but are maintained by individuals or small groups rather than an activist organization. The individuals or small groups that maintain these sites do not necessarily play any other major role in the network, and if they do, it is separate from their website. These websites may take the form of personal web pages and issue-specific chat rooms among other things.

Sustainable Coffee Network Actors Not Appearing on the Network Map

- Including all of the sustainable coffee network’s actors in the Network Map would have produced an inexplicable labyrinth of arrows and boxes. Therefore, in an effort to make the Map reasonably comprehensible, many network actors had to be left out. I tried to include actors in accordance with their importance, however, some less relevant actors fit nicely in between the many arrows will other more important actors did not. It should also be noted that the Map has a strong American bias since I was conducting my research from the United States—thus, the arrow pointing to ‘other domestic markets’ was included. In an effort to capture more of the network’s actors, the following list is provided. It includes some of the actors absent from the Network Map but in by no means exhaustive. A few of the following actors were included in the Network Analysis charts; the color-coded box appearing in front of their descriptions identifies these groups.

Café direct, founded by Oxfam and several British Fair trade retailers in 1991, links producers with British markets and educated the British public about Fair Trade issues. It maintains close ties to the Fair Trade Foundation as well as several British Fair Trade retailers.
http://www.cafedirect.co.uk/

Co-op America, founded in 1982, provides economic strategies, organizing power, and practical tools to Fair Trade and
Coop America also rates companies on their performance with regard to sustainability, provides tips on how to conserve, and supplies information on corporation boycotts. It maintains strong ties to the many businesses it supports.
http://www.coopamerica.org/

The Fair Trade Federation (FTF) is an association of Fair Trade wholesalers, retailers, and producers. That educated consumers about Fair Trade issues and links low-income producers with consumer markets. The FTF also provides a platform for its members to exchange information and engage in cooperation. The FTF maintains close ties to its member organizations as well as several major activist organizations.
http://www.fairtradefederation.com/

The Nature Conservancy is a membership-based environmental group dedicated to preserving what it identifies as “the last great places” through lobbying, fundraising, education, and purchasing. It maintains links to its member-base as well as several other environmental groups. http://nature.org/

Cooperative Coffees is a direct importer of Fair Trade coffee and is managed collectively by a group of Canadian and American specialty coffee roasters. It maintains ties to TransFair USA, TransFair Canada, and the roasters who own it.
http://www.cooperativecoffees.com/

The Ethical Trading Initiative is a broad-based group of companies, non-governmental organizations, and trade associations loosely committed to the promotion of ethical trading principles. It provides a forum for its members to exchange information and engage in cooperation.
http://www.ethicaltrade.org/

Fair Trade Organisatie is a Dutch organization dating back to 1959 that purchases and imports Fair Trade products. It also engages in lobbying and educational campaigns, and maintains close ties to Stichting Max Havelaar and Max Havaalaar Belgium.
http://www.fairtrade.nl/
**International Coffee Association**  The International Coffee Association (ICA) is an organization of coffee exporting and importing countries.

http://www.ico.org

**Mexico Solidarity Network**  The Mexico Solidarity Network is a coalition of over eighty organizations dedicated to the promotion of human rights, labor rights, and Fair Trade principles in Mexico and the United States. It maintains ties to its many member organizations, including Cloudforest Initiatives, Equal Exchange, and Global Exchange.

http://www.mexicosolidarity.org/

**SCAA**  Specialty Coffee Association of America (SCAA) is a trade association made up of Retailers, Roasters, Producers, Exporters, Importers, and Manufacturers of Coffee Processing-Roasting-Brewing equipment. SCAA, founded in 1982, holds regular meetings, which provide a forum for its more than 2,500 members to exchange information and engage in cooperation. It maintains close ties with its numerous member companies.

http://www.scaa.org/

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