

THE HEART OF OUR MISSION



ANNUAL REPORT | 2016 | 30TH ANNIVERSARY



WHAT MATTERS MOST



Thirty years ago, during the height of the global deforestation crisis, a small group of young people in Manhattan came together with a singular goal: to save the world's tropical rainforests from destruction. We were a motley assortment of young volunteers—among us were a China expert, a toxicologist, a Peace Corps volunteer, and a masseuse—who stood on street corners, using ironing boards as tables to hawk “Save the Rainforest” T-shirts. We shouted at passersby the news that our planet was losing biodiversity at an alarming rate and encouraged people to stop and talk. Some of those people became new volunteers. Those who had actually been to a rainforest became our guest “experts” at Sunday night events we held at the New York Open Center. Within months, we formed the Rainforest Alliance, one of the first international organizations dedicated to tropical forest conservation.

It was 1987, and we were ready to change the world. At age 25, I became the first official Rainforest Alliance staff member, working out of various donated office spaces. My friends and relatives laughed at the idea of starting a rainforest conservation organization in New York City. But we held fast to our conviction that to save rainforests, we would be most effective by working in the media and financial capital of the world.

To that end, one of our first major accomplishments was to organize an international conference on tropical deforestation: three days of nonstop events including a concert, a food festival, and panel discussions on foreign debt, how to garner media coverage, and the critically important role of community organizations in deforestation hotspots. Seven hundred people attended our sold-out conference, overflowing the auditorium we had booked at Hunter College. More than 50 speakers from around the world laid out what was then still a fairly obscure problem. Over the course of 72 heady hours, we discussed

the challenge to which the Rainforest Alliance has dedicated itself for 30 years: the nexus of rural poverty and deforestation within the context of an increasingly global economy.



Rainforest Alliance volunteers on the march in New York City in the late 1980s.

Although we began as purely an educational organization based in New York City, we quickly ventured to tropical countries to get a better understanding of deforestation through field work. We did not yet have solutions to the deforestation crisis, but we felt that we could not remain comfortably ensconced in the city while tropical forests the size of Central Park were destroyed around the world every sixteen minutes. We wanted everyone to grasp the interdependence between humans and nature—and to see how the impacts of humans reached farther than ever before.

Our early experience in the field helped us to communicate to urban residents precisely how our very way of life was a chainsaw of rainforest destruction, even if we couldn't see a single tree from our apartment windows.

We were searching for a way to connect the average consumer in, say, Manhattan or London to farmers and indigenous communities in the world's tropical deforestation hotspots. Nothing of the sort existed, so we developed our forestry certification project, first led by Ivan Ussach, one of our original group of volunteers, and later by Richard Donovan. After some hits and some misses, we launched the world's first independent, third-party forestry certification program. For a group of volunteers in a fledgling organization to attempt to change entrenched forestry practices was audacious, to say the least, and forestry companies told us as much. But little by little, certification began to catch on.

We were ahead of the curve back then. So much so that the term "market-based solutions" had not even been coined. Yet Chris Wille, and his wife, Diane Jukofsky, also early volunteers, believed in the Rainforest Alliance enough to quit their jobs, pack their bags, and set up shop in Costa Rica, where they established the Tropical Conservation Newsbureau—one of the Rainforest Alliance's first funded projects, in 1990. There, they trained local conservation organizations in communications strategies, published stories on the deforestation crisis, and worked with journalists in the region—including many from countries just emerging from civil conflicts, to investigate and report on conservation issues. They also began to build our agricultural commodities work, starting with the notoriously destructive banana industry. Within five years, the Rainforest Alliance was working with all kinds of businesses along the supply chain, from smallholder farmers and



Top: Chris Wille (far left), former chief of agriculture, and Diane Jukofsky, former vice president of communications & marketing, with Pronatura staffers in Mexico. Bottom: Tensie Whelan, former president, and Ana Paula Tavares, senior vice president, planting trees in Brazil.

community forestry enterprises to plantations owned by global banana companies, to eliminate deforestation and labor abuse from their operations. As we built our certification programs, we co-founded the Forest Stewardship Council and the Sustainable Agriculture Network to ensure the utmost integrity in maintaining these sustainability "gold standards."

To reward producers who met the rigorous sustainability standards we promoted and to give people an easy way to make responsible everyday choices as consumers, we introduced a version of our logo, the little green frog, as a "trust mark"—a seal of approval for good environmental stewardship. Although such trust marks have proliferated in the years since, the green frog is, to this day, an iconic symbol of environmental, economic, and social responsibility.

Some of our most skilled experts on staff have remained with the Rainforest Alliance for well over a decade without ever losing the passion they evinced when they first joined the team. What enables us to stay engaged and bring fresh energy to this work day after day, month after month, year after year? Two factors come to mind: the first is that, despite progress, the deforestation crisis has not abated. In fact, we now know the problem is even more urgent, as climate change wreaks havoc all over the globe. The second is that the conservation landscape changes so constantly and so dramatically that what was once our bread-and-butter—certification—is now just one tool in our ever-expanding conservation toolbox.

Early on, we heartily celebrated every new product to which our frog seal was added. And while we still take great pride in the growing ubiquity of our frog, we've been investing in new ways to strengthen our impact and scale up. We've added robust training programs to our toolbox,

as well as international research and advocacy, sustainable financing, and a range of services to assist companies seeking to implement their corporate social responsibility commitments. Today, we are focused on conservation initiatives that combine community forestry, climate-smart agriculture, and ecotourism to create sustainable forest economies across entire landscapes.

As we continue to adapt to new developments and catalyze the technological innovation needed to achieve our goals, it's my job to remind our dedicated staff that what matters most are not our "key performance indicators" or our "return on investment," or the revenues of our partners (although we certainly want their responsible stewardship to be profitable as well as fulfilling). What matters most is positive change on the ground for the people who live in and around forests, as well as the health of forest ecosystems, oceans, rivers, and the countless endangered animals that have a right to exist. Our mission is to change a global production system that does not respect the planetary boundaries.

After 30 years in the business, what we've learned about the complexities of this work might have terrified that early group of bright-eyed volunteers into paralysis. When it comes to keeping a forest standing and healthy, making a farm productive and ecologically sound, or creating a buffer between thriving rural communities and abject poverty, we have amassed a valuable trove of hard-earned wisdom through experience. We've learned the importance of staying flexible, sharpened our strategies, and figured out how to identify the levers of change across a multitude of countries, cultures, and industries. The secret to our success is at once simple and enormously complex: an unwavering commitment to integrity and working in alliance with frontline communities.

Reshaping global development priorities through the market is an ambitious, unpredictable undertaking. The victories are life-changing for the people we work with; the missteps, challenges, and unexpected shocks along the way are as tough as they are inevitable. "Resilience," one of the more popular environmental buzzwords of the day, is the ability to absorb shocks to the system that disrupt stability. Resilience enables individuals to weather seemingly insurmountable setbacks in life, just as it prepares entire communities to weather the brutal effects of climate change. We must greet the most urgent challenge of our time—diminishing natural resources stretched beyond their natural limits to feed a global population projected to reach nine billion by 2050—as a vibrant, energized, diligent, and resilient global alliance. Thank you for your invaluable support in building this alliance.



“The secret to our success is at once simple and enormously complex: an unwavering commitment to integrity and working in alliance with frontline communities.”



OUR ALLIANCE IS OUR POWER



As a scientist, lifelong conservationist, and human rights advocate, I have been deeply impressed by the Rainforest Alliance during my first year as president. Not only does our unique conservation model guard against deforestation in vulnerable regions, it improves livelihoods, upholds the rights of communities and workers, and helps the farming and forest communities we work with all over the world build resilience to climate change.

Working at the nexus of agriculture, forests, and development, we often confront challenges that may at first seem impossible to resolve—such as climate change, food insecurity, the loss of precious biodiversity, and entrenched labor abuses. Meaningful cooperation between countries of wildly varying histories, economies, and resources has, until recently, been elusive due to vigorous disagreements over responsibility and benchmarks. It took, for example, more than 25 years for world leaders to reach an international climate accord, despite the overwhelming scientific consensus that climate change is an urgent crisis that is already causing great harm to people and biodiversity. And although the ink is barely dry on the Paris climate agreement, some government leaders are already undermining critical elements of the plan.

Yet whenever I feel discouraged, I remind myself of the creativity, ambition, and dedication of all the people who have joined our alliance over the past three decades. What began as a small band of passionate volunteers in New York City has blossomed into a broad, inclusive, global movement of farmers and indigenous forest communities, scientists, business leaders, government

officials, conservationists, and people like you working together to tackle the world's big problems, together. We are proud of our remarkable accomplishments, some of which are described in this annual report.

These achievements are the fruits of an organizational culture characterized by openness, collaboration, innovation, dialogue, and a deep mutual respect. Our members practice all faiths and speak many languages, yet we all share an unshakable commitment to a sustainable future. As we celebrate our 30th anniversary, we are growing our reach through new partnerships—the kind of broad-based coalitions necessary to achieve the scale of transformation we so urgently need.

As I reflect upon these developments, I see many reasons to be optimistic despite the immensity of the challenges we face. Our alliance has grown large enough, and strong enough, that we cannot be derailed from the pursuit of our mission. By now there are too many of us who understand the necessity of strong forests, thriving rural communities, strategies and policies based on good science, and empathy with our fellow humans. There are too many of us who share these values in leadership positions—in business, civil society, and government—for hard-won gains to be erased. And there are too many of us who know that our actions today will determine the course of life on our planet for hundreds of years to come.

Nigel Sizer



1987 — 2017



1987
The Rainforest Alliance is founded *p. 36*

1988
Launch of the SmartWood timber certification

1989
Our Costa Rica office opens

1990
Our first forestry certification (in Indonesia)



1991
First principles and criteria of sustainable agriculture are established *p. 30*



1992
Scientists demonstrate biodiversity benefits of forested coffee/cocoa farms *p. 37*

1993
First farms are certified (Costa Rica and Hawaii)

1993
Forest Stewardship Council is founded *p. 14*

1997
Sustainable Agriculture Network forms *p. 31*



1999
We begin our community forestry work in the Maya Biosphere Reserve (Guatemala) *p. 15*

2000
Protection of Indigenous Land Rights *p. 43*

2006
Verified Carbon Standard is established



2007
Guatemala education program begins *p. 27*

2008
Global Sustainable Tourism Council is established



2010
Carbon coffee project is established in Oaxaca, Mexico *p. 18*



2011
Climate-smart agriculture criteria are established *p. 33*



2012
Guatemala community forest-carbon project is established *p. 21*



2012
Climate education program in Mexico begins *p. 24*

2013
First oil palm plantation is certified (Honduras)



2013
Landmark night monkey study on certified farms is published *p. 38*

2013
Certified cocoa reaches 10% of global market

2015
We attend the historic UN climate conference in Paris



2015
Gola Rainforest (Sierra Leone) REDD project is verified *p. 19*



2015
Sustainable Landscapes project brings 1.9 million acres (780,000 ha) of the Amazon rainforest under sustainable management *p. 26*

2016
We co-found Global Living Wage Coalition *p. 42*



2016
Expansion of community forestry in Cameroon *p. 12*

2017
To date, 1.34 million people have been trained in sustainable land management

WHERE OUR STORY BEGINS



Forests give us air, water, shelter, medicine, and life itself. Yet humans destroy forestland equivalent to half the size of England annually. For 30 years, we've been at the forefront of the fight to keep forests standing. And although the fight is far from over, we have changed the face of conservation forever.





2016

South Region | CAMEROON

In 2016, the Rainforest Alliance expanded its community forestry work in Cameroon, where we are focusing on two clusters of forests that border protected areas in the country's southern region—one cluster that's adjacent to the Campo Ma'an National Park and another near the Dja Biosphere Reserve.

As a result of our support, our forest community partners have approved management plans that cover a total of 74,000 acres (30,000 ha), forged business alliances with buyers, and signed sales contracts—a major step forward for communities in the region. Since we started working there four years ago, income from the sale of timber has doubled, and among those communities that have taken control of forest harvesting, revenues have increased more than five-fold.

In the mid-1980s, when deforestation in Latin America had reached crisis levels, most conservationists believed the way to save the world's rainforests was a complete boycott of tropical wood. But the founders of the Rainforest Alliance took the unconventional view that such a boycott would ultimately fail—because it did not take into account the needs of well over one billion people who depend on forests for their livelihoods. From the very beginning, the Rainforest Alliance understood that in order to succeed over the long term, the environmental movement must work with the people who use forests for their shelter, sustenance, and livelihoods—for they have the strongest incentive to conserve them.

And so our unique approach to forest conservation was born. Over the past 30 years, we've formed a kaleidoscopic and global alliance of forest communities, conservationists, farmers, scientists, multi-national companies, and governments. We've collaborated with these allies to develop and advance a rigorous sustainability standard for forestry management and a separate standard for agriculture—one of the main drivers of deforestation then and now. Both standards are based on the principle that true sustainability must support the environmental, social, and economic health of rural communities.

As awareness of the global deforestation crisis grew (due in part to the Rainforest Alliance's work with journalists) so did the market demand for responsibly produced timber and wood products. In 1993 we co-founded the Forest Stewardship Council (FSC), the first independent global forestry certification system, to connect responsible forestry businesses with burgeoning markets for sustainably sourced timber (FSC certification includes a method

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1993
New York | UNITED STATES

In 1993 the Rainforest Alliance co-founded the Forest Stewardship Council, the world's first global certification system for sustainable forestry. We did so after years of certifying forestry businesses to our own sustainability and chain-of-custody standards.

Why? By establishing a rigorous standard that other organizations could use, as well as an independent body to maintain it and audit the auditors, we could make a bigger difference on the ground and spread our comprehensive vision of environmental, economic, and social sustainability far and wide.

that allows buyers to trace the wood to its origin). Sustainable forestry certification proved to be such a powerful conservation tool that we soon expanded beyond Latin America's rainforests—and saw a proliferation of competing certification schemes. Today, more than 113 million acres (45.7 million ha) of tropical, temperate, and boreal forestland around the world are under FSC certification.

As the demand for sustainably sourced timber grew, however, it became clear that forest communities needed additional support in order to fully access the benefits of certification and compete with established forestry companies. We developed comprehensive training and technical assistance programs—covering accounting, processing, quality control, business administration, and marketing—so that forest community enterprises would be better prepared to participate in the growing market, and we began extending those services to communities that weren't certified, too. As our relationships with forest communities in Guatemala and across the Amazon deepened, we worked with them to develop supplemental revenue streams, including the harvest and processing of non-timber forest products (such as Brazil nuts), community-based tourism, and forest-carbon projects. These additional forest-based activities are now an important part of our integrated landscape approach to conservation.



1999
Maya Biosphere Reserve | GUATEMALA

The Rainforest Alliance first began working with forest communities in Guatemala's Maya Biosphere Reserve (MBR) in 1999, at the peak of the country's deforestation crisis. In less than 20 years, the integrated conservation approach we pioneered in Guatemala has become a model used around the world. In addition to training our partner communities in sustainable timber harvesting, we helped them establish other types of forest enterprises in the concessions they manage, such as the harvesting and processing of nuts. Giving communities a strong economic incentive to protect the forest has proven to be a remarkably effective strategy: the deforestation rate in the concessions is nearly zero, a striking statistic given that adjacent areas suffer some of the worst deforestation rates in Mesoamerica.

We've been on the vanguard of developing sustainable forest economies partnership with local communities for 20 years. Beginning in the early 2000s, when governments around the world began to grant land rights to indigenous and forest communities, we seized the opportunity to use our unparalleled experience to help communities make the most of their newly acquired land tenure. Building on our highly successful community forestry work in Guatemala, Ecuador, and Peru, we have adapted our model to partner with forest communities in Cameroon, Myanmar, and Indonesia.

As the devolution of land rights to local and indigenous peoples takes hold around the world, we're advancing a new, highly effective model for conservation through our long-term partnerships with these communities. Working with more than 100 forest communities and small- and medium-sized enterprises—from smallholders in temperate zones to communally-owned tropical forests in Cameroon, Indonesia, and the Amazon—we have changed the way forest conservation is approached all over the world. 📌

BUILDING CLIMATE RESILIENCE FROM DAY ONE



After decades of work to defend our greatest climate allies—strong forests—we've engaged companies, governments, and communities in the fight against climate change.





2015
Oaxaca | MEXICO

Forest conservation has been the cornerstone of the Rainforest Alliance’s mission since it was founded 30 years ago. As we’ve worked to stop deforestation over the decades, we’ve also worked to spread global awareness about the incredible capacity of forests to absorb carbon and stabilize the climate—both local and global. So while we describe our work as forest conservation, what we’ve been doing all along is mitigating climate change and building resilience to its impacts.

A decade ago, in response to the growing body of scientific evidence for the acceleration of global warming and its destructive impacts, we began to formalize our climate work and amplify the role forests play in sequestering carbon. Building upon years of work at the intersection of development, agriculture, and forestry, we worked with the Sustainable Agriculture Network (SAN) to develop a voluntary climate module to complement Rainforest Alliance certification. Farmers in our training programs learned how to increase their resilience and adapt to climate change through methods such as the protection of native ecosystems and biodiversity, avoidance of deforestation, maintenance of healthy soils, protection and conservation of water resources, and guidance for farmers in selecting climate-smart planting materials. After observing the eagerness of farmers in drought-prone regions to learn climate-smart methods, as well as the clear benefits to those who adopted them, we formally integrated these climate-smart methods into the recently revised SAN standard used for Rainforest Alliance certification.



In 2015, after nearly five years of dedicated training and reforestation efforts, the 250-strong UNECAFE coffee-farming cooperative achieved validation for its agroforestry project that is projected to remove as many as 130,000 tons of CO₂ emissions from the atmosphere over 30 years (the equivalent of a year’s worth of emissions for 27,000 cars). The project marked an important step toward self-determination for the participating communities, all of whom are indigenous Chatino; it also offers a way for young people in the communities to make a living as technicians who map and monitor, so they don’t need to seek employment in faraway urban centers.



2015
Gola Rainforest | SIERRA LEONE

We also played an instrumental role in the development of the voluntary carbon market by helping to establish the Climate, Community, and Biodiversity Alliance (CCBA) and its standard, one of the most widely applied and respected tools to measure the community and biodiversity impacts of land-based carbon projects; we also serve on the advisory board to the Verified Carbon Standard (VCS). Verification against carbon standards is required to trade credits on the voluntary carbon market and sell them to companies or individuals seeking to offset their carbon emissions (either to comply with mandatory pollution caps or to meet their environmental responsibility goals). We’ve audited carbon projects managed by private

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The Rainforest Alliance verified the Gola Rainforest REDD* Project to the VCS and CCBS standards in 2015. The project led to the creation of the Gola Rainforest National Park, the second national park in the country, and the first where borders are effectively enforced. In addition to conserving more than 168,000 acres (68,000 ha) of pristine sub-Saharan tropical rainforest—home to pygmy hippos, forest elephants, ungulates, and other iconic species—the project also supports the livelihoods of 122 forest-boundary communities that are home to approximately 24,000 people. The communities have already received payments for their work to protect the forest.

* Reducing Emissions from Deforestation and Forest Degradation in Developing Countries, a program developed in 2008 by the United Nations to fight climate change



landowners throughout the United States and Canada; forest communities from Sierra Leone to Brazil, Guatemala, and Mexico; and smallholder farming cooperatives in forest border regions that are working to protect standing forests and/or reforest degraded areas.

Revenues earned from the sale of carbon credits can provide an additional income stream to rural communities, so as part of our landscape conservation strategy we've provided technical assistance to forest and farming cooperatives to develop pilot carbon projects. Our commitment to innovation has given rise to ground-breaking initiatives, including a carbon project co-designed by a smallholder coffee cooperative in Oaxaca, Mexico (see sidebar).

Deforestation, forest degradation, and agriculture account for 25 percent of global greenhouse gas emissions—more than the entire global transportation sector and second only to the energy sector. While we have always emphasized our day-to-day work on the ground, we also work to influence international policy-makers through various forms of advocacy. Our climate experts have regularly participated in regional and international forums, including the UN climate conference, to push deforestation and land use management to the forefront of the global climate agenda. Whether we are advocating among global climate experts or training young people how to measure climate benefits, our goal is the same: to stop deforestation and forest degradation by all means available to us. Our agroforestry work demonstrates how to apply the recommendations of the historic UN Paris Climate Agreement regarding forest conservation and the reforestation of degraded land. ↗



2012
Maya Biosphere Reserve | GUATEMALA

Based in the Maya Biosphere Reserve's forest concessions, the GuateCarbon project allows local communities to earn payments for greenhouse gas emissions avoided through the sustainable management of approximately 1.6 million acres (660,800 ha) of forest. The project—established in 2012 and developed by the Rainforest Alliance, the government of Guatemala, the Association of Community Forest Enterprises of the Petén (ACOFOP), and others, is managed as a partnership between the government of Guatemala and local communities, with the support of international organizations including the Rainforest Alliance. The project was validated against the Verified Carbon Standard and the Climate, Community, and Biodiversity Standards in 2015, and it has become an internationally recognized model of how communities can be equal partners in generating, managing, and accessing the forest's social, economic and environmental benefits.

THRIVING COMMUNITIES AND STRONG FORESTS GO HAND IN HAND



From the very beginning, we've based our programs on the understanding that the strength of a forest is inextricable from the health of the communities in and around it. After all, people who call the forest home have the greatest incentive to protect it.





2012

Chiapas and Oaxaca | MEXICO

When the Rainforest Alliance was founded 30 years ago, the mainstream environmental movement was primarily concerned with the protection of vulnerable ecosystems through the creation of natural reserves. Most environmental groups working to stop deforestation did not focus on the economic and social wellbeing of people living in and around the forest.

When our founders established our first office in the tropics, however, it was clear to them that the health of a forest could not be viewed in isolation from its surrounding communities. Deforestation is a human phenomenon with clear causes, mostly having to do with economic pressures. Subsistence farmers in the tropics could only squeeze but so much from poor-quality soils before they had to cut down more forest and move to the next patch of earth. Many forest communities lacking access to education, business training, or financing chopped down precious old-growth trees to meet their basic needs. Industrial farms razed large swaths of forests for new cropland after wearing out existing fields with conventional, agrochemical-heavy cultivation methods.

Of course, these pressures continue to drive deforestation. But in the areas where we work, we've begun to document significant transformation as a result of the unique conservation model we developed—an approach based on the philosophy that the health of the forest is inextricably tied to the strength of its surrounding communities. In practice, this means that



The Rainforest Alliance began working with educators in rural Chiapas and Oaxaca in 2012 to help raise awareness about climate resilience and forest conservation, as part of the Alianza México REDD+* initiative. Our extensive climate curriculum, which we shared with 540 teachers (who have, in turn, taught it to approximately 36,000 students) covers the carbon cycle, vegetation types, and forest degradation, and it provides the tools teachers need to guide students in hands-on activities.

*Reducing Emissions from Deforestation and Forest Degradation (+ fostering conservation, sustainable management of forests, and the enhancement of forest carbon stocks), a United Nations climate program



2015

Amazon | ECUADOR, PERU, AND COLOMBIA

The Rainforest Alliance's four-year Sustainable Landscapes* project brought 2.3 million acres (943,000 ha) of land across Ecuador, Peru, and Colombia under sustainable management through community forest enterprises, and nearly 3,200 people in our partner communities benefited economically.

In Ecuador alone, 1.5 million acres (600,000 ha) in the country's most fragile ecosystems are now being sustainably managed; this includes a new model of tourism management for natural reserves that we developed in close collaboration with Ecuador's tourism ministry. And in the Madre de Dios region of the Peruvian Amazon, the indigenous producer associations we worked with won preferential contracts for sales of more than US\$1.5 million in Brazil nuts and access to more than \$900,000 in financing.

These initiatives laid the foundation for a sustainable indigenous economy and reinvigorated the participation of young people in local enterprises—a critical component to the long-term sustainability of these communities.

*The Sustainable Landscapes project was part of USAID's Initiative for the Conservation of the Andean Amazon

the training and certification programs we've developed over the past three decades protect the health of communities downstream, indigenous land rights, the families of farm workers, and the economic wellbeing of rural communities in and around standing forests.

In agriculture, the certification standard we use prohibits the use of 99 dangerous pesticides and strictly regulates the application of permitted agrochemicals. Farms are required to provide showers and changing rooms for workers who spray so they don't carry home any traces to their families, and specialized warehouses reduce the risk of pesticide accidents that could contaminate local land and waterways. Our training programs emphasize measures to protect and conserve local waterways—from wastewater recycling to runoff prevention. Scientific studies of certified farms in Colombia, Nicaragua, and Ecuador confirm a major increase in the implementation of these protective measures.

The Rainforest Alliance has also integrated community wellbeing into its forestry work. Our forestry training and certification programs emphasize the provision of decent worker housing, strict requirements for the use of personal protective equipment, and access to education and healthcare. Over the decades, these programs have catalyzed a sea change among sustainability-minded forestry businesses: A 2009 study of certified forestry operations in Brazil confirmed excellent compliance rates regarding the use of protective gear (74%), the provision of medical care in case of injury (100%), and regular medical examinations (94%).



2007

Petén | GUATEMALA

In tourism, the protection of indigenous community autonomy, safeguards for children, and women's rights are focal points of our training programs. The certification standard we helped develop, maintained by the Global Sustainable Tourism Council, requires tourism businesses to follow practices that respect the cultural traditions of indigenous communities and encourage sourcing from local businesses whenever possible.

There is perhaps no better way to improve the long-term wellbeing of communities than to educate their children. For many children who grow up on farms, even grade school is out of reach, but SAN audits show that children on Rainforest Alliance Certified™ farms have nearly universal access to education. One study in Côte d'Ivoire found that significantly more children on certified cocoa farms were studying at the appropriate grade level, compared with children on non-certified farms. And in Colombia, the children of certified farm owners and workers had significantly higher levels of education than those on non-certified farms, with a median educational achievement that was two years higher than that of their peers.

In addition, our environmental education programs, which are integrated into landscape conservation projects in areas that are particularly vulnerable to deforestation and climate change, provide teachers with curricula and other pedagogical tools to integrate conservation into a child's formative learning years. This is one of the most critical long-term conservation interventions we can make, and one we continue to invest in. ⬆

Since 2007, the Rainforest Alliance's education program has trained teachers in Guatemala's Petén region, where the magnificent Maya Biosphere Reserve is located, to equip their students with a strong foundation in environmental conservation. We've trained 581 teachers there, helping them to adapt our curricula to their needs for 6,910 students.

We employed a "train-the-trainer" approach to expand our reach; teachers who participate in our training go on to share these environmental education tools with colleagues in neighboring communities. Teachers and students working with our curricula have launched many environmental action projects over the years, including tree planting, river clean-ups, nature trails, plant nurseries, community walks, and educational radio programs to advance conservation.

CULTIVATING THE NEXT GREEN REVOLUTION



If we want to save forests, we've got to work with farmers. Agriculture drives 80 percent of tropical deforestation; that deforestation combined with crop and livestock production generates 25 percent of the world's greenhouse gas emissions. Maximizing harvests on existing cropland is critical to global food security and climate stability.





1991

San José | COSTA RICA

Working with farmers, agricultural companies, scientists, government agencies and other stakeholders, the Rainforest Alliance and local NGO partners created the first principles and criteria for sustainable agriculture. Two years later, Platanera Río Sixaola, a banana farm in Costa Rica, became one of the first Rainforest Alliance Certified farms in the world. The 495-acre (200 hectares) farm, now certified to the SAN Standard, has maintained a 98 percent compliance rate and boasts cutting-edge innovation, including the production of its own electricity through solar panels.

In the late 1980s, when two of our founding staff members began working in Central America, the region was in the grip of a deforestation crisis. Ranchers and smallholders razed forests to make way for cattle. Coffee farmers chopped down trees shading their crop, converting their land to open monoculture. Banana companies destroyed rainforest to expand their plantations. And subsistence farmers slashed and burned, eked all they could from the poor-quality tropical soil, then slashed and burned again in order to survive.

For those who were ecologically aware, it was a landscape of catastrophe. The remnants of fallen trees smoldered in newly created pastures. Rivers ran thick with mud, caused by erosion from land stripped of its protective forest cover. Overuse of pesticides poisoned farmers, wildlife, and waterways. Banana plantation workers suffered poor conditions and had minimal rights, while independent farmers struggled to stay afloat by growing cash crops like coffee and cocoa. Destructive farming practices had become entrenched in the absence of guidelines to conserve natural resources, protect farm workers, or help smallholders find secure economic footing.

Rather than launch protests or boycotts—tactics employed by other environmental organizations—the Rainforest Alliance took a radically different approach. We decided to work with farmers and companies, as well as scientists, government agencies, and—critically important—local NGOs, to find a new way forward. Drawing on the expertise of this wide range of partners, we developed the first set of principles for sustainable agriculture. In 1997, we co-founded the Sustainable Agriculture Network (SAN), a coalition of local conservation and rural development NGOs, to craft a sustainable-agriculture standard that balances environmental conservation, farm economics, and the wellbeing of workers and farming communities. The result is the SAN standard—the set of criteria used for Rainforest Alliance certification—an enduring system that promotes environmental and social prac-

“We took the word ‘alliance’ in our name seriously. We work as equal partners with farmers.”

CHRIS WILLE
Former Rainforest Alliance Chief of Agriculture

tices that protect standing forests and local waterways, boost productivity, eliminate and/or strictly regulate the use of toxic agrochemicals, and support the rights and wellbeing of workers.

In 1993, two banana farms in Costa Rica and another in Hawaii met the rigorous new standard and earned Rainforest Alliance certification. The following year, a coffee farm in Guatemala was certified; we began working with a SAN member organization in Ecuador on cocoa and with a Colombian NGO on flowers. In response to growing interest on the part of farms, companies, and consumers around the world, the SAN has spearheaded innovation and maintained integrity for the standard, which now covers nearly 100 crops, for the past 20 years. Rainforest Alliance training and certification have since been embraced by some of the world’s leading companies, including Chiquita Brands, Dunkin’ Donuts, Lavazza, Mars, McDonald’s, Nescafé, and Unilever—corporate partners that are critical to achieving the scale of agricultural transformation required to significantly rebalance vulnerable landscapes.

Empowering farmers through organization and training has been key to the success of the system. The Rainforest Alliance always partners with SAN member NGOs or other local agricultural experts who are fluent in the ecology, law, language, and customs of each region, to provide vital lessons on the topics farmers care most about: efficient farm management,



1997

WORLDWIDE

In collaboration with conservation groups in Latin America, the Rainforest Alliance co-founded the Sustainable Agriculture Network (SAN) to develop and maintain a rigorous agricultural standard that enshrines environmental, economic, and social sustainability into a single comprehensive system. The SAN standard, used for Rainforest Alliance certification, contains strict prohibitions on cutting down trees, as well as detailed criteria on soil health and water protection, wildlife protection, farm management, and the rights, safety, and wellbeing of farm workers.



integrated weeding and pruning methods, sanitation and wastewater treatment, indigenous land rights, gender equity, and financial literacy. In recent years, climate-smart agriculture has become the training topic most popular among farmers in vulnerable regions.

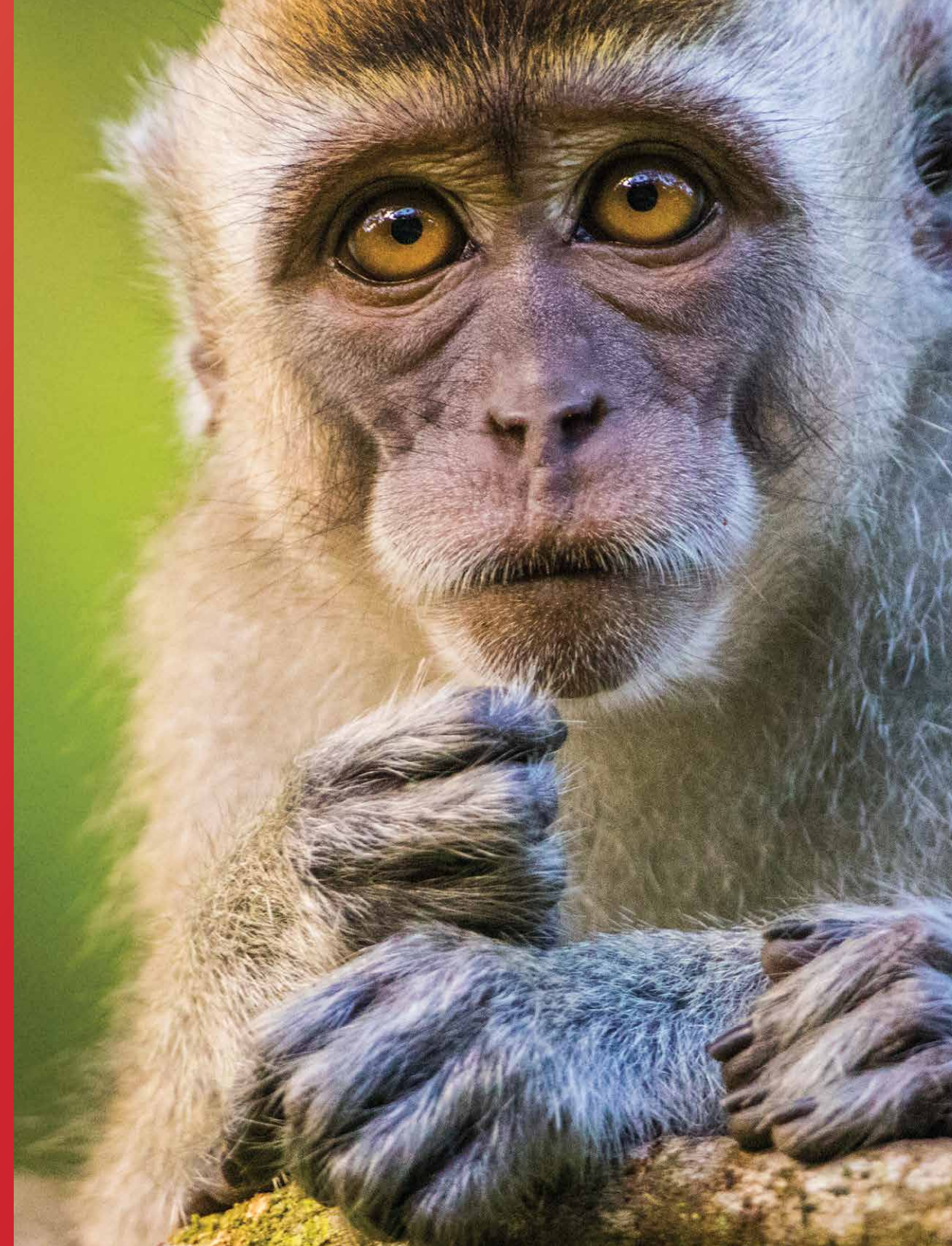
All told, the Rainforest Alliance and the SAN have trained more than 1.2 million farmers around the world in sustainable land management, covering more than four million acres (1.6 million ha) of land. While this is certainly an impressive number, to us it is only the beginning. With a projected global population of nine billion by 2050, balancing forest conservation and food production has never been more critical. We're working harder than ever to expand both our toolkit for transformation and our alliance for a better tomorrow. 📌



2011
San Marcos | GUATEMALA

El Platanillo in Guatemala became the world's first Rainforest Alliance Certified coffee farm to adopt the climate-smart criteria that were formally integrated into the SAN standard and all of our training programs this year. These include on-farm practices such as: the planting of trees and bushes along waterways to protect water quality; the treatment of wastewater caused by agricultural processing; the use of organic fertilizer and composting for soil health and drought resilience; manual weed removal, which is better for soil and reduces greenhouse gas emissions; landscaping to prevent erosion, and agroforestry for forest-friendly crops like coffee and cocoa.

PROTECTING WILDLIFE BY CONSERVING HABITAT



While many environmental groups focus on saving iconic species, the Rainforest Alliance is more broadly concerned with conserving and enriching wildlife habitat—the destruction of which is the gravest threat to nearly all species.





1987

San José | COSTA RICA

When we chose our mascot 30 years ago, the red-eyed tree frog leapt out at us. Frogs are highly sensitive to environmental changes in land and water, making them excellent indicators of ecosystem health—and the perfect mascot for an organization fighting to rebalance the Earth. We chose the red-eyed tree frog because it's commonly found in the neotropics, where the Rainforest Alliance first began working to protect rainforests. Safeguarding the habitat of this special amphibian—and all forest habitat—was enshrined in the very first certification system we created, SmartWood, in 1988, and continues to be an integral part of our work today.

When the Rainforest Alliance established an office in Costa Rica in the late 1980s, our staff witnessed firsthand the destruction of the rainforest nearby—dense jungle landscape where toucans, sloths, and other rainforest animals made their homes were burned to the ground to make way for farms and livestock pastures. Ever since then, biodiversity protection has been a central part of the Rainforest Alliance mission.

Unfortunately, our focus on protecting biodiversity was prescient. Scientists have concluded that we are in the midst of Earth's sixth mass extinction. The main cause of this devastating loss of species is human activity, which accounts for the destruction of approximately 35.8 million acres (14.5 million ha) of forestland every year—roughly the size of Bangladesh or New York state. The current global extinction rate—50,000 species per year—is 1,000 times or more the natural rate, according to the International Union for the Conservation of Nature—the highest since dinosaurs disappeared from Earth 65 million years ago. In biodiversity-rich tropical regions, this habitat destruction results in the extinction of an estimated 100 species per day.

In recognition of this grim reality, the Rainforest Alliance has integrated the protection of wildlife into the very DNA of our conservation strategy, including the certification systems we helped develop: the Forest Stewardship Council (FSC) standard and the Sustainable Agriculture Network (SAN) standard. Both standards include detailed criteria designed to protect wildlife habitat and connect forest fragments to support migratory species.

In sustainable forestry, this means strict limits on timber harvesting, special protections for old-growth forests, and the protection or enhancement of local species diversity. The forestry standard also mandates that hunting on certified forestland is tightly controlled.

For agriculture, the standard prohibits the clearing of any forestland for agricultural expansion, as well as requirements for the conservation (or restoration) of on-farm natural habitat.

The Rainforest Alliance has integrated the protection of wildlife into the very DNA of our conservation strategy, including the certification systems we helped develop.

It also includes requirements for shade cover and the number of tree species per hectare for agroforestry crops. Farms that have burned or cleared forest or other high-value ecosystems since 2005 are not eligible for Rainforest Alliance certification; those that have cleared forests or damaged ecosystems between 1999–2005 must create conservation areas or restore degraded areas. The SAN standard prohibits hunting and wildlife commerce altogether, except in restricted circumstances for certain cultural/ethnic groups.

Our focus on minimizing deforestation caused by agriculture and timber production is undoubtedly our most significant contribution to biodiversity protection. Agriculture alone drives 80 percent of global deforestation, and the demands of a growing global population



1992

GUATEMALA

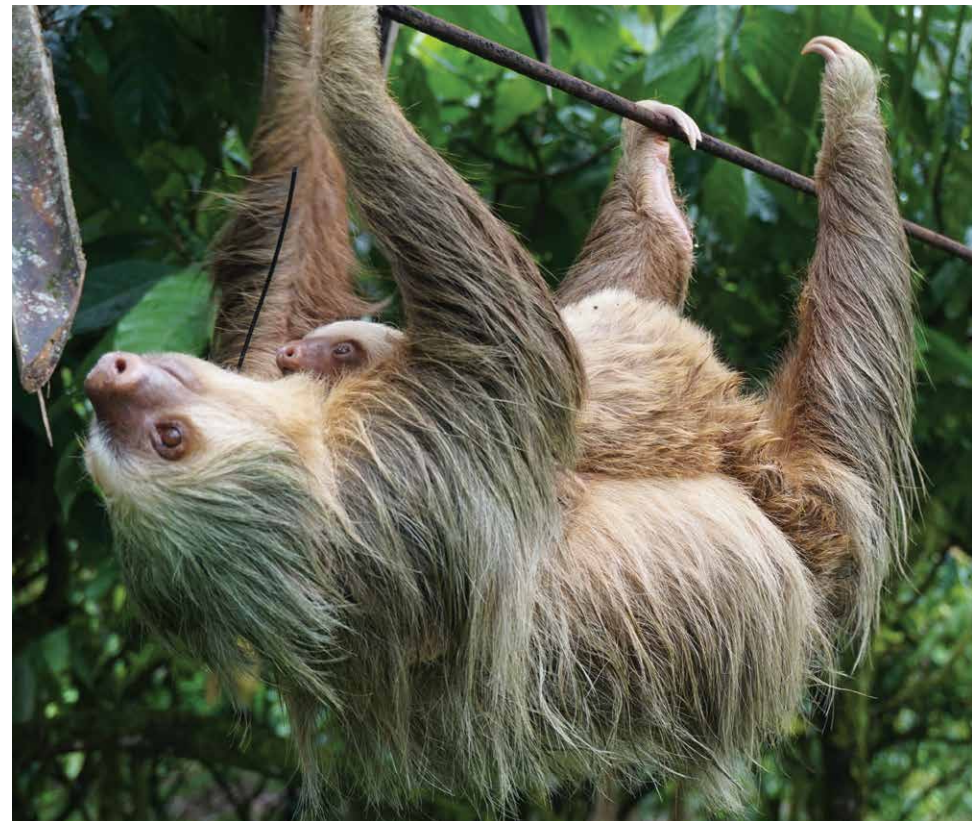
Just as the Rainforest Alliance began field operations, scientists—including those with our Sustainable Agriculture Network partner in Guatemala—published research proving what farmers and naturalists already knew: the biodiversity in traditional, forested coffee or cocoa farms was nearly as rich as that in nearby rainforests. Such farms in Latin America were especially important for migratory songbirds that nest in North America and spend the northern winter in the sunny tropics. More than 150 species—including colorful warblers, orioles, tanagers and even hummingbirds—make this incredible journey, often landing in the same farm year after year (assuming that the farm is still forested).



2013

Santander | COLOMBIA

A landmark study revealed that Colombia's threatened night monkeys (*Aotus lemurinus*) find safe haven—and good eating—on Rainforest Alliance Certified farms. These nocturnal, tree-dwelling creatures are hard to spot and even harder to study, but after radio-tagging a group of them, researchers found that the monkeys were spending almost as much time foraging on densely shaded coffee farms as they were in the rainforest. The study found that in general, Rainforest Alliance Certified coffee farms located near natural forest extend wildlife corridors, providing habitat for all kinds of animals.



are increasing pressure on a shrinking area of arable land. As a direct result of our training programs and certification systems, more than 1.2 million farmers are now using responsible methods that boost the productivity of existing cropland and protect wildlife habitat—such as composting, the planting of native trees among shade-friendly crops, and manual and biological pest control instead of pesticides. Farmers and wildlife also benefit from watershed conservation, buffer zones along streams to prevent erosion, and biological corridors for migratory species.

No wildlife habitat conservation effort can succeed without taking into account the financial security of rural people. Economic desperation often drives irresponsible timber harvesting, slash-and-burn agriculture, and unregulated tourism, which in turn threaten some of the world's most iconic species: mountain gorillas in Central Africa, jaguars throughout Latin America, and orangutans and tigers in Indonesia. These human activities also diminish our access to plants that could be developed into life-saving medicines.

Rainforests contain half of the world's flora and fauna, including an untold number of species yet to be discovered. We have shown that working in collaboration with rural communities to interrupt the cycle of poverty and deforestation is one of the most effective ways to defend these precious ecosystems, and all the wildlife they support. 📈



ADVANCING THE HUMAN RIGHTS OF RURAL PEOPLE



Rigorous sustainability certification, complemented by well-designed training programs, can serve as a powerful tool for gradual improvement across sectors and landscapes.





2016
WORLDWIDE

The Rainforest Alliance and the SAN, along with five other standard systems, two living wage experts, and the ISEAL Alliance, co-founded the Global Living Wage Coalition in order to develop living wage benchmarks for various countries and industries. The calculation and release of living wage benchmarks is the foundation for a long-term process to address rural poverty by establishing living wage goals for workers and industry players. We define a living wage as one that allows a worker to afford a basic, decent standard of living for her or his family. Elements of a decent standard of living include nutritious food, water, housing, education, health care, transport, and clothing.

For the Rainforest Alliance, the advancement of basic human rights is intrinsic to sustainable land management and forest conservation. When our earliest staff members set out for Central America 30 years ago to fight deforestation, they observed that the dignity and rights of rural and indigenous people were crucial to the health of the land. They established an office in Costa Rica and joined forces with local nongovernmental organizations across Central America to develop a conservation approach that emphasizes the wellbeing of rural people—including the advancement of their political, economic, social, and cultural rights—as a critical component of sustainability. We have carried forward this commitment for three decades in our training and certification programs.

The advancement of human rights is a global imperative requiring governments, citizens, and civil society groups to build upon an evolving framework of legal rights and norms, from the Universal Declaration for Human Rights, which enshrines civil and political rights, to the UN sustainable development goals, which articulate key social and economic human rights benchmarks (such as the right to safe water). Obviously, sustainability training and certification in isolation cannot stop political oppression, eliminate entrenched socioeconomic disparities, or prevent human rights violations from occurring. However, a rigorous sustainability certification system, complemented by well-designed training programs, can serve as a powerful tool for gradual improvement across sectors and landscapes.

The earliest sustainability certification standards we helped develop included provisions to guard against child labor and forced labor—and to protect the land rights of indigenous people. Over the past three decades, we have worked to refine these standards, making them more rigorous and responsive to realities on the ground. Today, for example, the Sustainable Agriculture Network (SAN) standard used for Rainforest Alliance certification includes criteria on child labor designed to protect children’s welfare while engaging group administrators and communities in continuous monitoring and prevention. The standard prohibits children working during school hours or participating in dangerous activities, such as carrying heavy



loads or using dangerous chemicals and tools. It simultaneously promotes measures that boost the efficiency of farms to reduce the financial pressures that drive the worst kinds of child labor.

The SAN standard, which achieved the highest overall social indices score in an independent 2014 study* comparing sustainability certification schemes, also requires that workers and people living on larger farms have access to potable water; on plantations where housing is provided, conditions must meet basic sanitation requirements; and all plantations must provide medical care. Strict worker safety requirements—such as the use of personal protective gear during agrochemical application—have been integral to the standard from the beginning. In 2017, the SAN standard was revised to include new criteria on the design of sanitation facilities associated with worker housing, to protect the safety of women and children.

The Rainforest Alliance has long led the movement to uphold land rights for local and indigenous people. Our very first forestry standard, created in 1989, required land tenure to be clear; a forestry operation with outstanding land claims or conflicts could not achieve certification. In the intervening years, we’ve observed a positive trend of governments around the world returning land rights to local people—a trend bolstered by the enduring success of our work with the forest communities of Guatemala’s Maya Biosphere Reserve. Our partner communities there won land rights and successfully built sustainable forest economies—resulting in an astonishing near-zero deforestation rate in these concessions. Today, the Rainforest Alliance is working with local and indigenous communities in Myanmar and Indonesia to help them secure land rights and develop sustainable forest enterprises, since it’s exactly this kind of long-term economic thinking that keeps deforestation at bay. The training and technical assistance we’ve provided to forest community enterprises has helped them prepare for certification to the Forest Stewardship Council (FSC) standard. The standard, which we helped develop as a founding member of the FSC, requires forestry operations to provide access to medical care, respect the right to free assembly, and establish clear grievance procedures.

At the heart of our human rights approach is the promotion of sustainable livelihoods. We co-founded the Global Living Wage Coalition**, a coalition of six standards systems that supports the development of and promotes a new methodology for determining a basic, decent standard of living in different countries. With more than 20 benchmarks completed or underway, and as more become available, companies and industries will have a clear path to the goal of paying living wages. This year we are piloting approaches to implementing living wage benchmarks in Central America’s banana sector. ⬆

* The State of Sustainability Initiatives Review: Standards and the Green Economy, 2014

** Global Living Wage Coalition: www.iseal.org/livingwage



2000
WORLDWIDE

When it was established in 1993, the Forest Stewardship Council (FSC) included requirements to uphold and protect indigenous and local rights and resources; by 2000 the FSC also required that local communities with legal or customary land tenure or land-use rights would maintain control over forest operations unless they delegated control with free, prior, and informed consent.

Forest owners and managers also must study the likely social impacts of forest management activities—including its impacts on archaeological, cultural, and historical sites, public resources, and economic opportunities—and incorporate this understanding into the planning and operation of their businesses.

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Annie Hubbard and Harvey M. Schwartz
Klema/Resnick Charitable Fund
Pamela Kohlberg
Kristen Kresge and Labeeb M. Abboud
The Laney Thornton Foundation
Martina Leonard and Karl Fossum
Linden Trust for Conservation
Nedelman Family Fund
Panaphil Foundation
Ellen and Eric Petersen
The Pomeroy and Betty Perry Smith Trust
Polly and Kenneth Rattner
Faye and Mike Richardson
The Robert P. Rotella Foundation
Abigail Rome
Martha A. and Robert S. Rubin
Deborah and William Ryan
Peter M. Schulte
Lise Strickler and Mark Gallogly
Laney Thornton / Flora L. Thornton Foundation
Ellen and David Wasserman
Annemieke Wijn

LEAFPLOG CAMPAIGN
COMMITMENTS
\$500 – \$9,999
Anonymous
John Caulkins in Honor of Chrystel Cancel
Frances Lear Foundation
General Mills, Inc.
Wendy Gordon and Larry Rockefeller
Marilú Hernández and Luis Bosoms
Leah Keith and Daniel Cohen
Elysabeth Kleinhans
Shiou-Der and Jeffrey Kossak
Maggie Lear and Daniel R. Katz
Catherine A. Ludden and Eric B. Rothenberg

LEAFPLOG CAMPAIGN
COMMITMENTS
\$100,000 & ABOVE
Mars, Incorporated
NESCAFÉ
Nestlé Nespresso SA
Teekanne GMBH & Co.KG
Unilever

Jeanie and Murray Kilgour
Marta Jo Lawrence
Kate Lear and Jonathan LaPook
Legg Mason & Co., LLC
M. House Family Fund at The San Diego Foundation
Mary Stuart Masterson and Jeremy Davidson
Michael O'Keeffe
Joseph A. Popper
Julie Pryor and Keith Housman
Robert W. and Amy T. Barker Foundation
Laura and David Scott Ross
Elena Sansalone and Jan Van Meter
Robert Schumann
Sten Stemme
Cathy Taub and Lowell Freiberg
Magnes Welsh
Grace Yu and Nikolas Makris

JUDITH SULZBERGER SOCIETY
The Judith Sulzberger Society honors those individuals who have chosen to include the Rainforest Alliance in their estate planning.

Anonymous (4)
Sara Burgess
Lynn H. Caporale
The Carlos Roberto Fernández and Evelyne Adler Trust
Beatrix De Greve
Christian Oliver Stjerna Degner-Elsner
Karl Fossum
Helene Frankel
Eliot M. Girsang
Chris and Bill Holmes
Elysabeth Kleinhans
Corinne Konrad
Maxine Mansor
Elizabeth McBrady
Susan Ellen Nicolich
Judith Perlman
Julie M. Reilly
Gloria Ripple
William L. and Linda K. Richter
Abigail Rome
Pamela Simonsson
Scottology Trust
Mary J. Williams

COLLABORATORS AT ORIGIN
\$100,000 & ABOVE
Mars, Incorporated
NESCAFÉ
Nestlé Nespresso SA
Teekanne GMBH & Co.KG
Unilever

COLLABORATORS AT ORIGIN
\$10,000 – \$99,999
Confiseur Läderach AG
Dunkin' Brands Inc.
Kirin Holdings Company

EVENTS
\$10,000 & ABOVE
Anonymous
Allegro Coffee Company
AMResorts
Avery Dennison
Avery Dennison - RBIS
Jason Handel
Doug Harmon
Bradford Soap Works, Inc.
The Central National-Gottesman Foundation
Chiquita
CHP/YFY
Clearwater Paper Corporation
Clif Bar
CMPC
Talia and Seth Cohen
Columbia Forest Products
Roger and Sandy Deromedi
Domtar
The Generation Foundation
Wendy Gordon and Larry Rockefeller
Marilú Hernández and Luis Bosoms
The JM Smucker Company
Elysabeth Kleinhans
Lavazza
Lear Family Foundation
Maggie Lear and Daniel R. Katz
Lawrence and Victoria Lunt
Munskjö Oyj
Nestlé Nespresso SA
Olam International Ltd.
O'Melveny & Myers LLP
Laura and David Ross
Syngenta Corporation
Unilever

EVENTS
\$500 – \$9,999
Anonymous
Appvion, Inc.
Asia Pulp and Paper
Balzac Brothers
Bank of America Merrill Lynch
Bettys & Taylors of Harrogate
Boise Paper Holdings LLC
Steve Boyd
Brett Byers
Califa Farms
The Capital Group Companies, Inc.

Caribou Coffee
Catalyst Paper
Brenda Chandler
Barbara Clemens
Daniel J. Couvreur
Tony Davis
Emilia and Amaury de Poret
Frank A. Dottori
Harold Elish
Fibria
Kari Fransen
Jeffrey B. Gracer
Grupo Ferroso, S.A.
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Jim Harmon
Dennis R. Hughes
Humboldt Redwood Company, LLC
InterAmerican Coffee
International Paper
Jujo Thermal Ltd.
Jeanie and Murray Kilgour
Kiwi Partners Inc.
Leo Korein
La Minita
Kate Lear and Jonathan LaPook
Peter Lehner
Catherine A. Ludden and Eric B. Rothenberg
Richmond Mayo-Smith
Robert McBride
McDonald's USA
Maureen Meegan
Mendocino Redwood Company, LLC
Mercon Coffee Corporation
Javier Montes
Neenah Paper Inc.
Nippon Steel & Sumitomo Metal U.S.A., Inc.
Holly and Dieter Nottebohm
Paragon Coffee Trading Company
Andrea and Mark Picard
Eric Poncon
Proyecto Mayakoba
Ramboll Environ
Reunion Island
Faye and Mike Richardson
Helen and Ronald J. Ross, M.D.
Rothfos Corporation
Hélène Roy
S&D Coffee & Tea
S.L. Safferstone
Erin Sharp
Isabelle and John Silverman
Doug Smith
Kerri and Drew Smith
SRI Executive Search Limited
Staples, Inc.
UCC Ueshima Coffee Company, LTD

Martin Tandler
Andrew Tremblay
Rick Turk
Twin Rivers Paper Company
Lori Unruh Snyder
UPM Label Pack & Release Papers
Verso Paper Holding LLC
Tensie Whelan
Douglas and Catherine Wigdor
Annemieke Wijn and Helmut Detken
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Banyan Tree Mayakoba
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The Best Bees Company
Bissinger's Handcrafted Chocolatier
British Airways
Bufete Aguirre Soc. Civ.
C.F. Martin & Co., Inc.
Calfee Design
Califa Farms
Charleston Coffee Roasters
Clif Bar
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Credit Suisse
Curtis
The Daily Show with Trevor Noah
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Embassy of Costa Rica in Washington, DC
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Equinox Fitness Clubs
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Java City
JPMorgan Chase
Kaplan & Stratton
K&L Gates
KBC Bank
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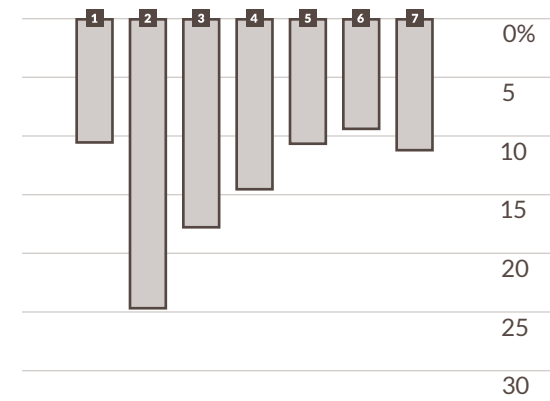
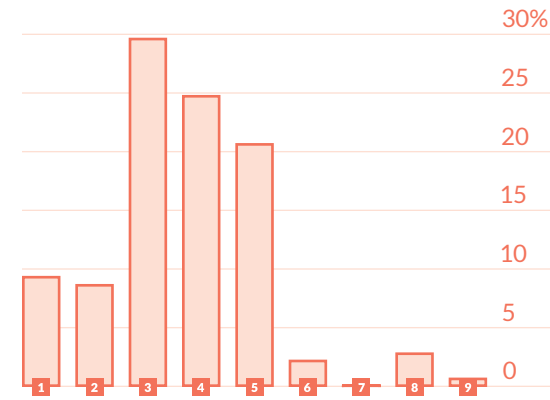
	2016	2015
1 Major Donors & Individuals	\$3,796,367	\$6,002,734
2 Foundations & Corporate Grants	3,520,518	5,432,494
3 Government Grants & Contracts	11,935,089	15,571,679
4 Certification Fees	9,977,677	11,176,672
5 Participation Agreement	8,334,894	7,934,741
6 Special Events - Net	932,611	1,190,996
7 Investment Income	90,194	30,653
8 In-Kind Contributions	1,183,981	1,108,202
9 Other	320,529	233,140
Total Revenue & Support	\$40,091,860	\$48,681,311

EXPENSES

1 Sustainable Agriculture	\$4,806,776	\$5,548,649
2 RA-Cert	11,144,642	11,631,175
3 TREES	8,049,463	11,566,434
4 Markets Transformation	6,599,687	5,852,385
5 Other	4,858,942	5,900,832
Total Program Expenses	35,459,510	40,499,475
6 Management & General	4,289,718	4,348,144
7 Fundraising	5,105,142	2,996,545
Total Expenses	\$44,854,370	\$47,844,164

ASSETS

Change in Net Assets	(\$4,762,510)	\$837,147
Net Assets, Beginning of Year	\$12,934,752	\$12,097,605
Net Assets, End of Year	\$8,172,242	\$12,934,752



* The decrease in revenue for 2016 reflects the completion of a few major, multi-year, grant-funded projects. For 2017, we have launched a new fundraising strategy to support programmatic innovations and new leadership.

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Printed by ColorDynamics in Allen, Texas, using UV inks. ColorDynamics is an FSC-certified printer.

PAPER

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 p. 31 Sara Hylton
 p. 32 Lisa Giunta
 p. 33 Fara Coffee
 p. 34 Matthew Harmer / Nice and Serious
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 p. 37 Nicolas Rakotopare
 p. 38 iStock
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