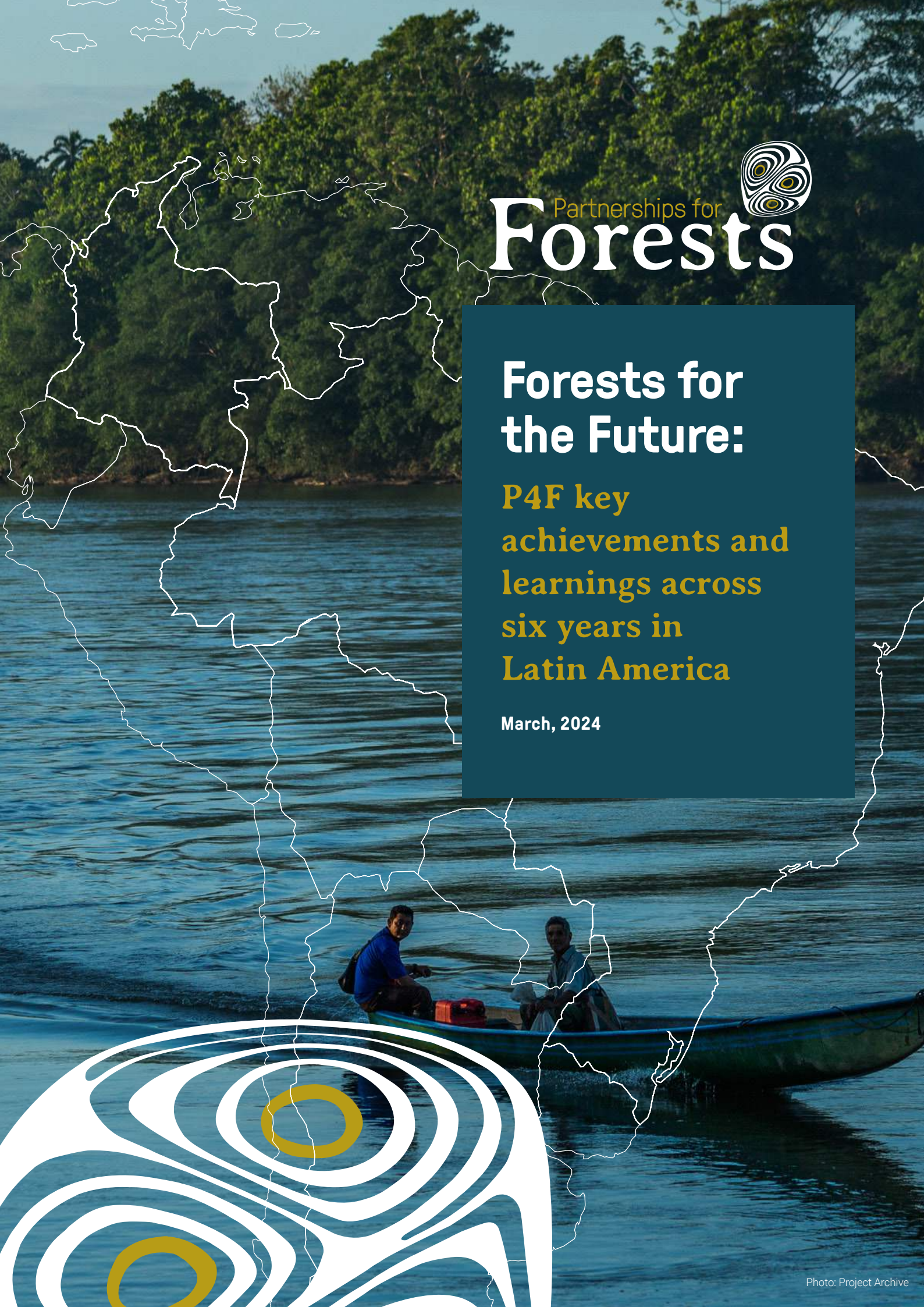


Partnerships for Forests

Forests for the Future:

P4F key achievements and learnings across six years in Latin America

March, 2024

Photo: Project Archive

Introduction

The objective of Partnerships for Forests (P4F) in Latin America has been centred on fostering and expanding innovative land use businesses and testing ideas from across the nature-based solutions arena. For the past 6 years, P4F has been instrumental in providing both grant finance and technical support to propose alternatives to conventional practices in the land use sector across Brazil, Colombia and Peru. The programme has facilitated collaborations among the private, public sectors, and local communities – those who rely on forests – to foster deforestation-free initiatives and improve livelihoods.

This report aims to disseminate the key learnings and insights acquired throughout the last six years of the programme. As such, this report will: (i) outline the experience of P4F-supported innovative business models that demonstrated economic sustainability and positive impact; (ii) increase investor interest in innovative land use business models in land use by sharing practical insights from P4F endeavours; and (iii) showcase P4F's modus operandi so that it can be adopted, replicated and scaled up through other international cooperation programmes, philanthropic funds, and blended finance schemes.

The challenge

Nature plays a pivotal role in human well-being and is vital for achieving climate change mitigation targets, yet it remains significantly underfunded. The United Nations reports that annual investments in these solutions amount to USD 154 billion — merely a third of what is necessary by 2030 to keep global temperature rise below 1.5°C. The private sector, contributing just 17% of the funding for nature-based solutions, is especially behind in meeting this urgent need.[1]

1. State of Finance for Nature. 2022. Available at: <https://wedocs.unep.org/bitstream/handle/20.500.11822/41333/state_finance_nature.pdf?sequence=3 >

Increasing value of standing forest

Brazil

- Baru **(DSM)**
- Amazon Investor Coalition **(EC)**
- PPBio **(EC)**
- Teçá **(EC)**
- Conexsus **(EC)**

1. Veja **(FP)**
2. Coopavam **(FP)**

Colombia

- Unleashing NTFPs (EC)
- TA Scaling Açaí in Colombia (EC)

8. Naidiseros (FP)
9. Amapuri (FP)
10. Planeta (FP)

Peru

14. Superfoods **(FP)**

Produce-protect and deforestation drivers

Brazil

- Beef on Track **(DSM)**
- Brazil-China **(DSM)**
- Carbon methodology **(EC)**
- TA Beef **(EC)**
- Responsible Beef Partnership **(EC)**

3. Producing Right Platform **(FP)**
4. Conecta **(FP)**

Restoration

Brazil

- Seed's path **(EC)**
- Landing the real restoration demand (JusBrasil) **(EC)**

5. Cocoa Agroforestry Restoration **(FP)**
6. H2A **(FP)**
7. Sementes do xingu **(FP)**

Colombia

11. Ecoflora **(FP)**
12. Ecohome **(FP)**
13. Habitat Banks **(FP)**

Peru

15. Form **(FP)**

P4F intervention in LATAM

Latin America

FP: Forest Partnerships
EC: Enabling Condition
DSM: Demand-side Measure

Foto Fred Rahal

Our mission

In this context, P4F's ultimate goal is to catalyse the development of a new class of nature assets, primarily driven by the private sector, aimed at advancing value creation for the standing forest and improved land use management across global commodity value chains. Realising this goal requires tapping into the collaborative potential of private and public sectors, along with the diverse contributions of local, regional, and community-based entities. Together, these stakeholders can develop effective, innovative, and sustainable business models that include fair benefit-sharing mechanisms in forest landscapes. These investments offer a promising alternative to less sustainable business models that contribute heavily to land degradation and deforestation.

P4F supported enterprises poised to offer a favourable balance of risks and returns for all stakeholders involved. These public-private-community partnerships are at the core of the P4F programme.

The programme also supports demand side measures that strengthen and open markets for deforestation-free commodities, along with initiatives to foster enabling conditions for sustainable investment by removing key sectoral barriers.

P4F implemented three inter-connected strategies aligned with the primary land-use archetypes present in tropical landscapes globally, including South America.

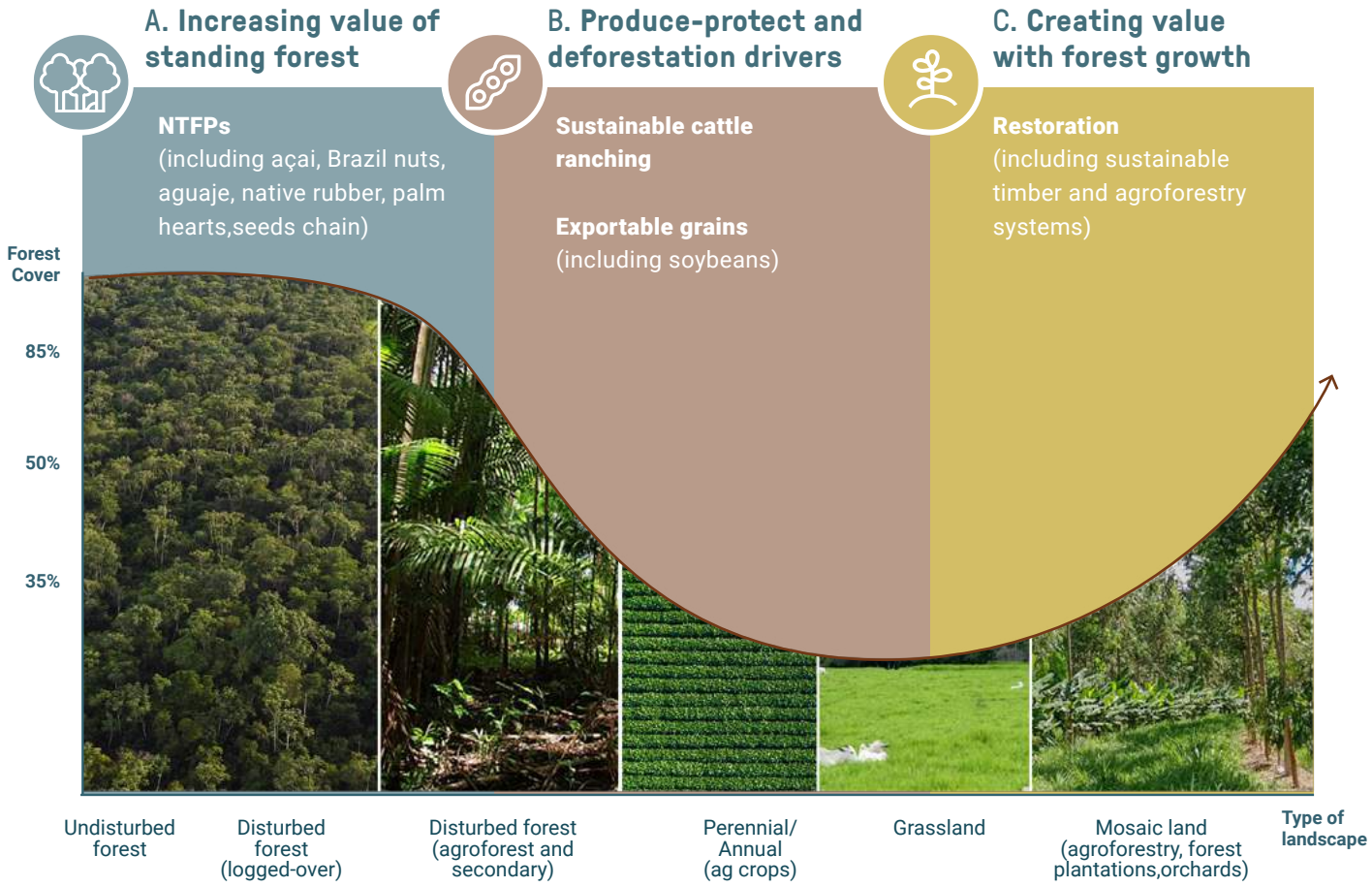
The first relates to **increasing the value of standing forest** that focus on businesses development around Non-Timber Forest Products (NTFP) like aguaje (*Mauritia flexuosa*), Brazilian nuts (*Bertholletia excelsa*) or açai (*Euterpe oleracea*). This model focusses on strengthening economically viable alternatives to conventional monoculture production and it seeks to elevate the value of communities living within and adjacent to forests.

Secondly, P4F adopts the **produce and protect** approach in open lands where extensive agricultural activities dominate. The goal is to harmonise agricultural practices with ecosystem conservation, sustained through economic incentives such as improved productivity and profitability. In Latin America, this strategy emphasises two thematic areas: sustainable cattle ranching and the expansion of soy cultivation into previously deforested areas.

A **restoration** approach is adopted in landscapes where the soil has been degraded, after years of poor management of agricultural or industrial use. This third pillar of P4F's work proposes economically viable restoration models and services.

Acting on these different archetypes, the programme has backed projects and businesses in improving management, governance, research and development, production efficiency, and access to markets, suppliers, and capital.

Figure 1: **P4F's Forest Transition Curve**



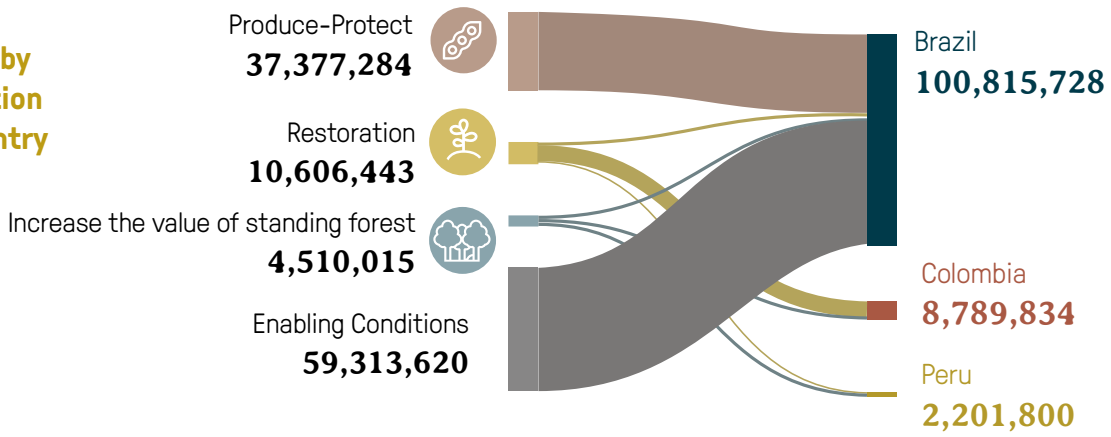
Key achievements across six years in Latin America

Over the last six years, a total of 41 initiatives have been supported in Brazil, Colombia and Peru. This support has resulted in 3.5 million hectares of land being brought under sustainable management, positively impacting the lives of 3,225 individuals.

For every pound invested in P4F projects, approximately six pounds of private capital was mobilised. In concrete terms, P4F invested £18.7 million in grants within Latin America. This investment succeeded in leveraging over £112,5 million in private capital. Such outcomes underscore the catalytical effect of non-repayable resources in not only fostering the development of innovative ideas but also in proving the economic and social viability of businesses within rural and forested landscapes. These businesses are instrumental in generating environmentally positive impacts.

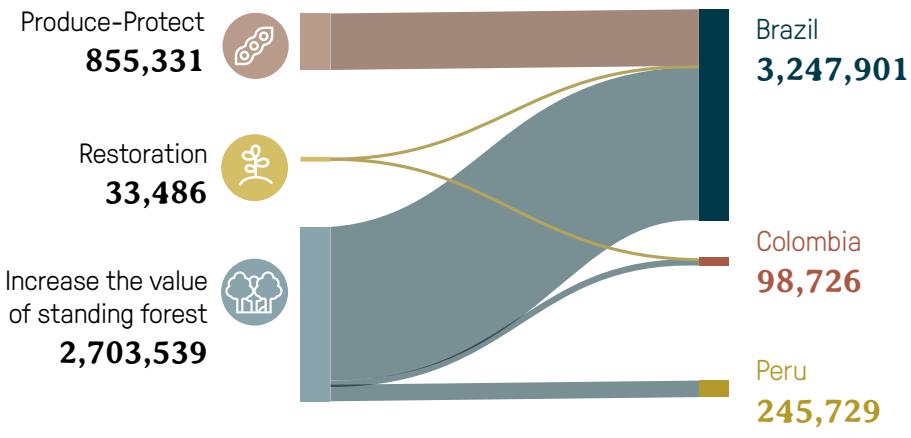

Foto Erik Lopes

Figure 2: **Private Capital Mobilised by the Forest Transition Curve and by country (in GBP)**



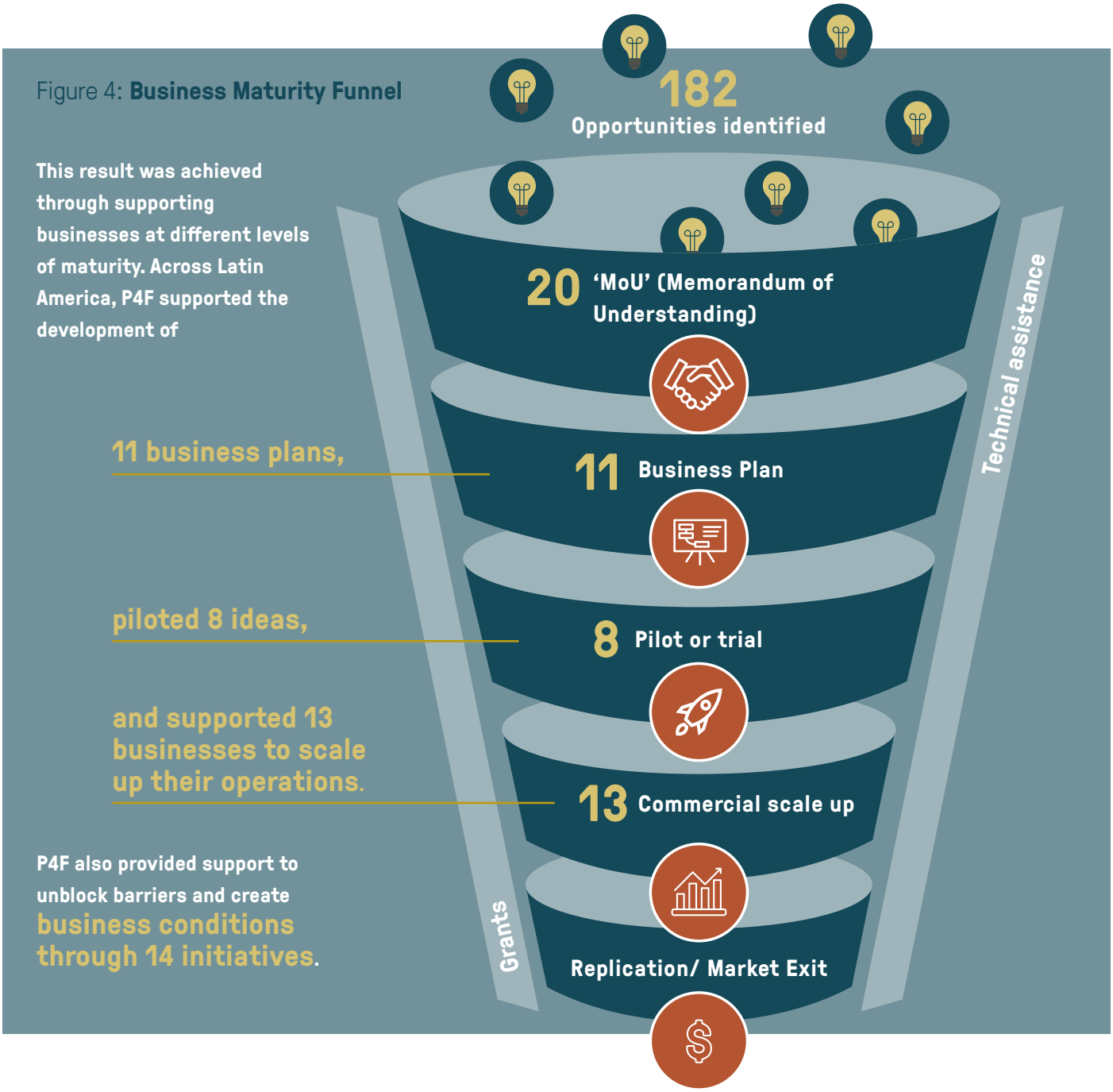
TOTAL= **GBP 112.541.767**

Figure 3: **Area under sustainable management by the Forest Transition Curve and by country (in ha)**



TOTAL= **3.563.056 Hectares**

Figure 4: **Business Maturity Funnel**



P4F assessed 182 business opportunity proposals in Latin America, identifying many with significant impact potential. However, a considerable number did not fully meet the programmes's criteria, especially in terms of demonstrating potential for large-scale impact on nature and livelihoods. Some businesses lacked the maturity or structure necessary to access funding, whereas others were so investment-ready that P4F found no additionality. Among the identified ideas aligned with P4F's eligibility criteria, the programme selected those with the highest likelihood for success within the P4F lifespan. These selected businesses received technical assistance to refine their proposals before submission to the programmes's approval committee. The technical aspect of P4F was crucial in realising its impact.

A primary goal of P4F was to disseminate the lessons learned, aiming to mainstream its overall approach and assist entrepreneurs, donors and investors to advance more rapidly and at a larger scale within this agenda. Over six years of implementation, P4F in Latin America released 41 knowledge products across a range of formats, including a documentary film and a podcast series. In addition, in an effort to broaden the support for impactful business opportunities in Latin America, P4F engaged in four initiatives to replicate its operational model and methodology. In this endeavour, P4F shared its way of managing projects, structuring governance for decision-making, managing risks and results with other organisations, as well as sharing our lessons learned from the supported projects. Among the programmes supported were Cocoa Action, JBS Fund for the Amazon, and Bridge for Billions and UN´s *Empreende Amazônia* programme. In these instances, P4F offered technical mentoring, albeit without financial support, with the aim of replicating the programme's best practices in management, problem solving, and decision-making.

Learnings at the archetype level

INCREASING VALUE FOR STANDING FORESTS

Photo Fred Rahal

Many 'standing forests' projects were based around the development of NTFP businesses, in which P4F focused on improving harvesting capabilities, producing higher quality end products, and promoting market access. This approach showcased the potential to not only improve the management of vast forested areas but also benefit communities reliant on these forests for their well-being.

NTFP projects stood out for presenting the highest impact in land use, reaching 2.7 million hectares under improved land use management.

Fostering market access

• The value aggregation for standing forest was primarily the result of connecting the forest with the market, linking anchor business enterprises with demand for forest products. Several success stories have emerged from P4F's work in this area. For example, the Coopavam cooperative secured a strong buyer in Switzerland for Brazil nuts (*Bertholletia excelsa*) through an innovative, performance-based sales contracts; the AJE Group introduced new, forest-based beverages and, to ensure a sustainable supply chain, committed to non-deforestation agreements with grassroots communities for sourcing hundreds of tonnes of aguaje (*Mauritia fluxuosa*) and camu-camu (*Myrciaria dubia*); and Planeta, a Colombian processor and seller of palm hearts and açaí (*Euterpe oleracea*), has grown through its contract with the restaurant chain Crepes & Waffles.

Strengthening financial capabilities

• Businesses based on standing forests often originate from community-based organizations lacking in business management skills and the capacity for scalable commer-

cial operations. The immaturity of these businesses, alongside the need for coordinated action among players and complex logistics, pose a challenge to reach maturity and a stable financial status, and reinforces the additionality of technical assistance facilities linked to financial platforms.

• In addition, attracting capital remains a hurdle, as they typically require small ticket sizes and extended tenures. Therefore, strengthening financial or marketing arrangements is crucial to keeping these large areas free of deforestation over time. Blending different types of funding, including concessional capital, can effectively reduce risks in impact investing and enhance both financial and socio-environmental outcomes. Working capital is a key limitation because of the lack of credit track record and access to tailored financial products.

Adding value to forest products

• To boost incomes for forest communities involved in NTFPs, a key strategy involves adding value to the products. Attracting premium payments for deforestation-free origins or by adding value to the product through industrial processing are two possible, non-excluding paths. P4F found a notable differential in payments for deforestation-free products. Two examples are Veja and the Crepes & Waffles restaurant chain, both of which reward cooperatives and farmers for sustainable practices. Production diversification, by collecting or developing more than one product from the same forest plot, is a central strategy for increasing the income of communities – helping to increase the value of the forest and, ultimately, delivering greater protection.

Empowerment of communities

• NTFPs offer the potential to transform lives and land use trends, directing the base of the economy towards preserving standing forest and away from deforestation. Empowering the governance of community-based businesses ensures social justice in decision-making and negotiations with buyers. For instance, the Coopavam cooperative enhanced its decision-making transparency processes by establishing a governance structure to strengthen its relationship with indigenous communities and fostering a more equitable model.

• The standing forest economy should engage companies within local communities, which often exhibit institutional fragility and lack maturity in managerial and commercial aspects. This reality underscores the critical need for investments in governance structures to ensure social justice. Moreover, effective governance plays a pivotal role in aligning income generation with forest conservation goals, fostering collective agreements on forest management and equipping communities with the necessary tools to implement these agreements, such as company-compliant

Photo Hick Duarte

monitoring systems for community-managed forests or land use territorial planning. This was the case of Veja Shoes that turned to P4F to increase the number of rubber tappers involved, establishing a zero-deforestation protocol, with the offer of above-market prices as an incentive. To sustain such a model, it implemented a deforestation monitoring system, and trained communities to adopt sustainable harvesting protocols.

Gender and social inclusion

• The NTFP-based portfolio from P4F demanded and offered more opportunities in gender and social inclusion. This led to a more balanced portfolio, considering that projects under the produce-protect archetype had a much smaller impact in this space. The NTFP gender and social inclusion agenda focused on enhancing the capabilities of community-based organisations to actively engage in decision-making processes within their supply chains, as seen in the cases of Coopavam, Planeta, and Veja Fair Trade. In the case of Coopavam, P4F supported the establishment of a governance framework that enabled indigenous communities to participate in the cooperative's decision-making processes. Similarly, Veja Shoes ensured female participation in the development of sustainability protocols and established a governance structure that included women on the rubber committee. To promote social inclusion, Planeta began sourcing palm hearts from local Afro-Colombian and indigenous communities, processing and selling them at a 60% price premium due to their positive environmental impact. By enhancing their participation and influence, these organizations have achieved a more equitable role in influencing the dynamics of their respective supply chains.

Strengthening businesses by removing barriers

• By addressing sector-specific barriers through projects that create enabling conditions, it became feasible to enhance and bolster forest partnership businesses. This synergy between different types of interventions has demonstrated a capacity to generate more significant impacts. For example, P4F collaborated with Humboldt Institute to streamline and improve the NTFPs licensing process. Although categorized as an 'Enabling Condition' initiative, this effort assisted three businesses within the P4F portfolio—Nadiseros del Pacífico SAS, Planeta SAS, and Corpocampo—to become the first to acquire these licenses, showcasing the effectiveness of coordinated action.

Photo Fred Rahal

Learnings at the archetype level

PRODUCE AND PROTECT

Photo Project Archive

Projects that combined improving the sustainability of farming practices with protecting the remaining standing forest were the biggest contributor to private capital mobilisation in Latin America - £37.7 million - and have brought large areas of land under improved management. They have typically seen fewer livelihoods benefitted. The mobilised capital came from increased business revenue, credit aimed at more responsible agricultural practices, or investment for intensifying sustainable livestock farming.

Increased impact through systemic approach

• P4F employed a systemic approach to address the intricate challenges in the Brazilian cattle sector. The challenge of making livestock farming more sustainable is complex, so no single project can tackle all the demands in isolation. For this reason, P4F supported specialised initiatives within different entry points in the supply chain. At the farm level, P4F demonstrated the viability of achieving greater returns from cattle ranching through improved management practices paired with full environmental compliance like in the Pecsa project. From the supply management angle, the programme facilitated the launch of Safe Trace's new business unit called Conecta, which aims to enhance the origination of the beef supply chain by offering a traceability and monitoring system based on the voluntary


Photo Project Archive

adhesion of ranchers and utilising blockchain technology. The programme also addressed enabling conditions at the sector level, such as the Responsible Beef Partnership, which aligned multiple public and private stakeholders with positive incentives for environmental compliance; it developed an emission reduction protocol methodology for generating Verra-certified carbon credits through the Carbon Methodology project, and; tested a new ranching credit line with an embedded technical assistance component in partnership with Bancolombia, a major financial institution in Colombia. Furthermore, P4F supported two projects that strengthened the demand for more sustainable beef: The TFA Brazil-China project, which aligned stakeholders in both countries around a sustainability protocol for the international trade of beef (notably, China currently purchases 58% of Brazil's beef exports), and the Beef on Track initiative, which achieved significant scale by harmonising Measurement, Reporting, and Verification (MRV) protocols across companies, national and sub-national jurisdictions, in collaboration with the public prosecutor, resulting in the participation of 80% of meatpacking plants in the Amazon region. This comprehensive strategy aimed to achieve a higher impact by collectively addressing interconnected challenges, surpassing the efforts of isolated projects.

Attracting green capital

• Work in the livestock sector has confirmed to be as an opportunity to increase productivity while also addressing large scale emissions, necessitating improved transparency along the chain – a requirement that calls for increased capital investment.

• Within the broad produce-protect archetype, P4F also confirmed the need and potential to connect sustainable suppliers with the responsible market and impact investors. Achieving this requires a well-developed database of stakeholders with shared interests. A comprehensive database enables the creation of various incentive mechanisms, both financial and production-based, to foster sustainable production practices. The Producing Right Platform exemplifies this approach. By compiling a detailed database that includes the socio-environmental and production characteristics of over 5.5 million hectares on one side, and on the other side, companies interested in adopting specific suppliers' production practices, the platform facilitated the provision of a green credit facility of approximately £10 million for the working capital of soybeans and corn. This amount represents just a small portion of its potential future scale.

Learnings at the archetype level

CREATING VALUE WITH FOREST GROWTH - RESTORATION

Photo Fred Rahal

Restoration business approaches supported by P4F have enhanced community well-being by fostering skill development and enhancing family income through increased productivity and diversification. The appeal of restoration models lies in their capacity to engage stakeholders and transform landscapes. Although their impact on land management improvement was somewhat lower in comparison to other business models, due to the high costs associated with restoring degraded lands, P4F in Latin America effectively facilitated connections between corporations seeking sustainable forest products, such as cocoa, and farmers keen on forest restoration for regulatory compliance or income diversification.

By incorporating cash crops, particularly high-value species with a captive market, biodiverse restoration archetypes attracted capital for smallholders. In some cases, this income was complemented by short-cycle crops like corn, manioc and banana.

Need for stronger economic incentives

• Achieving the necessary scale for landscape change through restoration models remains a major challenge. This is particularly evident in efforts to engage producers interested in changing or diversifying the production system, in consolidating various efforts to ensure the viability of these models. Restoration is a capital-intensive activity, with no adapted machinery or robust technology, which can lead to longer breakeven periods compared to traditional crops. In this context, mandatory and voluntary compensation schemes represent an opportunity to stablish long-term agreements with landowners and incentivise investment in restoration, where companies involve a third party to facilitate the investment (e.g. through Habitat Banks with Terrasos). This approach is also seen in models in which restoration projects are structured around plant species that have market potential, such as Soapnut (*Sapindus saponaria*) or Jagua (*Genipa americana*), as seen in Ecohome restoration plots. Offering a package of benefits linked to the socio-environmental gains associated with production in a restoration system could be another way of incentivising

producers. Ofi, in collaboration with Mondelez, engaged its suppliers by providing barter credit to cooperatives, premium payments linked to product quality, and established demonstration units to foster knowledge exchange.

Greater coordination among actors

• A sustainable restoration process relies on the coordination of multiple actors and structuring elements across diverse produced goods – including technical assistance, availability of seeds and seedlings, environmental regularisation, and go-to-market strategies. To facilitate that coordination, the best solutions came after the definition of clear value propositions and the establishment of aligned incentives among investors, business partners and project implementers. The Cocoa Agroforestry for Restoration and Ecohome projects formed multi-stakeholder governance processes to track progress against set goals, crucial for keeping actors engaged and merging ecological restoration with productive agricultural and biodiverse systems. Ultimately, those incentives delivered more solid exit strategies to the P4F support.

Stakeholders support to farmers

• Despite the challenges encountered in restoration projects, producers showed a willingness to participate, especially when provided with technical assistance – a key element in the success of agroforestry and the implementation of environmental restoration with more accessible techniques. One effective method to facilitate such access involves the participation of stakeholders with a direct stake in the chain. Offtaker companies can enhance stakeholder engagement and the implementation of agroforestry systems by providing the necessary technical assistance. They can also foster agreements with buyers of other crops that will be cultivated in the same fields. Form International is an example of this type of involvement. In addition to providing technical assistance to outgrowers, it also signed agreements with bean buyers, a crop that aids in soil fertilization. Currently, it is also looking to secure agreements with aguaje buyers in the region to diversify and increase the income sources of its suppliers. Similarly, the Ofi trading team received training with P4F's support to offer technical assistance to family farmers, its suppliers, not only in cocoa but also in fundamental best practices in agroforestry and ecological restoration. In both cases, these suppliers, are engaged through financial and production incentives, and do not have exclusive sales rights with the company.

Photo Tui Anandi/ ISA

Photo Fred Rahal

General learnings for land use impact businesses

The P4F design included several essential features that allowed it to deliver significant impacts in land use business development, including:

• **The promotion of business through both technical assistance and financial support.** The development of positive impact land use businesses is complex and is not limited to knowledge or advice in one single sphere, such as business, land use, or natural resource management. The combination of financial and technical support with a team with diverse and complementary expertise proved to deliver substantial added value to businesses. This approach outperforms the mere provision of technical assistance without clear, short-term financial musculature, and beyond canalising resources absent a strategic deployment plan. P4F applied weekly touchpoints with each grantee with the objective to support them in project management, problem solving, and networking.

• **Thematic focus allowed for higher synergy and learnings across the projects.** P4F defined priority themes to support in Latin America, based on their fit for the programme, the potential additionality, and the capacity to deliver results within the programme's framework. By concentrating efforts within certain supply chains, the ability to accumulate knowledge and share it with its direct partners increased dramatically. In addition, focus also avoided pulverizing resources too thin across too many areas, allowing the deepening of impacts and fostering synergies among different projects, which often operating within the same sectors.

• **Capacity to simultaneously support barrier removal (enabling conditions projects), business development and promote market access.** The coordination of these three types of interventions has successfully navigated sectoral challenges, including the establishment of efficient legal frameworks for the commercialization of NTFPs, opening new export markets for products that contribute to socio-biodiversity, facilitating access to capital for impact enterprises, and encouraging sustainable farming practices such as direct seeding. P4F's theory of change, which focuses on supporting business development, removing barriers, and enhancing market access, has proven effective in leveraging both business growth and environmental impacts.

• **A rigorous business diagnosis process through technical assistance.** This approach allowed P4F to understand key elements of the businesses such as financial, management, impact potential and go-to market profile, facilitating tailored interventions to meet each business' specific needs. Each project officer was responsible for a restricted number of projects, with a clear routine of checkpoints to guarantee the projects evolution and, above all, their impacts. Although deeper assessments add transaction costs to the business, it proved to deliver higher success rates compared to aid or philanthropic programmes that expect no financial returns.

• **Flexibility in the use of funds.** P4F financial resources could be earmarked for human resources, technical and

legal assistance, strategic studies, management improvement, intermediary inputs, logistics, and other technical assistance needs. This flexibility allowed tailored interventions for each business in the areas they most needed.

• **A strong monitoring, evaluation and learning component.** During the initiatives' selection process, assessments were conducted to identify the type of knowledge that could be generated from the project and the key impact indicators to be monitored, along with the associated budget required if the investment were to be included in the P4F portfolio. Subsequently, the intervention design integrated activities to ensure that this knowledge was accurately captured. This approach enabled a high capacity for documenting and disseminating learnings, ultimately driving the broader land use entrepreneurship ecosystem toward enhanced efficiency and greater impacts.

• **A robust governance scheme generated the right incentives at different scales.** P4F teams at regional levels carried the responsibility to select the most promising businesses and to co-design the intervention with the partner. However, each proposal was approved or rejected not by the regions themselves, but through external approval committees that had no direct incentives in one or other proposal. At the same time, each proposal was brought to the decision-making bodies in its early development phases, receiving early inputs and reducing the risks of large time-investment be done in ideas that had no appeal. These led to efficiency in time allocation and adequate incentives to design the best possible interventions.

• **A global network that could transfer connections and good practices across geographies and sectors.** P4F operated in four regions in three continents, covering a wide variety of challenges, approaches, and solutions. As the programme accumulated knowledge over time, it also gained capacity in rapid learning processes, stakeholder engagement and outreach, offering greater added value in the design of interventions and transferring solutions from one site to others.

• **A scale that allows cross pollination between investments.** After concluding the first 12-15 investments, it was possible to start to leverage synergies between the companies in the incubation/acceleration portfolio. For example, the Aje Group, a Peruvian company, started to source acai pulp from Corpocampo when Aje decided to expand to Colombia.

Photo Project Archive

Overall, P4F enhanced business capacities by offering technological, operational, and administrative improvements, and often by enhancing go-to-market strategies. As businesses evolved, the programme increasingly played a pivotal role in facilitating access to capital and networking opportunities.

P4F acted as a crucial mechanism for de-risking, attracting substantial amounts of private capital. To advance through the P4F process, businesses needed to demonstrate adequate governance and management capabilities, indicating a level of maturity sought by investors.

The strategy of investing public resources in the private sector, aimed at spurring innovations to overhaul the production system, marks a departure from conventional development programs. This approach carries inherent risks of market distortion and the potential for unfair advantages to specific private sector entities. Nevertheless, these concerns were alleviated through stringent transparency, robust governance, and thorough due diligence. An "additionality" framework was applied to minimize risks associated with market distortions. In engagements with large corporations, efforts were directed towards improving the livelihoods of producers rather than merely supporting standard business operations.

The success of P4F underscores the critical role of innovative financing and strategic partnerships in addressing global environmental challenges. It also illustrates the potential to nurture a sustainable and inclusive economy in forest landscapes in Latin America, and worldwide.

This transformative potential extends beyond the private sector, enriching local communities, civil society organizations, and government bodies. The programme's commitment to encouraging cooperation among stakeholders in advancing sustainable businesses has been instrumental in addressing the intricate challenges faced by sustainable land use and ecosystem conservation.

P4F's outcome prove that the private sector can assume a more prominent role in climate change mitigation. However, these results also point to an ongoing need for models like P4F – or similar models – to shift regional land use dynamics to a point of reversing climate change trends. There is a pressing requirement for additional support in building a strong business pipeline, capable of attracting a broad spectrum of investor profiles at a larger scale. The financial gap to shift the forest economy and nature-based enterprises in the rural tropics – particularly in Latin America and concerning patient capital – remains substantial.

Photo Fred Rahal

PRODUCE-PROTECT

PROJECT	RESPONSIBLE ENTITY	COUNTRY	PROJECT TYPE	PROJECT DESCRIPTION	PUBLICATIONS
Producing Right Platform	Producing Right Platform	Brazil	FP	The Producing Right Platform (PRP) is an online service that offers sustainability data on agricultural businesses, assists farmers in enhancing production methods, and connects them with interested buyers. Initially, PRP, run by NGO Aliança da Terra, could not engage in commercial activities or profit-making and relied solely on grants. With P4F's support, PRP transitioned into a company, improving its platform and creating a sales and marketing plan (S&M). Subsequent phases bolstered the S&M strategy, platform functionality, and communication with rural producers, promoting green credit expansion and investor attraction. These changes have streamlined operations, reduced costs, and shifted PRP towards a profitable business model.	Producing Right a Sustainable Journey Enhancing socioenvironmental transparency in the agribusiness: The case of Producing Right Platform
Carbon methodology	Imaflora	Brazil	EC	This project, backed by P4F and Imaflora, aims to create a methodology for estimating greenhouse gas emissions in intensified Brazilian cattle ranching. This initiative stands to boost productivity, lower emissions per animal, and reduce deforestation. The effort includes designing a carbon credit system for intensive ranching approved by Verra following the Verified Carbon Standard, with a pilot already underway in the state of Tocantins. The methodology not only facilitates ecosystem service pricing, enhancing rancher incomes, but also strengthens Brazil's sustainable ranching narrative internationally.	
Agro Fund	3J	Brazil	FP	Agro Fund was established to foster responsible and sustainable soya cultivation aligned with ESG standards, including a Soya Sustainability Policy to ensure certification and deforestation-free practices. The fund struggled to attract capital, due to historically low interest rates making less risky investments appealing, as well as soya's negative environmental perception deterring impact investors. P4F contributed to the fund's financial strategy, action plan, and in setting monitoring targets aligned with sustainability policies. P4F's support extended to enhancing Agro Fund's fundraising approach and land selection to optimize financial and environmental returns.	

FP : Forest Partnerships | **EC :** Enabling Condition | **DSM :** Demand-side Measure

PROJECT	RESPONSIBLE ENTITY	COUNTRY	PROJECT TYPE	PROJECT DESCRIPTION	PUBLICATIONS
Bancolombia	Bancolombia	Colombia	FP	Colombia's cattle ranching is linked to deforestation due to inefficient land management and prohibitive costs for the adoption of sustainable practices. To address this, P4F supported Bancolombia to develop a sustainable credit and technical assistance model by creating a business framework that incorporate a monitoring platform for environmental risks, facilitating access to credit lines, and providing technical assistance to small producers. The project involved designing and implementing pilot programmes for technical assistance and credit, attracting clients interested in credit linked to technical support, and drafting protocols to monitor zero-deforestation commitments.	
Conecta	Safe Trace	Brazil	FP	The Conecta Platform, supported by P4F, revolutionizes cattle traceability, ensuring ranchers and slaughterhouses adhere to the Forest Code. It enables verification of cattle origins from compliant properties, centering ranchers as actors in deforestation monitoring with secure data access. Conecta also allows slaughterhouses set sustainability criteria for supplier selection and promote environmental responsibility in the beef chain. P4F's support spanned from business planning to practical implementation, facilitating app access for both ranchers and slaughterhouses. This initiative marks a significant step towards integrating traceability and environmental monitoring, offering a transparent solution to sustainable beef production challenges.	Conecta: A monitoring solution for a deforestation-free beef supply chain in Brazil
Beef on Track (ABVC)	Imaflora	Brazil	DSM	Beef on Track collaborates with the beef industry, the Federal Department of Justice, and civil society to implement a unified protocol for tracking beef cattle origins in the Amazon. It targets 50 slaughterhouses to standardise monitoring and audit practices. This initiative aims to ensure adherence to environmental and social criteria, facilitating the adoption of this protocol among key industry players and providing training for its application. A pivotal achievement is the promotion of TAC ("Conduct Adjustment Agreement")_as a standard, fostering industry alignment and reducing transaction costs. Challenges include broadening participant engagement and addressing regional disparities in environmental compliance. The project has become an important platform for dialogue, enhancing transparency and potentially impacting deforestation efforts, with ongoing evaluation of its effectiveness in environmental conservation.	Strengthening sustainable sourcing commitments: Early results on improving sustainability in the Brazilian beef industry The Brazilian Beef Sector Sustainability Commitments Report

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PROJECT	RESPONSIBLE ENTITY	COUNTRY	PROJECT TYPE	PROJECT DESCRIPTION	PUBLICATIONS
Brazil-China: sustainable, safe and productive beef value chain	TFA	Brazil	DSM	The Brazil-China TFA project, led by the Tropical Forest Alliance alongside WWF and Imaflora, aims to elevate environmental standards for Brazilian beef exports to China. It proposed creating a sustainable value proposition for slaughterhouses and developing standards within the China Meat Association for the Beef Alliance. This effort is crucial for enhancing communication and understanding between Brazilian producers and Chinese importers, ensuring transparency and adherence to sustainability criteria. The project involves piloting commercial transactions to validate these standards, focusing on deforestation-free supply chains and promoting the adoption of Good Agricultural Practices. It underscores the importance of collaborative efforts to establish traceable, environmentally responsible beef trade pathways between Brazil and China.	The Beef Alliance: Building environmental transparency in the international beef trade
Responsible Beef Partnership	The Nature Conservancy	Brazil	EC	The Responsible Beef Partnership, facilitated by TNC, Amigos da Terra, Safe Trace, and supported by P4F, is designed to help Brazilian cattle ranchers address environmental liabilities and re-enter the beef market legitimately. The initiative developed the Conecta monitoring system, engaging 85 ranchers directly and training 150 in sustainable practices across eight municipalities in the state of Pará. It seeks to improve data flow across the beef value chain and establish controlled business environments, aligning with the initiatives of "Sustainable Territories" in Pará and the "PCI Strategy" in Mato Grosso. This collaborative effort emphasizes the need for direct engagement in territories to reintegrate ranchers into legal markets, highlighting the crucial role of technological solutions like Conecta in enhancing traceability and property management tailored to local needs.	Conecta: A monitoring solution for a deforestation-free beef supply chain in Brazil
Sustainability in the beef production chain - a roadmap for Brazil and lessons learned from P4F	Agroicone	Brazil	EC	TA Beef is an assessment developed by Agroicone of P4F's lessons learned to the beef sector and the new challenges and opportunities to keep moving towards a sustainable value chain. Its main objective was to understand what has changed in the Brazilian beef sector in the last four years and share P4F's lessons learned through its six projects implemented within the cattle sector in Brazil. Secondly, it aimed to identify opportunities for external stakeholders to act in order to achieve a more sustainable beef supply chain in Brazil.	Sustainability in the beef production chain - a roadmap for Brazil and lessons learned from P4F

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PROJECT	RESPONSIBLE ENTITY	COUNTRY	PROJECT TYPE	PROJECT DESCRIPTION	PUBLICATIONS
Pecsa	Pecsa	Brasil	FP	Pecuária Sustentável da Amazônia (Pecsa) revolutionizes cattle ranching in the Amazon, aiming for more intensive, sustainable practices. Pecsa takes control of ranches for up to ten years, enhancing pasture recovery, production, reforestation, and staff training. P4F's support has been integral, focusing on management improvements, emission studies, and investor attraction. Pecsa's model, prioritising pasture intensification and environmental restoration, shows clear economic and productivity benefits. It also explores integrated agricultural systems for higher profitability, supported by P4F's carbon analysis. This business model, leveraging property management transfer, is pivotal for technological advancement in ranching, potentially serving as a regional exemplar for good agricultural practices.	The Brazilian Beef Sector Sustainability Commitments Report
Irupé	Sail Ventures	Brasil	FP	Irupé Creditech is a lending initiative that connects farmers with institutional investors to promote forest and biodiversity conservation alongside agriculture. Despite the Brazilian Forest Code mandating that 35% of land be conserved in the Cerrado biome, compliance is low, with only 20% of farmers meeting the requirement, often due to perceived lack of benefits and unattractive financial conditions. P4F supported Irupé to accelerate farmer commitments to preserve natural vegetation through funding, operational setup, and consulting for carbon metrics.	

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CREATING VALUE WITH FOREST GROWTH – RESTORATION

PROJECT	RESPONSIBLE ENTITY	COUNTRY	PROJECT TYPE	PROJECT DESCRIPTION	PUBLICATIONS
Ecoflora	Ecoflora	Colombia	FP	Ecoflora developed Jagua Blue, the first natural blue colourant derived from the jagua fruit, sourced through informal agreements in Antioquia. Following the US Food and Drug Administration (FDA) approval for human consumption, the demand for Jagua Blue surged, requiring an increase in production. Lacking a structured supply chain and the capacity to meet FDA requirements initially, Ecoflora, with P4F's assistance, established a structured network, enhancing supply chain sustainability without sacrificing social or environmental values. Through collaboration, they formalised more than 90 conservation agreements, improving the livelihoods of suppliers and ensuring the sustainable management of more than 4000 hectares. This strategic development not only secured significant investment but also reinforced Ecoflora's commitment to zero deforestation and ecosystem protection, setting a sustainable course for future expansion.	Jagua: The first natural blue colour additive from Colombia to the world
Cocoa Agroforestry Restoration	The Nature Conservancy	Brazil	FP	Cocoa Agroforestry Restoration in the state of Pará promotes sustainable cocoa production within agroforestry systems, an eco-friendly alternative to cattle ranching expansion. TNC, in partnership with Mondelēz International, Olam Food Ingredients, and Coordenada Rural, overcame challenges of limited technical support and financial mechanisms for cocoa system growth. P4F's intervention included establishing a sustainable cocoa production assistance platform, encouraging zero-deforestation commitments among smallholders, improving land use practices, and adding more than 580 hectares of cocoa in agroforestry systems and 650 hectares of environmental restoration. P4F also facilitated credit access through local banks and aimed for a 30% increase in women's participation in property management, aligning stakeholders' interests and effectively directing resources and expertise in the supply chain.	A sweet taste for forests

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PROJECT	RESPONSIBLE ENTITY	COUNTRY	PROJECT TYPE	PROJECT DESCRIPTION	PUBLICATIONS
Ecohome	Ecohome	Colombia	FP	Ecohome leads in crafting eco-friendly cleaning solutions using plant-based ingredients, primarily focusing on the *Sapindus saponaria* plant. This initiative substitutes harmful chemicals in traditional soaps with natural surfactants. For more than a decade, Ecohome has been committed to environmental and social sustainability, developing a network for the cultivation and conservation of Sapindus to bolster rural economies. Partnering with P4F, Ecohome has expanded its market reach and fostered sustainable agricultural practices, establishing more than 100,000 trees and pioneering agroforestry systems across 1400 hectares. This project aims to extend to ,800 hectares by 2030, with conservation efforts projected to impact up to 10,000 hectares by 2026, demonstrating a model for environmental restoration and sustainable development.	Reviving Colombian Forests: Ecohome's soapnut revolution
Habitat Banks	Terrasos	Colombia	FP	Habitat Banks, developed to restore and conserve ecosystems, offer a market-based approach to biodiversity offsets through long-term, self-sustaining projects. Terrasos, challenged with scaling up these initiatives, needed to diversify its business model to attract investment. P4F assisted in establishing 14 Habitat Banks in Colombia's at-risk ecosystems, enhancing their appeal to investors. P4F's support included promoting Habitat Banks via stakeholder engagement and creating additional revenue models, alongside developing market protocols to strengthen the voluntary biodiversity market's infrastructure.	Strengthening biodiversity management in Colombia - Terrasos
H2A	Imaflora	Brazil	FP	H2A serves as a one-stop solution in Brazil for producers facing legal environmental liabilities, fostering conflict resolution to accelerate restoration. It links those with restoration duties, legal counsel, and service providers to design mutually beneficial outcomes. While the transition from a non-profit to a profit-based model and the need for enhanced leadership present challenges, H2A's business plan is evolving. P4F has supported the development of H2A's structure and business strategy, including a pilot in São Paulo to test its approach. Successes include initiating restoration on 4,400 hectares and mobilizing £516,000 of private funds, setting a precedent for sustainable land management and stakeholder collaboration.	Unlocking Realistic Opportunities for Forest Restoration in Brazil
Xingu Seeds Network	Agroicone	Brazil	FP	The Xingu Seeds Network (ARSX), a coalition of indigenous seed collectors and farmers mainly from the Amazon and Cerrado regions, has emerged as Brazil's largest network for forest restoration, with more than 600 collectors collecting 325 tons of seeds from 220 native species. To transition from a donation-dependent model to self-sufficiency, P4F supported ARSX to develop a business plan, streamline operations, reduce costs, enhance revenue generation, and refine its governance. Efforts included strengthening sales and marketing, optimizing team dynamics, cost control, and governance, while establishing fair pricing to replace previous subsidies with a commercial approach. These actions positioned ARSX to meet market demands and achieve financial independence.	Improving species biodiversity - A case study into the Xingu Seeds Network From seeds to forests

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PROJECT	RESPONSIBLE ENTITY	COUNTRY	PROJECT TYPE	PROJECT DESCRIPTION	PUBLICATIONS
Seed's Paths	Agroicone	Brazil	EC	P4F provided technical and financial assistance to Caminhos da Semente (Seed's Path) to expand the use of the direct seeding method (muvuca) for forest restoration. The support included increasing the number of technicians trained in this method, promoting new planting initiatives, offering specialist support, providing seeds, and linking collectors with customers. This strategic action plan aimed to overcome challenges such as the cost for small-scale producers, lack of skilled labor, and seed scarcity.	From Seeds to Forest: Combined strategies to strengthen forest restoration in Brazil
Forest Landscape Restoration	Form International	Peru	FP	Peru, recognized for its vast forests and biodiversity, confronts a paradox of rampant deforestation while relying on imported timber. Form International, a Dutch firm, saw this as an opportunity to foster land restoration and move Peru towards timber self-sufficiency by launching a sustainable tree planting initiative. Targeting the Pucallpa/Campo Verde area, known for agriculture, mining, and illegal logging, the project aims to offer sustainable alternatives. With support from P4F, Form International conducted a thorough analysis to assess the project's feasibility and demand for timber. This led to the restoration of 105 hectares with fast-growing trees, piloting a business model that lays the groundwork for sustainable timber production in Peru. Achieving 70 hectares of native tree cultivation highlights the project's initial steps towards environmental sustainability and economic viability in a challenging industry where long-term impact indicators are gradually emerging.	Sustainable timber production in Peru - P4F and Form International
Landing the real restoration demand	JusBrasil	Brazil	EC	JusAmbiente, created by Jusbrasil, is an innovative platform mapping real-time progress in restoration lawsuits within São Paulo. It employs artificial intelligence to aggregate and publish data from regional courts, categorizing cases by environmental and other relevant criteria. Constantly updated, JusAmbiente exemplifies a dynamic AI-driven system, with plans to expand this model to the Amazonian states. However, challenges persist in automating the data mining process due to diverse data formats. P4F's contribution has been pivotal, funding an initial study on mandatory restoration in judicial and administrative realms and aiding JusBrasil in refining the data mining mechanisms and validating the platform, which is a significant step towards streamlining environmental legal processes.	Unlocking Realistic Opportunities for Forest Restoration in Brazil

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INCREASING VALUE OF STANDING FORESTS

PROJECT	RESPONSIBLE ENTITY	COUNTRY	PROJECT TYPE	PROJECT DESCRIPTION	PUBLICATIONS
Amazon Investor Coalition	Amazon Investor Coalition	Brazil	EC	P4F supported the integration of incubation/acceleration bodies and investors through a partnership mechanism to improve resource efficiencies among forest-aligned opportunities. Incentivize such integration by raising the maturity level of incubators and startups by promoting support and connections to increase the ecosystem's transparency and competitiveness. The project established a standardized fit-for-purpose menu of investment opportunities to present multiple investor profiles aimed at increasing matchmaking and knowledge exchange. It also promoted understanding and organization of the entrepreneurship ecosystem and impact investing, including stakeholders, barriers and regional opportunities. The project connected investors to 33 start-ups linked to the Amazon bioeconomy and mobilized around GBP 40 million.	
PPBio	Idesam	Brazil	EC	The Priority Programme for Bioeconomy (PPBio), supported by mandatory contributions from the Manaus Industrial Hub, invests in the bioeconomy sector by funding new companies, products, and enhancing production chains across the Western Amazon and Amapá. Managed by SUFRAMA and IDESAM, PPBio kickstarted with more than 300 projects, aiming to create a community-driven innovative environment for job creation and development. Leveraging tax incentives, it has attracted more than 30 million Brazilian reais (£4.8 million) from 24 companies since 2019, funding 26 projects in collaboration with universities and startups. This initiative has resulted in a total investment of 125 million Brazilian reais (£20 million) making PPBio a key player in mobilising private investments towards sustainable development, with potential annual investments reaching up to 1 billion Brazilian reais (£160 million).	
Colombian Pacific Açaí	Fondo Acción	Colombia	FP	Naidiseros del Pacifico S.A.S., operating on Colombia's Pacific coast, focuses on the sustainable harvesting and processing of açaí palm. The company operates in an environment with significant deforestation and operational challenges such as limited market access and complex logistical hurdles. With the support ofP4F, the company overcame these barriers through strategic product positioning, buyer diversification, and operational improvements, including the creation of a marketing division. This collaboration fostered the development of a best practice plan for açaí production and facilitated the establishment of new market connections. The successful acquisition of a harvesting permit under Decree 690 marked a pivotal advancement, significantly enhancing açaí production and sales, while committing to the sustainable management of 58,000 hectares of forest, showcasing a model of environmental stewardship intertwined with economic growth.	How regulations support sustainable businesses in forests – a case-study on the Decree 690/2021 in Colombia and how it can foster the bioeconomy in the country

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Veja Fair Trade	Veja Shoes	Brazil	FP	Veja Shoes, founded in 2003, strives to create the world's most sustainable trainers, sourcing materials like agro-ecological cotton and Amazonian rubber based on fair trade and sustainability. Expanding globally, Veja faced challenges in scaling production due to rubber supply constraints. Partnering with P4F, Veja restructured its supply chain, integrating eight new cooperatives and implementing a zero-deforestation protocol, significantly increasing rubber purchases. This approach boosted producers' incomes by 71%, emphasizing gender equity and environmental stewardship. Veja's commitment to offering premium prices for sustainably sourced materials has strengthened the rubber supply chain, showcasing the profitability of sustainable practices over conventional agriculture and livestock, thereby enhancing forest conservation and supporting local communities.	How a French shoe company is protecting forests and improving livelihoods in the Brazilian Amazon: the case of Veja
Coopavam	Coopavam	Brazil	FP	Coopavam operates in Brazil's Mato Grosso and Rondônia, sustainably processing Brazil nuts from indigenous and family farmers. This initiative not only bolsters community incomes through the production of oil, flour, and other raw materials, but also champions environmental conservation across over 1.5 million hectares of indigenous lands. With P4F support, Coopavam expanded market reach, securing premium prices for its first export shipment in 2020, and successfully crowdfunded over 800,000 Brazilian reais (£128,000) for working capital. These strategic actions have empowered the cooperative, ensuring sustainable practices that benefit both the economy and the ecosystem.	Enhancing resilience of forest-based businesses: strengthening value chains as a support strategy during crises
Unleashing NTFPs	Instituto de Investigación de Recursos Biológicos Alexander von Humboldt	Colombia	EC	In 2016, Colombia's resolution of a forest-related civil conflict marked a pivotal shift in rural development policy, prioritising sustainable land use. To foster entrepreneurship and new businesses in the non-timber forest products (NTFP) sector, a regulatory framework was established to streamline and unify licensing procedures. Decree 690 of 2021, crafted with community input and scientific ecosystem guidelines, superseded the previously disorganised and decentralised licensing process, simplifying it significantly. Prior to this, the complex process often drove businesses toward illegal activities. P4F played a crucial role by consulting stakeholders to shape the decree, promoting equitable regulations and benefits distribution, and instituting protocols for species management and environmental authority training. The new regulations have facilitated the setup of NTFP businesses, improved regulation and oversight, and created a more accessible and sustainable market for entrepreneurs and environmental authorities alike.	How regulations support sustainable businesses in forests – a case-study on the Decree 690/2021 in Colombia and how it can foster the bioeconomy in the country

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She Leads	Teçá Impacto	Brazil	EC	She Leads is a tailored capacity-building programme addressing the unique hurdles women leaders face in the Brazilian bioeconomy. Initiated by P4F to complement its GESI strategy in Latin America, the programme was designed to incorporate research and stakeholder consultations to ensure it meets the specific needs of its participants. Women in this sector often grapple with gender bias, discrimination, and juggling multiple roles, with some existing training programmes failing to resonate due to lack of relatable content and language. She Leads empowers women through a co-designed approach, ensuring relevance and impact. P4F backed the development of the programme's methodology, facilitated the inaugural workshop, aided in appointing a programme host, and disseminated outcomes to enhance the bioeconomy sector at large.	She Leads - A needs-based leadership programme with and for women in the bioeconomy sector
Replicating NTFP supply chains in Colombia: Acai and aguaje harvest	Amapuri	Colombia	FP	Amapuri, a leader in heart of palm and açaí production within the Colombian Amazon, collaborates with more than 1300 families to combat deforestation and support socio-economic growth in vulnerable areas. As the demand for açaí outpaced its production, Amapuri, with P4F's support, expanded its supply network and agroforestry practices, enhancing sustainability. This partnership led to the conservation of 3000 hectares of forest and the establishment of 990 hectares of agroforestry systems. It also secured long-term commitments with producers, integrating Afro-Colombian and indigenous communities, and engaging 80 ex-combatants, processing 180 tons of açaí in 2022. This initiative demonstrates a successful model of environmental stewardship and social inclusion.	Bioeconomy: Opportunities to advance the climate agenda and socio-economic development
Superfoods for Forest Protection	Aje Group	Peru	FP	The AJE Group, a leading global beverage company, launched Amarumayu to produce sustainable juices from Amazonian superfoods like camu-camu and buriti, benefiting indigenous communities and forest conservation in Peru. Starting with a pilot in Loreto, the brand expanded production responsibly with P4F's help, focusing on community training and sustainable value chain development. This collaboration extended Amarumayu's reach to 22 communities, managed over 272,000 hectares sustainably, and attracted £1.2 million in private finance by 2023, with an aim of replicating this model in Colombia and Ecuador. The initiative underscores the balance between economic growth and environmental stewardship, setting a precedent for sustainable business practices in the beverage industry.	Amazon communities supplying native fruits to large anchor companies: The case of AJE Group in Peru

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Baru export	Hogan Lovells	Brazil	DSM	The baru nut, a significant product of the Brazilian Cerrado, supports around 16,000 jobs in the region and also serves as a means to restore degraded land and combat deforestation driven by soya and cattle farming. To tap into its export potential, formal licenses and registrations were essential for recognition as a food product in the EU and UK markets. P4F's support involved comprehensive research on the baru nut's composition, production processes, and historical use as food in Brazil, forming the basis for dossiers submitted to the European Food Safety Authority and the UK Food Standards Agency for approval. This ongoing project, expected to conclude registration by 2024, could unlock a multi-million dollar market for baru as a superfood, benefiting communities and discouraging deforestation in one of South America's most threatened biomes.	
Unlocking exports of Brazilian non-timber forest products	Conexsus	Brazil	EC	The Unlocking the export of Brazilian NTFPs project aims to broaden market access for Brazilian rural and forest small and medium impact enterprises (SMIEs) by offering export services online through Negócios pela Terra, a digital market intelligence platform by Conexsus. The initiative encountered challenges in streamlining negotiations and meeting the diverse needs of buyers, businesses, and service providers. With P4F's assistance, the project enabled 44 rural community-based organizations to penetrate the international market, benefiting roughly 30,000 smallholder producers involved in non-timber forest product chains. This venture has provided valuable insights into overcoming common export barriers for Brazilian SMIEs, fostering economic, social, and environmental advances.	Conexsus: Unlocking exports of Brazilian non-timber forest products
Planeta SAS	BioInnova	Colombia	FP	Planeta S.A.S., an enterprise led by the community, specialises in processing and selling palm hearts and açaí, with a strong commitment to environmental and social standards. By purchasing from growers at premium rates, Planeta incentivizes sustainable practices. Its significant growth since 2018 is largely attributed to a lucrative contract with Crepes & Waffles, which purchases 15% of its output at 60% above market rates, facilitated by a subsidy from the WWF. However, reliance on this partnership highlighted the need to diversify buyers and reducing production costs for financial sustainability. With P4F's assistance, Planeta expanded its customer base, enhanced product and process efficiency, and reinforced its environmental commitments, leading to substantial revenue growth, renewed harvesting licenses for 29,300 hectares, and the implementation of cost-saving measures.	Enhancing resilience of forest-based businesses: strengthening value chains as a support strategy during crises

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