



OUR
FAMILY
TREE



Rainforest
Alliance

2015
ANNUAL REPORT



OUR
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OUR FAMILY TREE

Preparing the Ground for Ambitious Growth

For the Rainforest Alliance, 2015 was filled with the kind of conservation victories that become possible when people of all stripes come together to tackle the world's most urgent challenges. From Indonesia and Guatemala to Kenya and Sri Lanka, the wide-ranging successes spotlighted in the following pages are the result of a truly global alliance—one characterized by innovative partnerships with farmers, indigenous communities living in and around valuable forests, international companies, tourism businesses in fragile ecosystems, other nongovernmental organizations, and conscientious citizens like you. Together with these partners, we are working to rebalance the Earth and redefine our very relationship to the land.

As our passionate and diligent international staff carried out this transformative work on the ground, we prepared for a major leadership transition. Tensie Whelan, who led the Rainforest Alliance through an extraordinary, 15-year period of growth as its executive director and president, left the organization to establish the new Center for Sustainable Business at the New York University Stern School of Business. The Rainforest Alliance's executive vice president, Ana Paula Tavares, served as the acting president and skillfully led the organization as we undertook an intensive search that led us to our new president, Nigel Sizer. He brings 25 years of international experience in natural resources management, most recently as Global Director of the Forests Program at the World Resources Institute, where he led a hundred-person team located in Africa, Asia, and Latin America and launched path-breaking partnerships to defend forests around the world. Our future is bright indeed, but before we look ahead, we invite you to join us in celebrating all that we accomplished together last year.

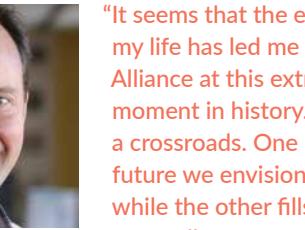


Daniel Katz
Board Chair



Ana Paula Tavares
Executive Vice President

"I'm delighted to share with you a selection of some of our most wonderful achievements of 2015. After months of serving as the Rainforest Alliance's acting president, I'm more inspired than ever by the visionary work my colleagues and all of our partners do every day to defend forests, cultivate thriving communities, and build a truly sustainable future."



Nigel Sizer
President

"It seems that the entire journey of my life has led me to the Rainforest Alliance at this extraordinary moment in history. We've come to a crossroads. One path leads to the future we envision for our children, while the other fills us with dread. My new colleagues and I have already set foot down the first path, our sleeves rolled up and ready to get to work."

121,767,028

acres (49,277,368 ha) of farms and forestland under sustainable management in 2015

12,292,025

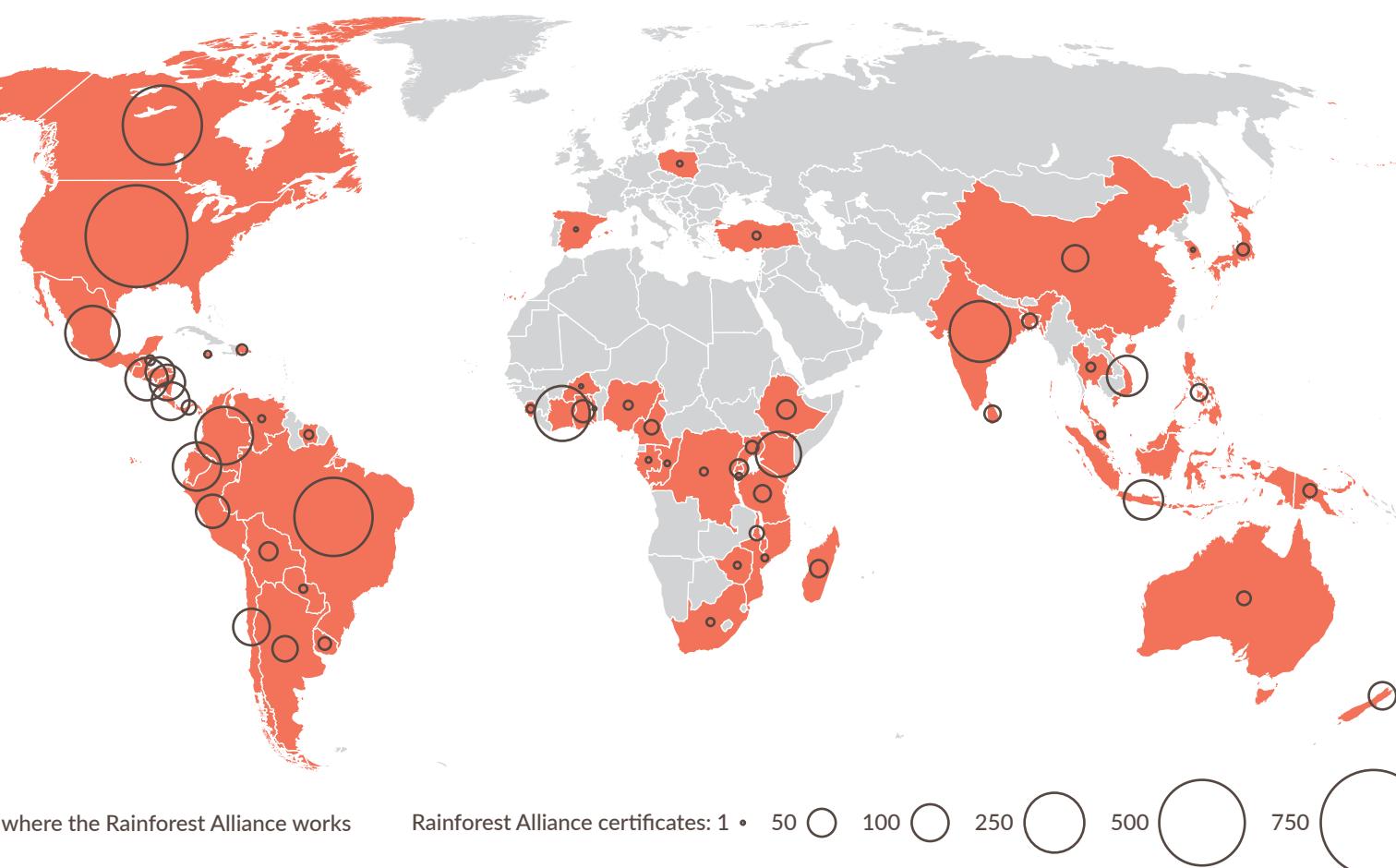
acres (4,974,406 ha) of land under climate-smart management, as of 2015

1,313,849

people trained in sustainable land management, as of 2015

37,090,868

metric tons of emissions reductions from carbon projects verified by the Rainforest Alliance, as of 2015



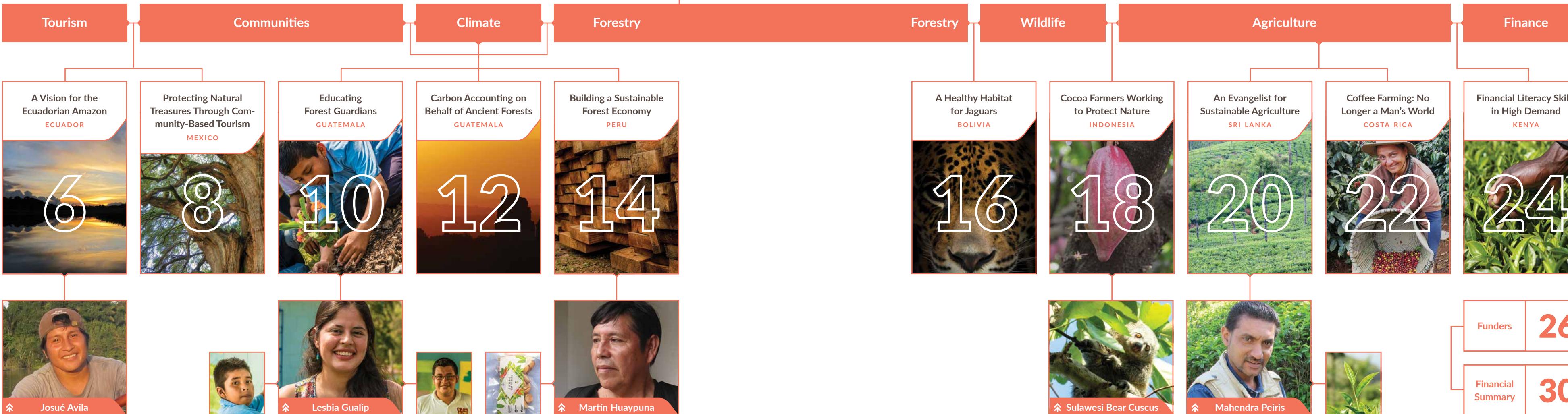
↑ OUR FAMILY TREE

Contents

The Rainforest Alliance family is global, inclusive, and kaleidoscopic in its diversity. We have to be in order to respond effectively to the urgent challenges facing our planet. Although it would be impossible to construct a family tree that includes all of our partners in sustainability, we've included in this report a

sampling from around the world. From the leaders of the Tres Islas indigenous community in the Amazon and an inspired schoolteacher in Guatemala to a scientist pioneering herbicide-free tea farming methods in the central highlands of Sri Lanka, the stories in the following pages show how we are working with our

conservation allies around the world to transform the relationship we all have with the land, to cultivate thriving communities, and to rebalance the Earth. All of this work is made possible by our dedicated supporters, who are a critically important branch of our ever expanding family tree. ♣



Josué Avila

Josué Avila is a guide who leads visitors on walks through the dense jungle surrounding Sani Lodge, located in the heart of the Ecuadorian Amazon. A member of the Sani-Kichwa community, Avila is an expert on the curiosities and perils of the jungle, from giant, bulbous termite nests and vicious conga ants to the crocodiles and piranhas that swim in the river bisecting the communally-owned land. Among the thousands of animals, trees, and plants he knows, there is one that holds a special place in his heart: the 300-year-old kapok tree (*Ceiba pentandra*) that stands about half a mile down the muddy path from Sani.

"The ceiba is very important to us, to the customs of the Kichwa people. When someone in the community is sick, a shaman contacts the spirit of the tree to obtain guidance on what kinds of plant medicines can be used to heal someone. This tree contains a lot of knowledge."



A Vision for the Ecuadorian Amazon

"The ceiba is the father of all the animals. So our culture, from the very beginning, has been to protect the forest," says Orlando Gualinga, a fourth-generation shaman and former oil worker who served for decades as the leader of the Sani-Kichwa indigenous community in the Ecuadorian Amazon. In the late 1990s, as he saw forests throughout the Amazon devastated by illegal logging, agricultural conversion, and oil drilling, Gualinga sought the guidance of the spirits. A vision came to him of a large room "full of many, many gringos." He shared his vision with the community, which gave its full support to his plan to build an eco-lodge and develop a sustainable tourism strategy—a vision he and his community have brought to life with training and technical support from the Rainforest Alliance.

Just across Sani's property line, however, the forest has been decimated by decades of poor management by a neighboring indigenous community—one that has not developed any sustainable enterprises. That community has sold old-growth trees to illegal loggers for prices far below market value, perpetuating the economic hardship that makes them more vulnerable to further resource exploitation.

The fate of Ecuador's indigenous forest communities at the hands of the petroleum industry—from violent territorial conflicts between non-contacted Amazon tribes and other indigenous groups to

epidemic rates of cancer and birth defects caused by environmental poisoning around abandoned oil fields—has been well documented and vigorously protested. This "resource curse" might have been Sani's destiny, too, if not for Gualinga's vision.

Today, the pristine, tropical lowland forest around Sani Lodge—nearly 10,400 acres (4,200 ha) in the Río Napo region—is collectively owned by the 600 members of the Sani-Kichwa community, one of 19 indigenous forest communities across Ecuador and Peru that participated in the Rainforest Alliance's Sustainable Landscapes project. The four-year project was part of USAID's Initiative for the Conservation of the Andean Amazon (ICAA), which united 30 local and international partners to strengthen conservation of the Amazon biome.

On this land, nestled deep in Ecuador's Yasuní National Park—arguably the most biologically diverse region on Earth—hunting is strictly prohibited, as is cutting down trees. The residents of Sani earn their livings, fund two schools, and support the community infrastructure through a range of ecotourism activities, from hosting guests at the elegant, low-impact lodge to guided birding tours, cooking demonstrations, and the sale of artisan crafts.

Community-based tourism that prioritizes forest conservation is one of the Rainforest Alliance's key strategies in the Amazon, and Sani is one of many communities that now follow a model of landscape

management that the Rainforest Alliance developed in close collaboration with the Ecuadorian tourism ministry. Although our work has strengthened community enterprises and boosted revenues, one of the most important results is not quantifiable, although it is certainly palpable: self-determination. 



"Our culture, from the very beginning, has been to protect the forest."

ORLANDO GUALINGA

Former community leader and fourth-generation shaman

Protecting Natural Treasures Through Community-Based Tourism

In the heart of a small town in central Oaxaca rises a massive, ancient tree called El Árbol de Tule, a 2,000-year-old Montezuma cypress with a trunk so wide it takes 17 people with arms outstretched to encircle it. The Tule tree is just one of Oaxaca's abundant cultural and natural treasures: steep mountains, vast tracts of old-growth forests akin to natural cathedrals, and rugged coastline with world-famous surfing beaches. Oaxaca's wild natural landscapes provide habitat for 133 species of amphibians and 245 species of reptiles found only in the state—not to mention the striking array of birds that make it a birder's paradise.

For the past two years, the Rainforest Alliance has worked with communities across Oaxaca to introduce sustainable tourism as a means of conserving these stunning landscapes. Central to our work in the region is the development of economic opportunities for rural and indigenous forest communities. "If there is no income, what are the options? Slash-and-burn agriculture, unsustainable cattle ranching, or wood extraction," says Ronald



Head of Sustainable Tourism Ronald Sanabria (left) with one of our tourism community partners, Raymundo Osorio. ↗

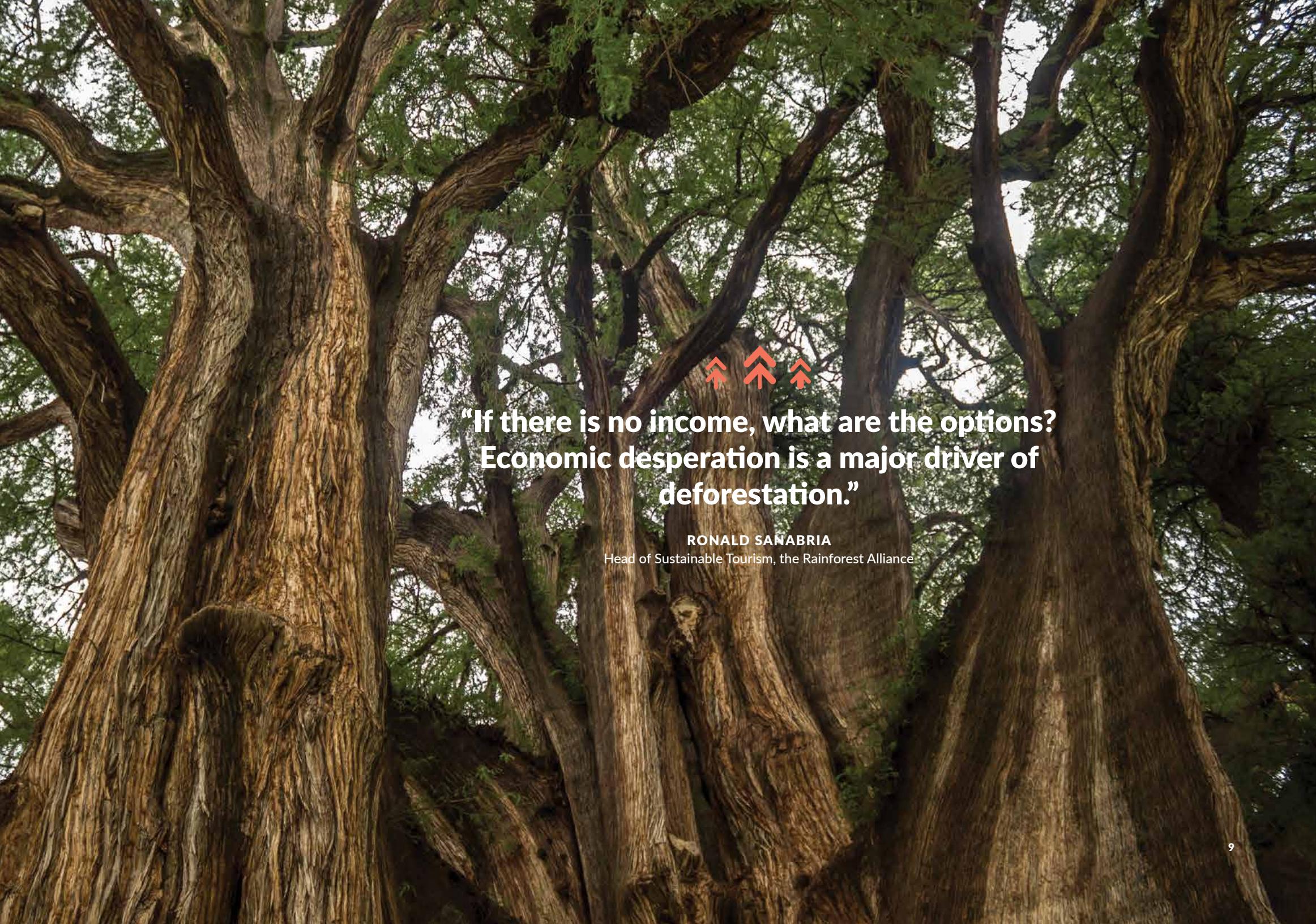
Sanabria, head of sustainable tourism at the Rainforest Alliance. "Economic desperation is a major driver of deforestation."

To address the environmental threats in the region, the Rainforest Alliance worked to develop the capacity of local partner organizations to assist more than 30 micro and small tourism enterprises; our Oaxaca partners include the Commission for the Development of Indigenous Peoples (CDI), the Secretariat of Environment and Natural Resources (SEMARNAT), and Women Generating Change and Wellbeing.

The Rainforest Alliance field team trained local advisors from those institutions, as well as key community leaders, in sustainable tourism management with support from the Mitsubishi Corporation Foundation for the Americas. We also held training workshops, where community-based entrepreneurs learned how to manage waste, reduce energy consumption, work with local suppliers to support host communities and bolster local economies, and improve promotion and marketing. In total, 60 tourism entrepreneurs in Oaxaca participated in the program, and 45 participants went on to train others.

"This training provided by the Rainforest Alliance to our institutional teams and community-based enterprises has been of great benefit for our projects," says Armando Osvaldo Vargas Ruiz, a local delegate from SEMARNAT. "It has increased interest in improving day by day to provide services up to international standards, resulting in customer satisfaction and thus impacting our local economy."

The program continues to grow in places like San Miguel del Valle, where new community-based tourism initiatives benefit nearly 3,000 people and conserve 41,665 acres (16,857 ha) of pristine forestland that provides habitat for cougars. ↗



**"If there is no income, what are the options?
Economic desperation is a major driver of
deforestation."**

RONALD SANABRIA
Head of Sustainable Tourism, the Rainforest Alliance



Educating Forest Guardians

On any given day, the children of El Porvenir, a community of 200 families just outside Guatemala's Tikal National Park, can be found tending to their school's vegetable garden, measuring the diameter of a mahogany, or planting saplings behind their school. These activities have a very specific purpose, says teacher Lesbia Gualip: "It's not just that we plant a tree, it's why we plant the tree. We teach lessons about deforestation and climate change," she says. The students even learn how to estimate a tree's potential for storing carbon.

Gualip is one of many teachers in Guatemala who've participated in the Rainforest Alliance's education program, which provides training, hands-on learning tools, and support in implementing conservation- and climate-related activities into existing school curricula. Climate education here is especially critical, as Guatemala has one of the worst deforestation crises in the Northern Hemisphere; not surprisingly, the country is facing severe effects of climate change. Inadequate rainfall, crop failures, and increased forest fires have devastated many communities throughout Guatemala, diminishing food supplies in a country that already suffers the highest rate of chronic malnutrition in Latin America.

The Rainforest Alliance has long worked to promote sustainable livelihoods and natural resource conservation in Guatemala, but as education manager Maria Ghiso points out, "The critically important conservation work we're doing in Guatemala would not go very far if we weren't also training the next generation to protect forests and work in harmony with the environment. Teachers like Lesbia are showing their students they can shape their community's future."

And in some ways, the school's 85 students are already taking their knowledge forward: They recently helped reforest a communal area. "There's a problem in our area. People have cut down so many trees without permission," Gualip says. "Big stretches of forest have been turned into pastures for grazing. But our children have learned that trees are very important, and they take that message home to their parents and the whole community." ↗



↑ OUR FAMILY TREE

Lesbia Gualip

When Lesbia Gualip asks her students a math question, they often respond by talking about it in relation to trees and conservation. "That's when I realize they have come to understand the importance of nature, our environment, the trees, and animals," she says. For Gualip, who was born and raised in the community of El Porvenir, Guatemala, in the heart of the Maya Biosphere Reserve, teaching young people about conservation is of paramount importance.

"Sometimes, people say the problems are too big to fix," Gualip adds. But I always tell my students that even doing something small can make a difference if it's coming from the heart."

Educating Forest Guardians

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Carbon Accounting on Behalf of Ancient Forests



of community forestry enterprises that provide sustainable economic opportunities to those who live in and around the reserve.

GuateCarbon, a partnership between the government, local forest communities, the Rainforest Alliance, and the Wildlife Conservation Society, exemplifies our innovative, market-based strategy for fighting deforestation. The forest-carbon project promotes sustainable community forestry and development through the sale of carbon credits on the international market. After having the baseline measurement for greenhouse emissions approved in 2015—a critical milestone—the forest communities that have partnered with the government to sustainably manage the reserve are poised to earn payments for emissions they have avoided through their sustainable management of 1.6 million acres (about 660,800 hectares) of forest.

"The additional revenue will help us improve forest management and conduct surveillance to stop illegal logging and control forest fires," says Arturo Sánchez, a member of the Árbol Verde community forest concession. "We will also be able to conduct ongoing monitoring to assess forest cover and examine the impacts of our work."

Located in the heart of Mesoamerica's second largest tropical forest, the Maya Biosphere Reserve (MBR) is home to several thousand people, as well as jaguars, pumas, ocelots, monkeys, macaws, and scores of rare tree species. The reserve, established by the Guatemalan government in 1990, spans nearly 5.2 million acres (2.1 million hectares) and also includes the ancient Maya city of Tikal.

Yet despite its protected status, the reserve's pristine forests are imperiled by agricultural conversion, illegal cattle ranching, hunting, drug trafficking, and other unsanctioned activities. To fight these threats, the Rainforest Alliance and our partners in the region have been working since 2005 to build a thriving network

The project is part of our longstanding and highly successful strategy of using sustainable community forestry to reduce deforestation rates in the area to nearly zero. A 2015 study co-authored by the Rainforest Alliance established that the deforestation rate in the Forest Stewardship Council-certified community forestry concessions was nearly zero, as compared to an annual deforestation rate of 1.2 percent in the MBR overall and 5.5 percent in the reserve's buffer zones.

"These practices represent the state of the art for conservation," says Bryan Finegan, a forest ecologist at CATIE, the international research institute in Costa Rica that led the study. "It's a model for the world." ☀





Building a Sustainable Forest Economy

Indigenous communities once lived in harmony with the forest in Madre de Dios, a region in the Andean Amazon that is known as the biodiversity capital of Peru. In recent decades, however, illegal loggers, irresponsible farmers, and gold miners have begun to raze large swaths of once-pristine rainforest in pursuit of short-term profit. Between 1999 and 2012 alone, mining in the Peruvian Amazon increased by 400 percent, resulting in rampant deforestation and the dumping of an estimated 3,000 tons of mercury into local waterways.

In order to conserve this precious landscape, the Rainforest Alliance worked with local communities, indigenous groups, and the government to develop an integrated and truly sustainable forest economy. We began with training and technical assistance programs to help local communities increase the value of their raw materials. The community of Tres Islas, for example, acquired a sawmill so it can transform sustainably harvested logs into floorboards that sell for more than raw timber. Tres Islas has also established a carpentry shop where members produce finished wood furniture.

The people of Tres Islas have always harvested Brazil nuts, which grow in the rainforest and cannot be grown on plantations. But instead of selling the closed pods in bulk, as they once did, they are now shelling and processing the nuts to produce oil, candied confections, and other higher-value items under their own brand, OHEE. Last year, Madre de Dios community enterprises exported more than 4,000 metric tons of shelled Brazil nuts, representing a value of nearly US\$31 million.

In addition to these initiatives, the Rainforest Alliance has also supported local sustainable tourism businesses, as well as the harvesting of palm fruits used for skin- and haircare products. With our support, the people of Madre de Dios have already accessed more than US\$1.8 million in sales and financing, and they are sustainably managing more than 197,000 acres (80,000 hectares) of forest. ↗



OUR FAMILY TREE

Martín Huaypuna

"Five years ago, I flew over in a plane and saw a little bare patch in the forest. I didn't think it was very significant. Now, whenever we fly to Lima, the little patch gets bigger and bigger."

Martín Huaypuna, president of our partner community in Madre de Dios, Tres Islas, is a visionary leader working with his entire community to conserve a forest that is critically important to the entire world.

"We still need a lot of help because there are many things we want to do to achieve our financial and sustainability goals. It's really important to have partnerships with NGOs like the Rainforest Alliance. Please tell your countries that there is a community in Peru that is taking care of the forests for them."



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A Healthy Habitat for Jaguars

As the jaguar advanced under cover of darkness, the infrared sensors detected the animal's body temperature and movements, setting off a camera. The striking photos below were captured as part of a 2015 study to determine whether the sustainability practices of CINMA-San Martín, a Bolivian forestry company, had helped to conserve jaguar populations in its area of operations. The company, which manages nearly 300,000 acres (119,200 ha) in the Amazonian forest reserve of Bajo Paraguá, has been certified by the Rainforest Alliance to Forest Stewardship Council standards since 1999.

With the support of CINMA, the Panthera foundation, and the biology department of the Universidad Autónoma Gabriel René Moreno, researchers set up 26 monitoring stations over more than 17,000 acres (about 6,880 ha). Activated for 24 hours a day over the course of 71 days, the cameras took more than 200 images of jaguars, corresponding to at least 10 individual animals—six males and four females identifiable by the unique patterns on their fur. These results represent the

highest number of individual jaguars recorded in more than 20 studies that were previously carried out in the department of Santa Cruz.

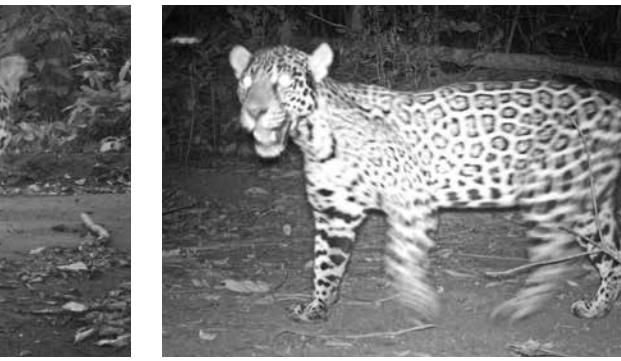
The numbers are hopeful evidence of a habitat in good health. Although jaguars are the largest cats in the Western Hemisphere and lack natural rivals or predators, they are under serious threat from human behavior, particularly deforestation and hunting. Over the past few decades alone, the global population of jaguars, found in 19 countries, has decreased by more than 50 percent.

Jaguar conservation relies on the restoration and maintenance of protected corridors that connect the natural forests they call home, and the animal's survival has wide-ranging implications. It is both an indicator species, meaning its presence signals the health of its ecosystem, and an umbrella species, because its conservation has the ability to protect other wildlife that share its habitat. This web of beneficial habitat relationships was borne out by the study's photos, which also captured

32 species of other mammals—including spider monkeys, giant otters, and giant armadillos—some of which are considered vulnerable or on the verge of extinction.

CINMA has set aside nearly 30,000 acres (12,140 ha) of the land it owns as a protected area; it also monitors flora and fauna, forbids the hunting and capture of wild animals, and safeguards fruit-bearing trees that feed other species, including the jaguar's prey. As a result, the researchers concluded that CINMA's forests were a hospitable environment for jaguars and contributed to their conservation.

"Without a doubt, the area's good environmental conditions are the result of a continuous and arduous effort that this FSC-certified company has been making over many years," says Rosario Arispe of the Noel Kempff Mercado Natural History Museum and co-author of the study, along with government researcher Claudia Venegas. "CINMA-San Martín can consider itself a model of sustainable forestry." ♣



Cocoa Farmers Working to Protect Nature

On the southern tip of Indonesia's Sulawesi Island, one of the world's biodiversity hot spots, the fertile earth of the Bantaeng region provides thousands of smallholder cocoa farmers with their livelihoods. As part of a landscape-level conservation effort, the Rainforest Alliance has trained more than 1,500 Bantaeng farmers in methods that nourish soil health, protect nearby forests and waterways, and boost yields—thereby alleviating the economic desperation that fuels deforestation.

This training has been vital for farmers facing the typical boom-and-bust cycle of the cocoa crop, which leaves cocoa trees susceptible to disease and desperate farmers with little recourse other than to cut them down. The loss of cocoa trees, which flourish in the shade of native trees, hurts South Sulawesi's critically important rainforest ecosystem.

"When cocoa trees stop producing, of course the farmers are going to cut them down and change their crops. They need to make money," says Rainforest Alliance trainer Mia Tahiruddin. "But this hurts everyone in the long run."



18

In our training sessions, farmers learn methods designed to protect soil health and biodiversity: pruning trees, manual weeding, composting, making organic fertilizers, and protecting native shade trees. As a result, they've increased the productivity of the trees, increased the quality of their crop, and earned Rainforest Alliance certification to attract international buyers who are committed to sourcing sustainably-produced cocoa. In just a few short years, the farmers we work with have not only increased the productivity of their farms, they have changed their very relationship with the land.

"Many things are changing since the Rainforest Alliance project began. Not only are we learning better farming techniques, we are starting to learn to take care of our environment. We are inspired to reduce our use of agrochemicals on our farms, and we're trying to live side-by-side with nature," says Pak Burhani, a 35-year-old cocoa farmer. "We must think of nature and of future generations, not just our present needs, before cutting down trees."

This broader paradigm shift includes a new awareness of endemic species, thanks to special attention given to this topic in the training. During Tahiruddin's travels across the area, she noticed that farmers had been killing the endangered cuscus because they thought the marsupials were eating their cocoa crops. Farmers stopped killing them after learning in the training that not only were the cuscus protected by the Indonesian government, they had not been eating the cocoa after all.

It was the rats. ☺



Sulawesi Bear Cuscus

The Sulawesi cuscus refers to two separate species, the Sulawesi Bear Cuscus (*Ailuropus ursinus*) and the Sulawesi Dwarf Cuscus (*Trigoccus celebensis*). Both species, which favor the upper canopy of Sulawesi rainforests, are vulnerable and face a high risk of extinction in the wild due to habitat loss.

Named for its thick, dark, and bear-like fur, the herbivorous cuscus is not a true bear but an arboreal marsupial that spends a large portion of its day resting in order to digest its diet of leaves, flowers, buds, and unripe fruit. It uses elongated claws and a long, prehensile tail to navigate the upper canopy by slowly swinging from branch to branch. Like other marsupials, the female Sulawesi bear cuscus gives birth to relatively underdeveloped offspring and carries the infant in a pouch on her belly until it is approximately eight months old.

19



An Evangelist for Sustainable Agriculture

In the foothills below Sri Lanka's famed Peak Wilderness Sanctuary lives an evangelist for herbicide-free integrated weed management—a scientist by the name of Mahendra Peiris who serves as the manager of the Rainforest Alliance Certified™ Hapugastenne Tea Estate. Peiris' devotion is perhaps surpassed only by that of the religious devotees who pass through the area along their way to Adam's Peak, a pilgrimage site within the heavily forested sanctuary.

When Peiris attended a Rainforest Alliance training workshop on herbicide-free, integrated weed management in 2014, he was thrilled to see our Sri Lankan agricultural trainer teaching farmers the very same methods he'd been experimenting with on his estate. The workshop was part of an ongoing project, supported by the UN Global Environment Facility, to help farmers boost the productivity of the land while eliminating the need for chemical fertilizers and herbicides. Under this method, farmers allow beneficial weeds to grow, thereby replenishing nutrients in the soil, while noxious weeds are manually uprooted and composted into organic fertilizer. The end result: healthier, richer soil, thriving tea bushes, and cleaner streams and rivers.

Peiris made a substantial investment in labor in the first year, since manual weeding requires more workers. By year two, Peiris hired a smaller number of workers to eradicate the hard weeds completely; by then the soft weeds were flourishing. By year three, the estate crop yield had increased 20 percent, and costs had dropped since Peiris was no longer purchasing herbicides. Farmers in the region who had been skeptical about the method at first have now become convinced of its merits, thanks in part to Peiris joining forces with our trainer on the ground and offering his tea fields as a learning site. Not least of these is the financial benefit, which reduces the pressure on farmers to cut down forest to expand their growing area. ♣





OUR FAMILY TREE

Mahendra Peiris

Mahendra Peiris is a powerful conservation ally who has successfully implemented sustainable agricultural methods on the tea estate he manages and shown farmers throughout the region that they can boost yields while reducing the use of toxic herbicides. His success story can be an example to farmers all over the world who must contend with noxious weeds that often require ever-increasing amounts of herbicides to eradicate.

"Herbicide-free, integrated weed management uses Mother Nature's tools to manage weeds in a much smarter way. We not only get more and healthier crops, we also get many economic, ecological, and social benefits. It's delightful to see the results," says Peiris.

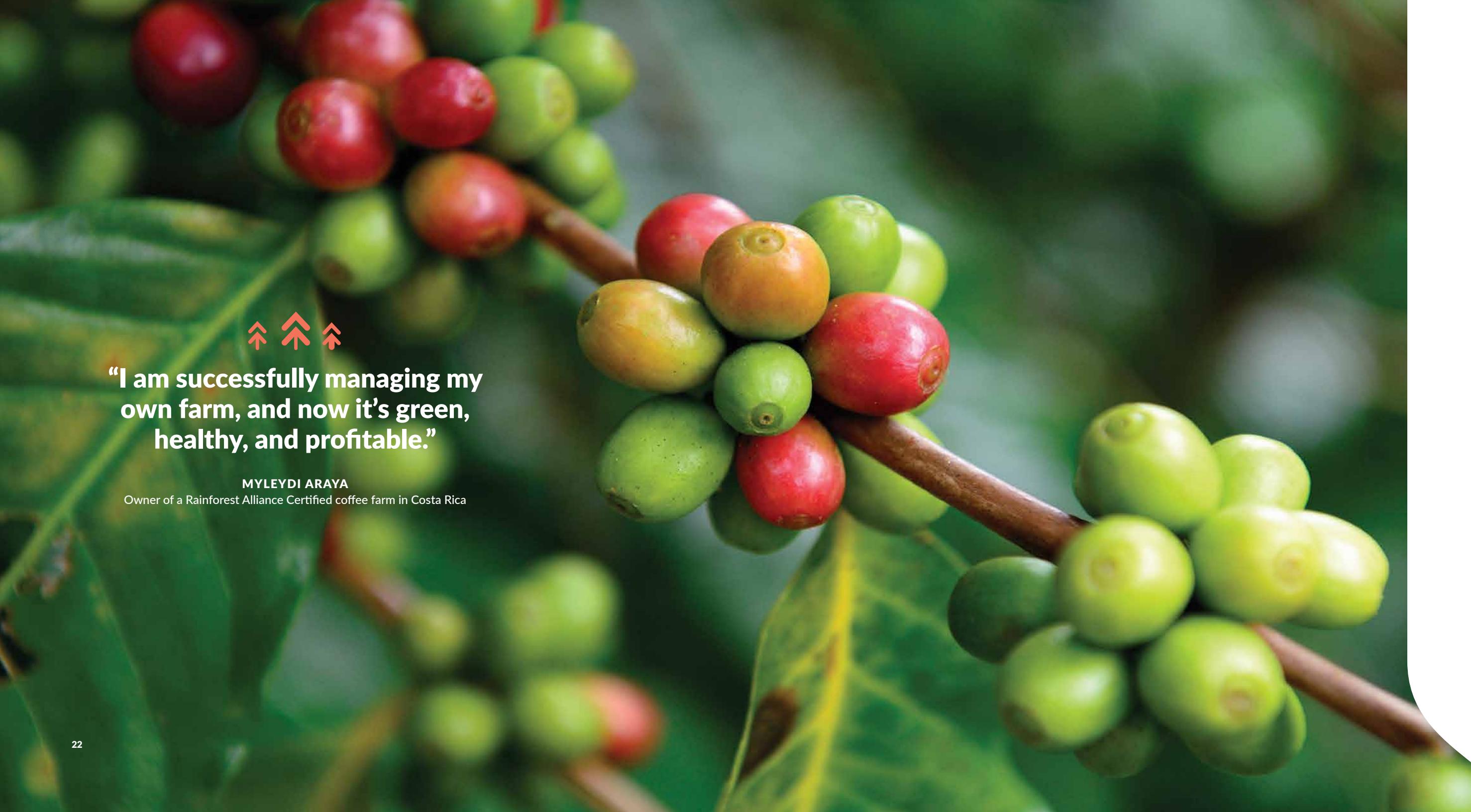


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"I am successfully managing my own farm, and now it's green, healthy, and profitable."

MYLEYDI ARAYA

Owner of a Rainforest Alliance Certified coffee farm in Costa Rica

Coffee Farming: No Longer a Man's World

Coffee production may be a man's world throughout much of Latin America—but not on Myleydi Araya's two and a half acres in the Tarrazú mountains of Costa Rica. Since 2011, Araya has worked to transform the once-floundering coffee farm she inherited from her father into a model of sustainability.

"When I took the farm, it was sick, and the productivity was only five to six *fanegas* (110 lbs of green coffee) per acre," says Araya. "With all the changes I have made, this year we are harvesting 20 *fanegas* per acre."



Araya began the revitalization of her farm with help from her husband Ricardo Zúñiga, who works in the certification and technical assistance program at CoopeTarrazú, a 4,200-strong cooperative that produces premium, gourmet coffee primarily for export. She first did a soil analysis, followed by the application of fertilizer. She then started "growing fertilizer" by planting avocado trees that provide shade for delicate coffee bushes, organic nutrients for the soil (the fallen leaves that now carpet much of the farm), and extra income for the family when the fruits are

in season. She has planted trees along the creek and celebrates the abundance of birds she has observed since she stopped using toxic agrochemicals.

Following recommendations offered by CoopeTarrazú agronomists, Araya also prepared for a *roya* (coffee-leaf rust) attack, which has begun to affect once-immune high-altitude regions like Tarrazú—her farm is located at 5,250 ft. (1,600 m) above sea level—due to global warming. Although Araya's neighbor lost most of the harvest from his conventional farm last year, Araya's enormous and lush coffee plants are still *roya*-free.

"I basically created a new work system for my farm because it had almost no shade trees, the ground had been cleared, and agrochemicals used to be applied without control," says Araya, whose farm is now Rainforest Alliance Certified. She is one of many coffee farmers who have participated in CoopeTarrazú's free sustainability training and technical assistance program to help farmers prepare for Rainforest Alliance certification. Araya achieved certification for her farm in 2011, and today 214 other farms are also certified, including 55 owned by women. Araya is now helping her sister prepare for Rainforest Alliance certification.

Zúñiga describes Araya as a natural leader and business woman and calls her *la patrona* (the boss). Together they co-own and manage another five-acre coffee farm, which is also certified.

Araya is clear about her achievements: "I am successfully managing my own farm, and now it's green, healthy, and profitable." ☺

Financial Literacy Skills in High Demand

When the Rainforest Alliance first launched a financial literacy training program in Kenya, the original intent was to provide smallholder farmers with basic record-keeping skills to reduce costs and raise profits. Once the first workshops began, however, our trainers noticed more than half the classes were filled with women—mostly tea pluckers, and family members of the farmers.

Mary Wanjik Kifur, a tea picker, explained that after the training, she began to confirm the weight with receipts or pay slips. “I saw the need for record keeping,” she said of the financial literacy program and how it helped her keep track of her harvest.

Kifur was one of 3,000 people who participated in the Rainforest Alliance training programs, held in Kilalani, a region rich in coffee, and Mataara, where tea is the main crop. Farm owners and pickers alike filled the workshops throughout the year. They acquired ledger booklets and learned how to use them, assigning values to their harvest. They learned to balance expenses and revenues. They learned to record expenditures for tools, track hours for labor, and enter precise amounts for the weight of their tea or coffee. Most importantly, they learned where and how they could increase their earnings.

“Initially we invited farmers, but we soon extended the invitation to workers and family members too, since everyone who harvests tea or coffee can benefit from financial literacy skills,” said Manel Modelo, a business trainer for the Rainforest Alliance. “And now these workers are using the booklet and understand it’s very important to record their labor.” When farmers acquire the tools to boost their incomes and manage their businesses more efficiently, they are less likely to resort to options that harm the environment—like clearing more forest to increase their growing area.

Like all Rainforest Alliance training programs, this one is



designed to be sustainable and easily replicated for maximum impact. Modelo and his team trained local “lead” farmers, who in turn trained more farmers. “If we make record keeping a culture, it means that all of the activities we give the farmers will continue with the farmer or without him,” said Henry W. Mwangi, of our Kenya-based partner organization, Sustainable Management Services. ☈



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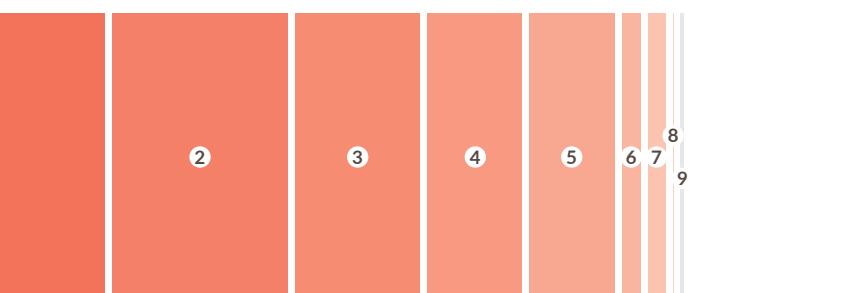
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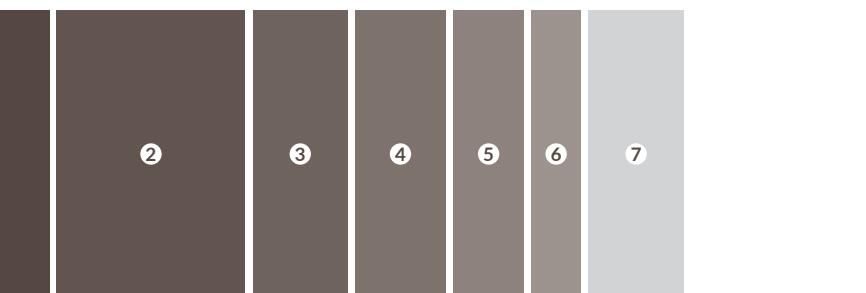
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Major Donors & Individuals	\$6,002,734	\$6,617,708
Foundations & Corporate Grants	5,432,494	5,486,420
Government Grants & Contracts	15,571,679	15,887,247
Certification Fees	11,176,672	12,698,170
Participation Agreement	7,934,741	9,211,887
Special Events – Net	1,190,996	1,347,153
Investment Income	30,653	70,023
In-Kind Contributions	1,108,202	519,079
Other	233,140	457,943
Total Revenue & Support	\$48,681,311	\$52,295,630
<hr/>		
EXPENSES		
Sustainable Agriculture	\$5,548,649	\$8,140,799
RA-Cert	11,631,175	12,504,962
TREES	11,566,434	11,014,692
Markets Transformation	5,852,385	5,438,801
Other	5,900,832	5,584,032
Total Program Expenses	40,499,475	42,683,286
Management & General	4,348,144	4,320,109
Fundraising	2,996,545	2,821,323
Total Expenses	\$47,844,164	\$49,824,718
<hr/>		
ASSETS		
Change in Net Assets	\$837,147	\$2,470,912
Net Assets, Beginning of Year	\$12,097,605	\$9,626,693
Net Assets, End of Year	\$12,934,752	\$12,097,605

SUPPORT & REVENUE BY CATEGORY



- ① Government Grants & Contracts: 32%
- ② Certification Fees: 23%
- ③ Participation Agreement: 16.3%
- ④ Major Donors & Individuals: 12.3%
- ⑤ Foundations & Corporate Grants: 11.2%
- ⑥ Special Events – Net: 2.4%
- ⑦ In-Kind Contributions: 2.3%
- ⑧ Investment Income: 0.1%
- ⑨ Other: 0.5%

EXPENSES BY CATEGORY



- ① RA-Cert: 24.3%
- ② TREES 24.2%
- ③ Markets Transformation: 12.2%
- ④ Sustainable Agriculture: 11.6%
- ⑤ Management & General: 9.1%
- ⑥ Fundraising: 6.3%
- ⑦ Other: 12.3%

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

Paper

Printed on Cougar Super Smooth Finish. Cougar is FSC-certified and part of the Domtar EarthChoice family of environmentally and socially responsible papers.

Forestry Partners AsureQuality, New Zealand Instituto de Manejo e Certificação Florestal e Agrícola (IMAFLORA), Brazil

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p. 5 jaguar: iStock; cuscus: iStock; tea: Charlie Watson; hand: Caroline Irby
p. 9 Liliana Saeb
p. 10 Sergio Izquierdo
p. 10/11 insert Sergio Izquierdo
p. 11 Sergio Izquierdo
p. 12 Charlie Watson
p. 13 iStock
p. 14 Mohsin Kazmi
p. 14/15 insert macaw: Eugenio Fernández Vázquez; stream: Mohsin Kazmi
p. 16 iStock
p. 18 William Crosse
p. 17 Rosario Arispe and Claudia Venegas
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