

### **The Elements of Sustainability**

2014 ANNUAL REPORT







### **The Elements** of Sustainability

When the Rainforest Alliance was founded in 1987, we based our conservation work on the understanding that the health of the land is inextricably linked to the quality of life of those who depend on it for their livelihoods. We set to work designing market-based solutions to address the global crisis of rampant deforestation. Since the beginning, our approach has been to promote and reinforce ecosystem health, economic opportunity and the well-being of communities as inseparable elements of sustainability.

Over the past two and a half decades, we've fostered connections between a kaleidoscopic array of collaborators, from farmers, foresters and tourism businesses to consumers, distributors and companies. As a result, more than 128 million acres (51.8 million ha) of land in more than 100 countries are now sustainably managed or conserved, benefitting millions of people across the globe. As we work to realize our vision of a truly sustainable world, we emphasize the following key elements: biodiversity, social responsibility, an ethical economy and climate resilience.

Annual Report







## **Biodiversity**

Biodiversity refers to the variability of interdependent living organisms and ecosystems on the Earth. Biodiversity is essential to the healthy functioning of all natural ecosystems and therefore to the survival of human society.









### **Social Responsibility**

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Social responsibility refers to measures taken to safeguard the well-being of those who depend on the land for their livelihoods.

This includes safe working conditions, women's rights, access to healthcare and education for children, decent wages and housing, and respect for local communities.









### **Ethical Economy**

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An ethical economy connects responsible partners along the entire supply chain, from producers to consumers. In doing so, it harnesses market forces to foster viable alternatives to deforestation and advance sustainable transformation in agriculture, forestry and tourism.







### **Climate Resilience**

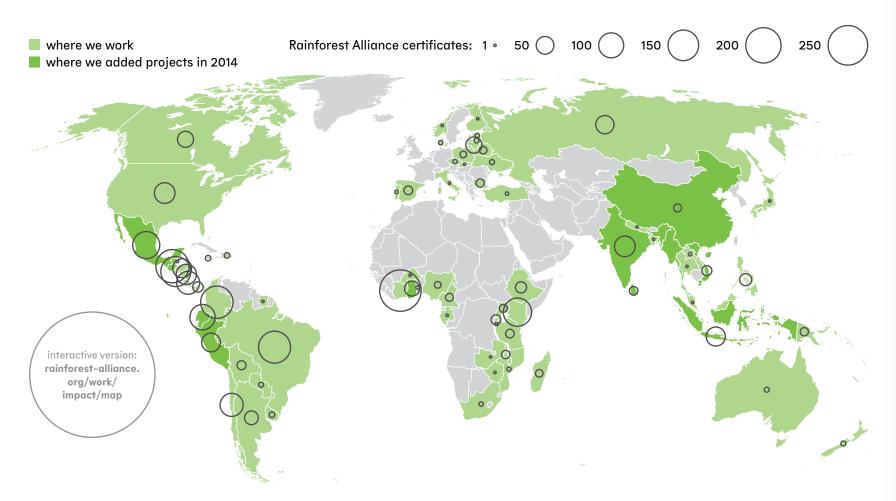
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Sustaining a healthy planet means training communities to build resilience to the impacts of global warming through climatesmart methods in agriculture and forestry, and increasing access to climate financing.





### Our Global Impact at a Glance



128,096,000

acres (51.836.000 ha) of farms and forestland under sustainable management

> 4.7 million

people directly affected by Rainforest Alliance programs 3,950,998

metric tons of Rainforest Alliance Certified™ crops produced in 2014

21,050,678

metric tons of emissions reductions generated by carbon projects verified by the Rainforest Alliance through 2014

### Letter from the President and Board Chair

sus-tain-a-ble sə'stanəb(ə)l/ adjective

- 1. capable of being sustained
- 2. a: of, relating to, or being a method of harvesting or using a resource so that the resource is not depleted or permanently
  - b: of or relating to a lifestyle involving the use of sustainable methods
  - c: the heart of the Rainforest Alliance's mission

From the earliest days of the Rainforest Alliance to today, our vision of sustainability has remained constant: a world where people can prosper in harmony with the environment. Over the past 28 years, as we've honed our strategies to stop deforestation and conserve critically important ecosystems around the world, we've held fast to one guiding principle: The success of any conservation effort must emphasize the economic and social well-being of those who depend on natural resources for their livelihoods.

Over the past year, this philosophy guided our many achievements, which you'll read about in the following pages—from ambitious landscape-level projects to farm-level trainings that changed the daily lives of workers. In Guatemala, we led a national consortium of

regional and local nongovernmental organizations (NGOs) working to halt the country's deforestation crisis and build climate resilience among its forest communities. We collaborated with the Ministry of Tourism in Ecuador and with local NGOs in the Yucatán, Mexico, to strengthen community-based tourism, a proven conservation tool, in high-value ecosystems. Tea farms in Burundi and coffee farms in Rwanda realized significant ecological and economic benefits by using washing stations, the result of Rainforest Alliance technical assistance. And in Honduras, we trained indigenous communities to expand their sustainable forestry enterprises after they won a decades-long battle over land rights.

Because we understand that economic sustainability is crucial to the success of these endeavors, we worked equally hard to make connections along the supply chain, so that companies and consumers can support them through their purchasing power. In 2014, several major companies made significant new commitments to source from Rainforest Alliance Certified farms, including McDonald's for all of its US espresso and Dunkin' Donuts for its coffee.

We thank you for your support, which helped make all of this possible. And we invite you to join us in celebrating these achievements, which bring us closer to our vision of a healthier planet, vibrant communities and a better tomorrow.



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**Daniel Katz** 

**Board Chair** 

### **Guiding Ecuador's National Reforestation Plan**

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In theory, rainforest communities like Wamani, in Ecuador's northeastern Napo province in the Andean Amazon, should have been obvious beneficiaries of Ecuador's national reforestation plan. Launched in 2013, the ambitious program set out to develop Ecuador's domestic timber industry by providing economic incentives to smallholders and communities for reforesting degraded areas.

But certain aspects of the plan made it impractical, if not impossible, for Amazonian communities like Wamani to participate. For one thing, the national policy did not integrate agricultural production into its planning, focusing instead on commercial forestry. In recent years, however, the people of Wamani have come to rely heavily on farming (specifically the cultivation of the naranjilla fruit) for their livelihoods. In addition, it was

unknown whether the species specified by the program could even grow in the area around Wamani.

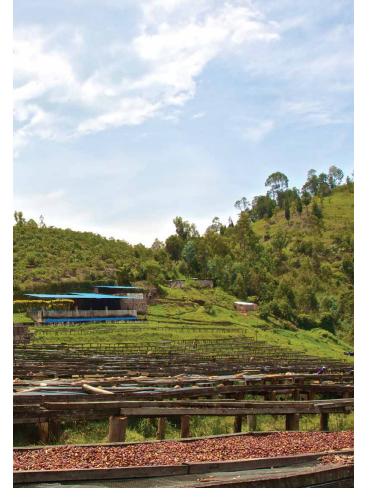
The Rainforest Alliance bridged the gap by bringing Wamani under the umbrella of Net-Zero Deforestation Zones, a project funded by the US Agency for International Development and Department of State (USAID-DOS) that adapts Ecuador's national policy for indigenous peoples of the Amazon. First, we partnered with Amazon State University and the Wamani community to identify two native tree species, laurel and chuncho, that could be used for the reforestation efforts. Together, we developed a cultivation plan that allowed the community to continue to cultivate naranjilla alongside newly planted saplings; the naranjilla will eventually be phased out once the saplings mature.

After the national government approved the adapted plan, the Rainforest Alliance helped 240 people in Wamani access the program, as well as the support that comes with it. After the first year, 148 acres (60 ha) of land will be reforested every year, creating carbon sinks to mitigate climate change, supporting biodiversity and generating new revenue streams for the community.

For his part, Wamani participant Wilson Salazar appreciates that the Rainforest Alliance put the tools to create a sustainable future in his community's hands. "This model is really interesting, since by involving young people from the start—and by giving them the chance to put into practice what they learn—we're developing skills and know-how that stay within our community."









# Cultivating Sustainable Livelihoods in Rwanda

As a businessman, Gilbert Gatali is certainly pleased with how quickly his coffee company has grown in just four short years. But profit pales in comparison to purpose for Gatali, a Rwandan refugee born in Kenya and raised in Canada, who is inspired every day by the chance to participate in Rwanda's vibrant economic recovery.

"The opportunity that I have to be part of the new Rwanda, to be an agent of change—and to know that people are going to school because you're growing coffee, that they're getting employment—you couldn't ask for anything better," he says.

Gatali's company, KZ Noir, sells the beans sourced from its Rainforest Alliance Certified bubsidiary internationally and roasts two coffee brands that it sells in Rwanda. He travels to the field often to study how certification's sustainability requirements have changed the daily lives of the farmers.

Keenly aware of the complexities of Rwanda's post-genocide recon-

struction process, Gatali values the pragmatic advances, such as the fact that the 2,500 smallholder farmers who supply KZ Noir's beans now harvest rainwater and separate compostable organic waste from their garbage. They have also requested trees to plant on their land. Last year, the company upgraded two coffee-washing stations—essential to producing higher-quality coffee that fetches better prices for smallholders-where strict environmental and worker safety protocols are now enforced.

One of the most interesting impacts Gatali has observed is the sense of community that has resulted from grouping the farmers into smaller local clusters so that they could attend Rainforest Alliance training sessions close to their farms. "It was an opportunity for farmers to come together, to sit and talk about things, and share knowledge. You can't have a sustainable community if individuals within the community aren't communicating and sharing their experiences."













### **ELEVATING QUALITY, BOOSTING PROFITS**

The quality of coffee depends greatly on how the cherries are processed once they have been picked. Smallholder coffee farmers who wash the cherries on their own farms may produce beans of varied quality.

To improve the quality of coffee and achieve economies of scale, many of the coffee cooperatives and farms we work with construct "washing stations," collective facilities where farmers follow a rigorous protocol for processing. This more systematic approach often produces higher-quality coffee, which can fetch more on the market. It also prevents the contamination of streams and rivers, since waste water is treated in filtration lagoons and checked for impurities before being released.

This simple innovation boosts economic outcomes for the farmers we work with. "Before, farmers processed their coffee beans at home, resulting in inconsistent practices and poor quality," says Nangula Heiga Mwampamba, who worked for Rainforest Alliance Certified coffee company Tutunze Kahawa Limited in Tanzania before joining the Rainforest Alliance as an agricultural trainer. "Farmers now have coffee-washing stations, which have dramatically improved quality and increased the prices that farmers can earn."

### **Protecting the Treasures of the Andean Amazon**

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The Cuyabeno Wildlife Reserve is an otherworldly landscape: Its rivers, blackened by sediment and tannin-rich plant life, wind through a maze of partially submerged Amazonian forest that spans an area greater than the Grand Canyon. Wildlife is abundant in this region of the Andean Amazon, making it a popular destination for adventure travelers seeking to venture beyond well-worn tourist routes.

But Cuyabeno's natural riches have also made it a target for development and resource extraction. New road construction has exposed this precious forest ecosystem—and the indigenous communities that depend on it—to unchecked logging and agricultural expansion. Deforestation threatens precious habitat for jaguars, pumas, pink river dolphins, several species of monkeys and hundreds of bird species.

richarget responded to these threats by
source enlisting the Rainforest Alliance
in 2014 to design a long-term
plan to protect Cuyabeno and
other reserves through the development of sustainable tourism.
We collaborated with Ecuador's
ministry of tourism to create
regionally appropriate guidelines
for and training for local businesses. Today, they've implemented measures to protect
local ecosystems and the cultural

The Cuyabeno businesses we've worked with are already seeing positive results. Jamu Lodge installed solar panels, acquired a bio-digester to recycle organic waste into fuel, and introduced a natural waste water treatment system. In addition to the environmental benefits, the plan has also boosted the economic prospects of the lodge, which has tripled the number of visitors and

heritage of local communities.

The government has adopted

our model as a blueprint for the

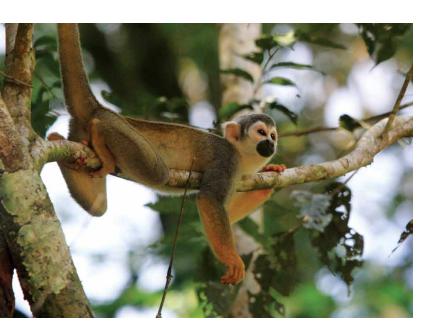
protection of natural reserves

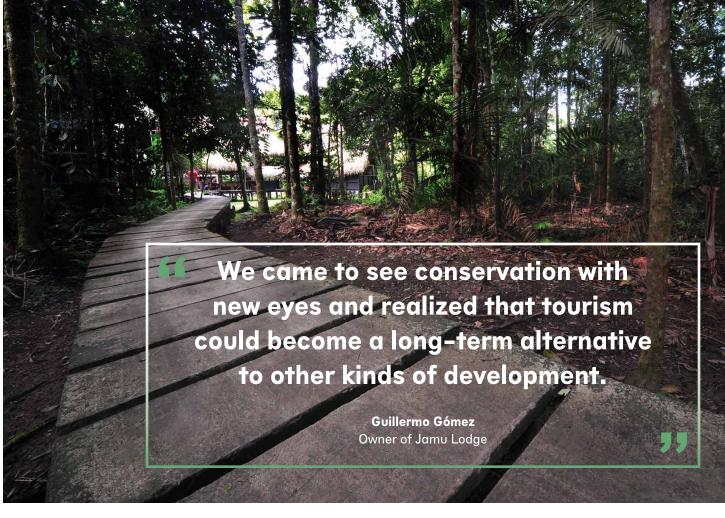
throughout Ecuador.

dramatically reduced staff turnover. Owner Guillermo Gómez
and his team have become evangelists for sustainable tourism.
"We came to see conservation
with new eyes and realized that
tourism could become a longterm alternative to other kinds of
development," he says.

Private and community-based

sustainable tourism is one of several strategies the Rainforest Alliance applies in our landscape-level approach to conservation, exemplified by our Initiative for Conservation in the Andean Amazon, made possible with the support of the American people through USAID. Among the Cuyabeno businesses we've worked with, compliance with our sustainable tourism criteria has jumped from a score of 59 (out of 120) to 90. We have collaborated with more than 30 local and international NGOs in Brazil. Colombia, Ecuador and Peru to apply innovative approaches like this to protect the precious forests of the Andean Amazon.













### **Defending Indigenous Community Forests in Honduras**

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The indigenous Miskitu people of eastern Honduras have lived off the land and sea for hundreds of years. Today, however, the forests they call home are under increasing threat of destruction by illegal livestock operations that are often shell businesses that launder drug trafficking money.

For the past decade, the Rainforest Alliance has been working with Miskitu and mestizo communities in and around the Río Plátano Biosphere Reserve (the largest protected area in Honduras) to defend local rights to forests, create jobs and conserve this precious ecosystem. While the western side of the reserve has one of the highest deforestation rates in the world, the eastern region, where the Miskitu live, remains relatively well-preserved due to its remoteness.

Today, a major shift in forest tenure is underway: After a decades-long struggle by

the Miskitu to win indigenous land rights, the government of Honduras began titling ancestral lands to them across eastern Honduras in 2012. This development offers an important opportunity to strengthen local forest enterprises among Miskitu communities, improve livelihood opportunities and reinforce economic incentives to conserve natural forests and biodiversity.

This year, the Miskitu communities we work with have greatly expanded their sustainable forestry enterprises with support from the Rainforest Alliance and the Avery Dennison Foundation\*, which has supported our work in Honduras since early 2014. In just one year, a single Miskitu forestry cooperative doubled its forest-production yields, achieving increased profitability without exceeding sustainable harvest levels. In doing so, it created economic benefits for 360 people in the community, as well as a significant increase in the participation of women in cooperative operations. The Rainforest Alliance also linked Miskitu enterprises with two new responsible buyers in the domestic and international market that place a premium on supporting sustainable, community-based forestry.

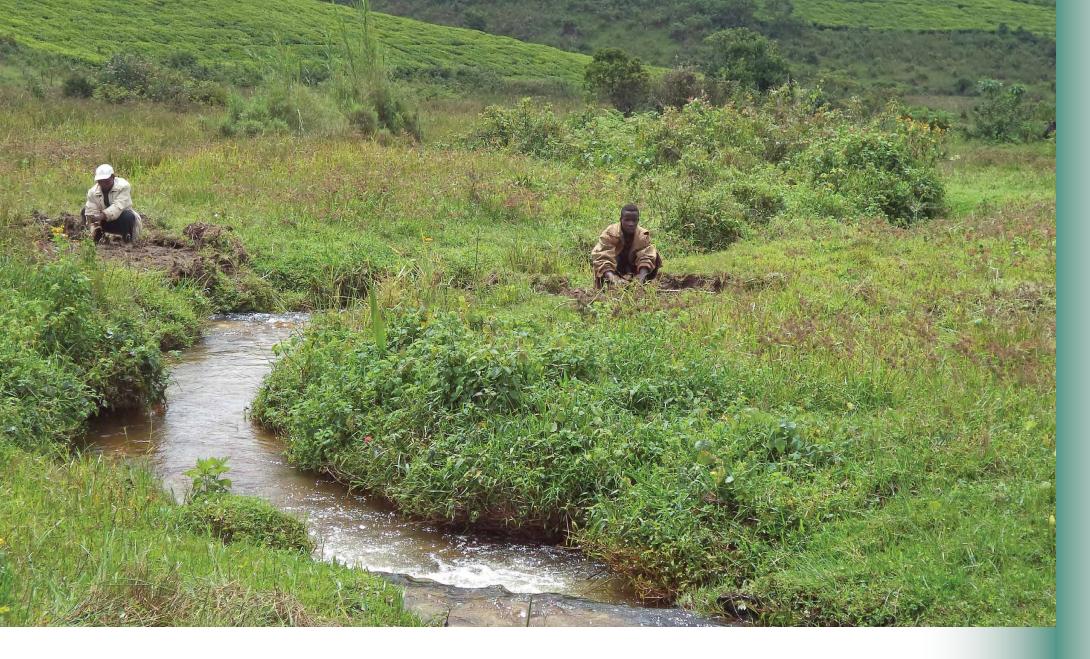
\* Our work in Honduras is also supported by the Multilateral Investment Fund (MIF), a member of the IDB Group, and the Towards Sustainability Foundation.





#### **COMMUNITY FORESTRY**

Across the tropics, local communities are increasingly winning the right to manage their local forests. The Rainforest Alliance works with these groups to develop successful, sustainable forest enterprises that generate livelihood opportunities and provide economic incentives to keep forests standing. Throughout 2014, we worked with more than 100 forest communities in 10 countries around the world to improve forest management and expand the capacity of local businesses to market sustainably harvested timber and non-timber products (like Brazil nuts and xate palm), generate jobs, defend local land rights, and keep forest ecosystems healthy and intact.



WATER, SANITATION
AND HYGIENE

These are three crucial components of sustainable development. Access to safe water and sanitation services, as well as sound community hygiene practices, ensure community health and reduce preventable illness and death.



### In Burundi, Water Is Life

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Water is essential to healthy communities and thriving farms, not to mention life itself. In Burundi, political violence in the 1990s and the 2000s damaged the country's infrastructure, making basic access to water an urgent concern in large swaths of the country. Today, roughly 40 percent of the population does not have reliable access to potable water, and only a third of Burundi's urban dwellers have adequate sanitation. In rural areas, that number drops to less than 15 percent.

The Rainforest Alliance is working both to improve access to potable water and protect this precious natural resource through a unique collaboration with the Ethical Tea Partnership, the Burundi Tea Office (OTB) and the UK-based tea company Taylors of Harrogate. With support from the British government, the Rainforest Alliance provid-

ed water, sanitation and hygiene training to 25,000 smallholder tea farmers and workers at two OTB tea factories in northwest Burundi; both factories supply tea to Taylors of Harrogate. Farmers also learned about worker safety, methods to elevate tea quality and farming techniques that typically result in higher profits.

"When you visit a Rainforest Alliance Certified farm, you directly see the difference," says Madaleine Nyandwi, who owns a farm alongside Kibira National Park, a biodiversity hotspot. "The trees, cleanness, agrochemicals and rainwater management—everything has improved."

Rigorous new protocols include lagoon filtration systems at the tea factories to treat waste water that once flowed directly into nearby rivers. Solid waste is now collected and separated. Farmers have planted more than 30,000 tree seedlings of indigenous varieties along rivers to reduce erosion in these high-altitude zones. And employees have been trained in the proper handling and storage of agrochemicals in order to minimize runoff and contamination.

The project has also changed the lives of these tea-farming communities in an immediate way, an achievement that holds promise for a country for which tea is the second most exported commodity. "Before the Rainforest Alliance program," says tea plucker Jean-Claude Havyrinfura, "we were drinking unsafe water located more than one kilometer away. Now, each tea block has its own source."



### Planting Seeds of Climate Resilience

The second most ecologically diverse state in all of Mexico, Chiapas boasts 1,400 tree species and wildly varied terrain, ranging from coastlines to mountains more than 13,000 feet high. Today, severe deforestation threatens many of the state's most precious ecosystems, and rural communities must contend with mudslides, species extinctions and the destabilization of micro-climates.

The Rainforest Alliance is working with educators in rural Chiapas to spread awareness of the harmful impacts of deforestation and teach climate resilience. We train teachers throughout Chiapas and Oaxaca to teach our extensive climate curriculum, which covers the carbon cycle, vegetation types and forest degradation. The curriculum also provides the tools teachers need to guide students in hands-on activities, such as measuring the carbon stored in trees.

In the coffee-farming community of Montecristo de Guerrero, on the edge of the forests of the Sierra Madre, teacher Brenda Zitlali Cruz González and her colleagues have led their students in the creation of a tree nursery and gardens filled with traditional medicinal plants.

The work has not only educated the students, but also served to change the culture of the school.

"The Rainforest Alliance curriculum was academically enriching," she says, "but the most valuable part was that my students learned the human value of caring for their own spaces."

In Chiapas, teachers are also respected leaders in their communities. They are able to spearhead meaningful change by educating the next generation, while serving as a valuable information source for municipal authorities, farmers and others. They have also designed and initiated projects to reduce waste, recycle, conserve water and compost.

"From my perspective," adds Cruz González, "the task of mitigating climate change begins with the community's responsibility of caring for the forests and reforesting them. We decide to participate or not, to do something or not. Let's hope our decision makes a difference."

#### A MULTI-DISCIPLINARY PORTAL TO THE WORLD

The Rainforest Alliance's multi-disciplinary environmental education program, launched in 2002, guides students in exploring and taking responsibility for communities and ecosystems around the world.

"Teaching students to respect our environment, take action and make a difference is not something they can learn from a textbook," says Kimberly Harrison, principal of Florida's Callahan Middle School. "The curriculum is flexible enough to allow teachers to meet the needs of their classroom and individual students, who gain a better understanding of how they can make a real contribution to society." The curriculum meets US educational standards for grades pre-K through 8. Lesson plans and accompanying interactive resources are free on our online Learning Site, which received nearly 4 million page views during the last school year, bringing the cumulative total to 22.5 million views.









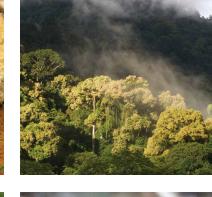














### **Coexisting in Harmony with Sumatra's Wildlife**

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Indonesia is home to some of the world's most spectacular wildlife, including many endangered species. Sumatran rhinos, tigers, elephants and other large mammals make their home in Bukit Barisan Selatan, a famed national park in Lampung province on the southern tip of Sumatra.

With its rich volcanic soil, Lampung province is also a thriving agricultural region known for its coffee and cocoa. This precious landscape and its rare wildlife are under intense pressure from economically stressed farmers who have converted rainforest to cropland. Without the proper information and tools they need to manage their land responsibly, these farmers can damage the rich soils and clean water they depend upon—and hurt the long-term economic prospects of their own communities.

The Rainforest Alliance has been working in conjunction with Nescafé to train coffee producers in Indonesia, as well as Côte d'Ivoire and Mexico, to farm responsibly and efficiently, increase their income, and become stewards of local wildlife habitat and water-

ways. In an area of Lampung that borders the national park, we've led workshops for farmers—many of whom are women—covering topics ranging from integrated waste management and ecosystem conservation to worker health and safety.

Our trainers demonstrated the benefits of natural pest control methods as an alternative to dangerous herbicides, as well as pruning and weeding techniques to protect the health of the soil. The farmers also learned how to create their own composting agent, liquid fertilizers and fungicides using readily available, organic ingredients.

Since the training sessions, the farmers have applied their newfound knowledge to boost their crop yields and reduce dependence on agrochemicals. They have even sold some of the compost they've produced. "I'm so thankful for the trainings provided," says Jariatun Harnawan, a local farmer. She adds, "Now, we know what we were doing wrong, and gradually I am changing my habits to become a sustainable farmer."







### Fortifying Guatemala's Climate Resilience with Community Forestry

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"Soy un campesino." I am a peasant: this is how Miguel Angel Figueroa, the founder of the Huahuatenango-based conservation group ASOCUCH, describes himself. Because Figueroa used to work the land himself, he is keenly aware of the challenges faced by the 18 cooperatives and associations (both agricultural and forestry) in the ASOCUCH network.

"We are really impacted by climate change," Figueroa says. "When it rains too much, they lose their crops. When it doesn't rain enough, they also lose crops. People are dealing with food shortages."

Building climate resilience among forest communities is an urgent imperative in Guatemala, a country that lost 17 percent of its forest cover between 1990 and 2005 and has since then lost an additional 321,000 acres (130,000 ha) per year, mainly due to agricultural conversion. ASOCUCH is one of 17 local NGOs working in partnership with the Rainforest Alliance to arrest Guatemala's rampant deforestation crisis by strengthening community forest management, with the support of USAID. It's a strategy with proven conservation benefits in some of the country's most precious ecosystems.

For the vast majority of the 9,000 families represented by the member cooperatives of ASOCUCH—mostly indigenous families engaged in farming, forestry and other subsistence activities—developing climate resilience is a matter of basic survival. In order to sustain the long-term health of the forests they depend on, they need sustainable eco-

nomic opportunities that provide alternatives to agricultural conversion or irresponsible timber harvesting.

One member cooperative with 500 indigenous Maya Mam families, Asociación de Silvicultores de Chancol, struggled to make a living from the 6,200 acres (2,500 ha) of reforested land it owns despite a donation of timber processing equipment in 2006; Guatemalan laws have a strong bias against rural forestry businesses. However, with business management training, technical assistance and legal support from the Rainforest Alliance, the cooperative is now producing one million board feet of timber per year and projects sales of US \$130,000 for 2015—the kind of success that demonstrates that healthy landscapes and thriving communities go hand-in-hand.

### A Maya Path to Sustainability in the Yucatán

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The white sand beaches, dazzling aqua waters and tony hotels along the coast of Mexico's Yucatán peninsula draw more than 8 million visitors each year. The vast majority of these tourists, however, never leave the confines of their all-inclusive resorts—even though the fascinating Sian Ka'an Biosphere is just a couple hours' drive from Cancún. In fact, only two percent of visitors to the Yucatán ever venture into the biosphere, the largest protected natural area in the Mexican Caribbean and a UNESCO World Heritage Site.

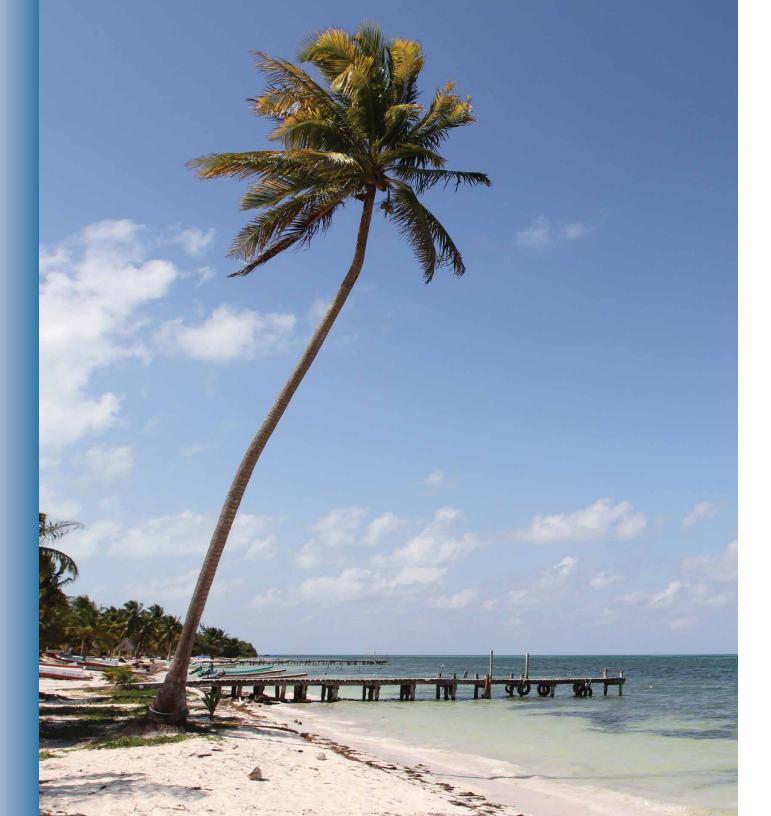
A new initiative called Ruta Maya Ka'an, developed by local NGO Amigos de Sian Ka'an (a partner NGO in the Mesoamerican Reef Tourism Initiative), is designed to prove that sustainable tourism is an effective conservation strategy. Ruta Maya Ka'an provides important economic incentives for residents of nine local Maya communities (about 41,000 people across the region) to protect the high-value forests around

them by developing their tour businesses. All of the offerings, from low-impact jungle adventures to sessions with traditional Maya healers, are designed to cultivate an appreciation for the natural and cultural treasures of the region—while leaving the lightest possible footprint.

Amigos de Sian Ka'an enlisted the Rainforest Alliance to provide training workshops for the communities in business management, sustainability as a competitive marketing tool and climate resilience. After working with community tourism businesses to strengthen their offerings, we organized a trip for regional tour operators and promoted the tour among our own network, Tour Operators Promoting Sustainability.

Rosa María Tzab of the Centro Siíjil Noh Há tourism center, a cooperative that offers nature tours, says that she has seen many new visitors coming from outside of Mexico as a result of the initiative. "That has generated employment for us," she says. "It makes me proud to show visitors our origins, our culture and everything we do here at the cooperative."





#### **COMMUNITY-BASED TOURISM**

The Rainforest Alliance promotes the economic well-being of those who live in ecologically sensitive areas by offering training in sustainable small business development. **Strengthening low-impact** tourism businesses in forest communities creates incentives to conserve the natural resources in the region and preserve local traditions. Initiatives like the Ruta Maya Ka'an increase access by remote communities to the economic benefits of the global tourism market, which currently represents 9 percent of global GDP and one in 11 jobs worldwide. For many travelers. the off-the-beaten-track experiences offered by community-based tourism businesses are those they will remember for years to come.

### **Building a Movement for a Better Tomorrow**

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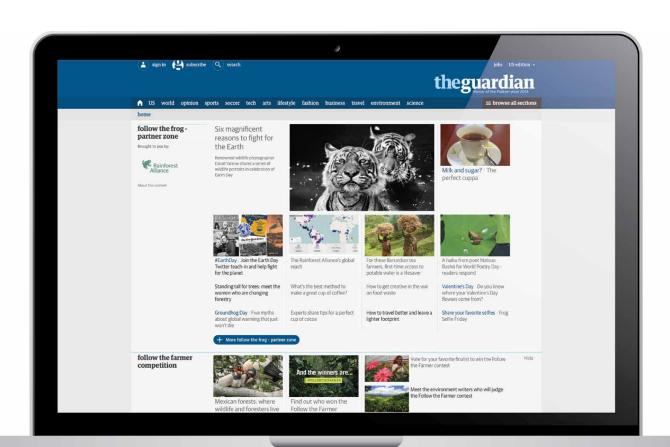
The Rainforest Alliance took a bold approach to raising consumer awareness last year, expanding our weeklong Follow the Frog campaign into a 10-month content collaboration with *The Guardian*, one of the world's most prestigious news organizations. The Rainforest Alliance Partner Zone on *The Guardian* website is designed to bring our message of sustainability to new audiences

and cultivate the growing global movement for a better tomorrow.

Through this multimedia platform, we published a wide range of articles, videos and photo essays each week: stories of how our work on the ground has transformed the lives of farmers in Burundi and foresters in Mexico, pragmatic articles about living mindfully and traveling with a

lighter footprint, and analyses of what's at stake in ongoing international climate negotiations. We also invited readers to join the ongoing conversation on our various social media channels.

Halfway through the 10-month campaign, key metrics showed that Follow the Frog 2015 had already generated more than 25 million impressions and tens of thousands of user engagements internationally, and it more than doubled the frequency with which the Rainforest Alliance was mentioned in content and conversations about sustainability themes. The response to our extended campaign shows that our focus on finding innovative solutions to many of the world's most urgent challenges clearly resonates with new audiences.



























IMAGES TAGGED WITH #FOLLOWTHEFROG ON INSTAGRAM

### **Funders**

Contributions \$1,000,000 & Above Global Environment Facility (GEF) Talia and Seth Cohen The Multilateral Investment Fund (MIF), a Con Edison member of the IDB Group The Robert W. Wilson Charitable Trust United Nations Development Programme (UNDP) Foundation Fund United Nations Environment Programme (UNEP) United States Agency for International Development (USAID) EarthShare Frances Lear Foundation Contributions \$100,000 - \$999,999 African Development Bank (AfDB) Fundación ADO Rachel and Adam Albright Avery Dennison Foundation Kim Bendheim / Leon Lowenstein General Mills, Inc. Foundation Bettys & Taylors of Harrogate llse Holliday Citi Foundation Tom Horner Congo Basin Forest Fund (CBFF) Roger and Sandy Deromedi Dutch Sustainable Trade Initiative (IDH) Cooperation (ICCO) Fomento Ecológico Banamex

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Towards Sustainability Foundation Toyota Environmental Activities Grant Program

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Government Grants & Contracts 30.4% Certification Fees 24.3%Participation Agreement 17.6% Contributions & Membership 12.7%Foundations & Corporate Grants 10.5% • Special Events 2.6% • Other 2%





• RA-Cert 25.1% • TREES 17.6% • Sustainable Agriculture 16.3% Markets Transformation 10.9%Management & General 8.7% • Fundraising 5.7% • Climate Initiatives 4.9% Regional Conservation Initiatives 4.7%
 Communications & Education 2.8% • Special Projects 2.3% • Sustainable Finance 0.7% Sustainable Tourism 0.4%

REVENUE & SUPPORT	2014	2013
Foundations & Corporate Grants	\$5,486,420	\$7,715,031
Government Grants & Contracts	15,887,247	11,217,661
Contributions & Membership	6,617,708	5,591,388
Special Events — Net	1,347,153	1,300,541
Certification Fees	12,698,170	12,993,003
Participation Agreement	9,211,887	6,913,135
Other	1,047,045	882,891
Total Revenue & Support	\$52,295,630	\$46,613,650
EXPENSES		
Sustainable Agriculture	\$8,140,799	\$8,961,631
RA-Cert	12,504,962	12,472,305
TREES	8,649,686	5,387,987
Sustainable Tourism	196,802	494,030
Communications & Education	1,412,331	1,528,517
Climate Initiatives	2,459,441	2,350,951
Special Projects	1,166,813	1,440,080
Regional Conservation Initiatives	2,365,006	2,096,709
Sustainable Finance	348,645	219,601
Markets Transformation	5,438,801	3,446,032
Total Program Expenses	42,683,286	38,397,843
Fundraising	2,821,323	3,362,407
Management & General	4,320,109	4,170,887
Total Expenses	\$49,824,718	\$45,931,137
Change in Net Assets	+ \$2,470,912	+ \$682,513
Net Assets, Beginning of Year	\$9,626,693	\$8,944,180
Net Assets, End of Year	\$12,097,605	\$9,626,693

### **Acknowledgments**

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