Sustainable Commodity Assistance Network

Concept Note:

Assessment Tool of Sustainable Farm Management Advisory Needs to Achieve Sustainable Livelihoods:

(An analytical framework and methodology for assessing advisory service needs and optimal delivery mechanisms for smallholder agricultural producers)

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I. Background: The increased understanding of and concern about the impact of agricultural production systems on global environmental, social and economic development has led to increasing demand for products produced under sustainably managed production and processing systems[3]. This dynamic has resulted in a wide range of standards (production and processing criteria) which producers and other supply chain actors are required to meet. This has placed producers, and in particular smallholders, in a position of having to satisfy these standards with limited resources and capacities.

Principally as a result of global liberalization processes, many technical assistance structures were dismantled over the past two decades.[4] At present, pluralistic extension systems operate in many countries with public and private engagement - but with little coordination. Civil society and the private sector have further responded by creating a number of individual technical assistance programs to support compliance with production and trade standards. However, to date, there has been almost no coordination of these endeavours, resulting in fragmented and even sometimes contradictory services being provided.

As well, too often training programs are not structured and tailored to the specific needs and capacities of the producers (in particular smallholders). The advisory services that do reach the producers, often focus on specific market or buyer demands, and leave aside support for effective farm and business management. The few groups that do receive external support may not be building true, long-term capacity, nor creating long-lasting linkages with knowledge providers. Working towards greater sustainability is very knowledge intensive and thus the role of agricultural advisory services in reaching and providing sustained services must be more fully assessed. A more "diagnostic"

[1] ICRAF's mission is to generate science-based knowledge about the diverse role that trees play in agricultural landscapes. Further, its mission is to advance policies and practices that benefit the poor and the environment through research on, and development of, market-driven tree cultivation systems that help lift rural poor out of poverty and improve their health and nutrition; agroforestry systems that help to restore soil fertility and regenerate degraded lands; agroforestry systems that enhance environmental services, such as watershed protection, biodiversity conservation, and carbon sequestration as well as capacity building for agroforestry research and development.

[2] The Sustainable Commodity Initiative (SCI) is a multi-stakeholder platform coordinated through a partnership of the United Nations Conference on Trade and Development (UNCTAD) and the International Institute for Sustainable Development (IISD). The SCI focuses on impact assessment of sustainability systems, promotion of affordable finance and financial services for sustainable producers, coordinated technical assistance on sustainable production and business management, and policy linkages related to creating an enabling environment for sustainable production and trade.

[3] Sustainably managed systems are viewed as a process of continuous improvements which is moving towards more sustainability.

[4] A gap that is increasingly gaining attention and is being addressed by the Neuchâtel Initiative's push for the Global Initiative for Rural Advisory Services (www.neuchatelinitiative.net).

tool is required, which can identify the specific advisory service needs of the target producer groups. At the same time, tools are needed to improve producer groups' linkages to input and output markets and supporting the most efficient and effective way to deliver those services and transfer knowledge to producers and other value chain actors. As well, policy makers and other stakeholders need to understand what the *potential* costs and benefits of working towards greater sustainability could be, and be able to measure these costs and benefits over time, as a tool for evidence-based decision-making.

In response, a group of over 20 international organizations have joined forces to coordinate and collaborate on technical advisory service provision and capacity building to promote more sustainable farm management for smallholders. The initiative is called the Sustainable Commodity Assistance Network (SCAN- http://www.sustainablecommodities.org) and aims to improve advisory services for smallholders on sustainable production systems through the development and implementation of needs-based agricultural advisory tools and curriculums. SCAN works through National Service Provision Platforms of local and international SCAN partners. SCAN focuses in particular on smallholder producer groups since they tend to have the least access to advisory services and often have limited capacity to address ever increasing business and market demands, yet are critical actors in achieving sustainable environmental management and development.

SCAN is working on a needs and risk-based approach. This approach assumes that successful technical assistance and advisory services must be based on a systematic and comprehensive data collection and assessment of the actual situation of producers and other value chain actors, centred on their opportunities and problems. The results of this assessment should be used to develop a prioritized and customized technical assistance program that addresses the principal needs of producers and producer groups as well as other value chain actors.

The needs assessment is the first step in the effective planning of the producer groups. The technical assistance program should provide support to this planning process, including identifying and mobilizing resources- leveraging what is available already and filling critical gaps. At the same time, the needs assessment identifies performance and impact indicators, which should be used from the beginning of the intervention to measure change over time.

In light of the critical importance of the baseline study and needs assessment process, the SCAN initiative and SCAN partner, the World Agroforestry Centre (ICRAF), have identified the need to create a more robust analytical chain management framework and methodology for conducting these needs assessments.

This concept note outlines the process to create this framework and methodology, as well as the integration into the management cycles of producer groups, and the validation of the needs assessment tools with target producer groups. These pilots will be implemented through the SCAN National Platform in

one of 3 target countries where SCAN is active - Tanzania, Peru or Vietnam. The timeframe for the initial steps in this project is **12 months,** and has an estimated budget of **149,600** euros (see global budget sec. VII below).

II. Project Description:

Goal: Contribute to sustainable and inclusive development by developing tools and establishing and maintaining advisory service provision in support of smallholder production systems and business management.

Output: Tools, including a comprehensive needs assessment analytical framework, and a methodology to assess the technical assistance needs of smallholder agricultural producers. In this context, ,farm and business management refers to smallholder producer capacity to manage improvements in their production systems, including the natural, human and economic resources which contribute to greater sustainability, and achieving and maintaining compliance with sustainability standards.

Specific activities:

1. Identify and prioritize the specific technical assistance needs of local producer groups to become sustainable producers and business managers.

2. Compile an inventory of existing advisory service providers and their expertise at the national level (also at regional and international level, if need be). Promote a structure for improving access to required advisory services for standard compliant sustainable production with a two-way information exchange between national systems and international initiatives.

3. Match the training needs identified to advisory service providers and resources in producer countries in a customized way. Include a plan for the training of trainers, the development and adaptation of training materials and the identification of the costs and complimentary support services required to address the identified needs.

4. Provide an accounting framework to identify private and public costs and benefits associated with the delivery of advisory support services for sustainable development at the national scale, and identify alternative financing structures.

III. Background tools for developing the Needs Assessment tool:

This process will build upon and adapt 3 tools created by the project partners:

1. SCAN Analytical Framework. The SCI, together with SCAN partner Solidaridad, created a needs assessment tool that has been used by the

SCAN initiative to date. This is a chain baseline analysis at the national, producer-country level. It identifies and prioritizes opportunities and problems, producer needs related to sustainable development and business management- based on environmental, social and economic qualities and market realities of the sector. However, this process is more at the general aggregate level, providing a first view of the sector and the status quo of sustainability standards.

2. **Committee on Sustainability Assessment (COSA) cost/benefit and impact measurement tools:** The SCI has created a global, comparable process and set of tools for measuring the costs and benefits of working towards compliance with standards. This measurement process is applied on a sample of treatment and control farms and farmer groups, over a number of years, for time-based analysis. Given the importance of cost/benefit analysis to monitor and promote sustainability, COSA cost/benefit data contributes to effective implementation of the sustainability standards, by measuring the costs of establishing and maintaining sustainability standards, including advisory service support systems.

3. Analytical framework for assessing the potential of Organic and Resource Conserving Agriculture (ORCA) to improve the livelihoods of smallholders in Africa (Bennett and Franzel 2010)—This framework is based on a literature review of initiatives that introduced ORCA practices, and the impact of these practices on livelihoods. The framework helps assess the strengths and weaknesses of farmer communities at a specific site and identifies measures for success in ORCA interventions. Criteria for achieving success are based on the potential of the project to contribute to farmers' capital assets as identified in DFID's Sustainable Livelihoods Framework.

The needs assessment tool will build on these three existing frameworks, as a first step to designing structures for an expanded impact assessment framework.

IV. Project Implementation

Step 1: Develop a framework for assessing smallholder producer needs; identify existing service provision opportunities and; link national and international data on specific chains including lists of advisory services and knowledge networks.

Activities Phase 1:

A. Review of existing literature on chain baseline data in order to develop needs assessments related to agricultural advisory services for smallholders, with particular emphasis on working towards standard-compliant sustainable production, processing and trading systems. Assess lessons learned on building knowledge networks and cooperation among service providers.

B. Building on the literature review, consult with key supply chain actors and other stakeholders and experts on:(a) mechanisms to assess needs to strengthen natural, physical, social, human and financial capital required to support sustainable production and business practices; (b) ranking of these needs; (c) mechanisms to effectively link and build partnerships between actors along the value chain including local, national and international actors.

C. Develop draft Needs Assessment Framework and methodology.

Step 2: Structured validation and adaptation of the Draft Needs Assessment Framework and Methodology.

Activities Phase 2:

Target country selection: Successful needs assessment requires working with local actors (including active participation from producers and local service providers), adjusting the process to local contexts and creating an enabling environment that allows the identified needs to be addressed. As well, the entire process needs to be linked to international organizations in order facilitate broader support and market access. SCAN's framework of national service provision platforms in producing countries and their linkage to the international SCAN partners is perfectly structured to meet these requirements. To date SCAN has established activities in Peru, Tanzania and Vietnam, focusing on the coffee sector.

In order to benefit from this structure, the target country for this project will be chosen from one of these three countries where SCAN is active and work directly with the local SCAN platform to implement the project.

Consultation and validation workshops for the draft needs assessment tool will be conducted at 2 levels. One, at the international level with the SCAN International Board and Technical Committee and two, at the selected target producer-country level with the SCAN National Platform and key stakeholders, including producer representatives.

The objectives of these workshops will be to;

a) Review the tools and the needs assessment document and make necessary adaptations.

b) Identify and map the local, national and international public and private service provision and knowledge networks and tools, which could support the process at the international and pilot country level.

c) Establish the work plan for the pilot activity testing the needs assessment tool

d) Establish performance and impact indicators to assess the impact of implementing the project.

e) In addition, and for the eventual sustainability of the provision of advisory services, participants will also discuss and indicate how much

they would pay for the services identified through the needs assessment. Current literature suggests that the most effective advisory services are demand driven. This means that participants see the services as valuable enough to attend without compensation and even to contribute to covering some of the costs.

Step 3: Application of the framework, including toolbox development.

Conduct the needs assessment appraisal with three target producer groups in coordination with the SCAN platform members and other key stakeholders. For this pilot phase, work will focus on the coffee sector. Producer groups will be selected to provide a representation of the different supply chain structures which exist in the sector and country (e.g. direct sales, through cooperatives, and/or marketing board).

Activities Phase 3:

A. Identify the existing gaps of the target producer groups to become effective, sustainable producers and businesses managers. Identify gaps among key service providers along the value chain to provide effective business development services.

B. Identify which of those gaps could be addressed by service providers and other stakeholders in the value chain.

C. Identify the content and provision of advisory services needed to bridge those gaps for each targeted group.

D. Link producer groups to advisory service providers.

E. ,With producer groups, develop indicators for measuring the costs, benefits and impacts of advisory services resulting from the needs assessment process.

Phase 4: Documenting lessons learned for improving the framework, process and resulting services, and scaling up SCAN advisory services.

Activities Phase 4:

A. Revision workshop to review results and redraft needs assessment tool and methodology accordingly.

B. Draft a manual for SCAN (and others) to conduct needs assessments using the process and tool, including a finalized version of the process framework.

B. Draft a companion document for identifying and integrating assessment indicators for measuring the impact of the advisory service intervention.

C. Finalize workshop and implementation activity reports and arrange publication and dissemination for maximum impact of work.

Note: Although not directly part of this project, the SCAN platform will use the results of this needs assessment to organize and provide technical advisory services to the 3 target producer groups, including developing training tools and curriculums where needed.

V. Deliverables:
See Log Frame (Appendix 1)

VI. Timeline (12months):

Activity/Month	1	2	3	4	5	6	7	8	9	10	11	12
Project set-up												
Literature Review and consultation												
Validation international												
Validation/ adaptation national												
Pilot application with producer groups (3)												
Revision workshop												
Final publication and reporting												

VII. Estimated Budget (TBC):

Activity	Details	Cost Euros
Literature review and stakeholder consultation on needs assessment processes and knowledge networks	Desktop and web/phone-based stakeholder consultation	9,000
Drafting of needs assessment framework and methodology	Building from desktop work, consulting with local stakeholders in target country to develop template	15,000
Revision/validation process with SCAN International Board and Technical Committee	Phone-conferences (2) and 1 workshop with SCAN Technical Committee	9,000
Validation workshops (2) with SCAN National Platform and key stakeholders, including producer representatives (TZ)	@ 6 000/ea	12,000

Full application of tool (including establishment of performance and impact indicators) with producer groups (3)	@ 10K per producer-group	30,000
Workshop to review results and redraft assessment framework and methodology accordingly		10,000
Final Framework and Methodology write-up and publishing.		16,000
Coordination and Management (Local and International)		35,000
	Subtotal	136,000
	Overhead 10%	13,600
	Total Budget (euros)	**149,600**

Appendix I. - Logical framework

Overall output -- A plan and validated process for delivering advisory services to smallholder agricultural producers , to address and benefit from market requirements for sustainability certifications, as well as the service-providers themselves benefiting from adding to the sustainability of value chain practices.

Overall outcome – Evaluating impacts of the needs assessment framework and process will require testing the impacts of the advisory services developed from them.

- This project does not include funding to conduct such evaluations; however, it will develop a framework of indicators and a measurement methodology. The advisory service projects to come out of any needs assessments should include funding for evaluation and include steps for framework revision.
- Short-term proxy indicators of impact of this project are:
  - An indication of how much the group thinks that the various actors in the product value chain would be willing to contribute to acquiring these services
  - Group assessment of the benefits to accrue if the needs identified are addressed, the primary beneficiaries of each benefit (with particular attention to differentiating between public and private benefits) and the relative value of the benefit.

Deliverables	Activities, including data collection methods	Key locations, institutions and individuals responsible
Phase 1 – Develop a framework for assessing smallholder producer needs; identify existing service provision opportunities; and link national and international data in specific chains including lists of advisory services and knowledge networks		
1.1 Prototype needs assessment tool and map of national to international advisory services and support structures	Review existing literature	Project lead
	Stakeholder and expert consultation	Project lead
	Design prototype needs assessment framework and methodology	Project lead
Phase 2 – Structured validation and adaptation of the Draft Needs Assessment Framework and Methodology		

2.1 Validated Needs Assessment Framework and Tool A completed needs assessment with three target producer groups in coordination with the SCAN platform members in the target country and other key stakeholders	Conduct workshop with SCAN International Board and Technical Committee Workshop objective: Revise and adjust tool Revise cost, benefit and impact indicators	Project lead, SCAN manager and SCAN Board and Technical Committees
	Conduct workshops with SCAN National Platform (in target country), producer groups and other key stakeholders Workshop objectives: Revise and adjust tool Mapping of needs to existing structures Revise cost, benefit and impact indicators and estimate Undertake first discussion on financing structures and willingness to pay	Project lead and SCAN National Platform members
Phase 3 Application of the framework, including toolbox		
3.1 A completed needs assessment with three target A completed need A completed needs assessment with three target producer groups in coordination with the SCAN platform	Identify the existing gaps in capacity building of the producer groups as well as of other service providers along the value chain Identify solutions to fill those gaps	Project lead, project staff and local actors selected for full application Project lead, project staff and local actors selected for full application
	Link producer groups to service providers	Project lead, project staff and local actors selected for full application
	With producers develop indicators for measuring benefits, costs and impact of this process	Project lead, project staff and local actors selected for full application
Phase 4 – Document lessons learned and scale up SCAN advisory services		
4.1 Training Needs Assessment manual 4.2 Manual on cost, benefit and impact estimation 4.3 Workshop and activity implementation report	Workshop to review testing results and update tools Project staff finalizes written outputs of workshop and arranges publication and dissemination for maximum impact of work	Project lead, and staff, and SCAN manager and SCAN Board

Appendix II – SCAN Partner Details

SCAN is built on the premise of a multi-stakeholder and multi-initiative approach bringing together would-be competitors in a collaborative forum aimed at preparing small and growing businesses for sustainable markets. SCAN's partners are the major international institutions providing technical assistance (from standards bodies to researchers and local organizations). The SCAN Multi-stakeholder Board (MAB) members are the following:

Finance Alliance for Sustainable Trade (FAST), (Canada). Contact: Noemi Perez A global, member driven, non-profit association, FAST represents lenders and producers dedicated to bringing sustainable products to market. FAST brings together this diverse group of stakeholders for the first time to work collectively to increase the number of producers in developing nations who can successfully access quality trade finance, tailored to their business needs, as they enter sustainable markets.
United Nations Conference on Trade and Development (UNCTAD), (Switzerland). Contacts: Ulrich Hoffman, Chris Wunderlich UNCTAD is the principal organ of the United Nations General Assembly dealing with trade, investment and development issues. The organization's goals are to maximize the trade, investment and development opportunities of developing countries and assist them in their efforts to integrate into the world economy on an equitable basis.
Hivos (Netherlands). Contact: Catherine van de Wees Hivos is a development organization, which stands for emancipation, democratization and poverty alleviation in developing countries. For this purpose financial and political support is given to more than 750 local private organizations in 30 countries in Africa, Asia, Latin America and South-East Europe. The six policy spearheads of Hivos are financial services and enterprise developments; socially and ecologically sustainable production; human rights and democratization; HIV/Aids; arts and culture; gender, women and development; ICT, media and knowledge sharing.
Solidaridad/CSN, (Netherlands). Contact: Niels van Heeren Solidaridad is an initiator and driving force behind Fair Trade, and an active player in organic agriculture. Solidaridad is intensively involved in CSR models such as Utz Certified, Social Accountability International (SAI) and the Business Social Compliance Initiative (BSCI), and is active in Round Tables for responsible soy and sustainable biofuels. Solidaridad works with companies, consumers and producers in developing countries to develop people-friendly and environment-friendly production chains.
International Institute for Sustainable Development (IISD), (Canada). Contact: Jason Potts IISD is a Canada based non-profit organization. IISD's mission is "to champion innovation, enabling societies to live sustainably." Founded in 1990, the organization currently maintains collaborative relationships with about 200

organizations and governments around the world and has a team of 150 staff and associated consultants from over 30 countries, who conduct research and reporting in a variety of areas related to sustainable development. IISD deals with a variety of thematic areas including; climate change and energy, economics and sustainable development, foreign investment for sustainable development, information society, international trade, measurement and assessment, natural resources, networks and partnerships, security and tomorrow's sustainable development leaders
Tropical Commodity Coalition (TCC), (Netherlands). Contacts: Bärbel Weiligmann TCC comprises eight NGOs and two Dutch trade unions. TCC addresses the social, environmental and economic conditions in the tea, coffee and cocoa chains. The organization ensures the coordination of members' activities, compiles lessons learned, and promotes the interchange of strategies to build shared understanding and approaches to sustainability in these commodities. TCC aims to create an enabling environment for civil society stakeholders from producing countries to join and take an active part in the sustainable commodity debates at the international and national levels. TCC emphasizes the chain responsibility of related commercial actors to undertake action to continuously improve the social, economical and environmental conditions in the chains. The organization monitors the developments in the three chains and it puts pressure on laggard companies to improve their sustainability performance.
International Federation of Organic Agricultural Movements (IFOAM), (Germany). Contact: Joelle Katto IFOAM is the worldwide umbrella organization for the organic movement, uniting more than 750 member organizations in 108 countries. IFOAM's mission is leading, uniting and assisting the organic movement in its full diversity. IFOAM advocates for and works toward the worldwide adoption of ecologically, socially and economically sound systems that are based on the principles of Organic Agriculture.
Rainforest Alliance, (USA). Contact: Edward Millard Rainforest Alliance is an international non-profit organization working to conserve biodiversity and ensure sustainable livelihoods by transforming land-use practices, business practices and consumer behaviour in the forestry, agriculture and tourism sectors. It is a member of the Sustainable Agriculture Network, a group of tropical agriculture organizations that have developed the Sustainable Agriculture Standard. Farms and smallholder groups compliant with the standard may be certified and companies buying from them may use the Rainforest Alliance Certified seal. From large multinational corporations to small, community-based cooperatives, the Rainforest Alliance involve businesses and consumers worldwide in their efforts to bring responsibly produced goods and services to a global marketplace where the demand for sustainability is growing steadily.
ISEAL Alliance, (UK). Contact: Sasha Courville ISEAL is an international non-profit organisation that codifies best practice for the design and implementation of social

and environmental standards systems. ISEAL shapes the context in which voluntary standards systems operate, by defining what good practice looks like for the sector, as well as through influencing how external stakeholders think about and engage with credible voluntary standards systems. ISEAL Alliance members such as the Forest Stewardship Council, the Marine Stewardship Council, and the Fairtrade Labelling Organizations are leading organisations in social and environmental standard setting.
UTZ CERTIFIED, (Netherlands). Contact: Britta Wyss Bisang UTZ CERTIFIED is responsible for creating an open and transparent marketplace for agricultural products. In just over six years UTZ CERTIFIED has grown to be one of the leading coffee certification programs worldwide, and is now expanding to become a multi-commodity program. UTZ CERTIFIED's vision is to achieve sustainable agricultural supply chains that meet the growing needs and expectations of farmers, the food industry and consumers alike. With its in-depth Code of Conduct, the program gives independent assurance of sustainable production and sourcing and offers online real-time traceability of agricultural products back to their origin.
UNDP, Green Commodities Facility, (GCF). Contacts: Kifah Sasa and Andrew Bovarnick The Green Commodity Facility seeks to systemize and scale up UNDP efforts and combine them with partner initiatives to have a visionary impact on global commodity production and the lives of billions of people involved in such production. The objective of the GCF is to shift global markets to drive the production and sale of green commodities instead of current unsustainable practices. In its start up phase, the GCF is focused on agriculture, fisheries and forestry based commodities but over the long term will seek to support all types of commodities (including oil, gas and mineral commodity production).
EcoAgriculture Partners. Contact: Sara Scherr Supports rural communities to produce food and enhance their livelihoods while protecting the biological diversity of plant and animal life, and we educate policymakers, institutions, and innovators in ecoagriculture management approaches to enable this to happen. We support diverse ecoagriculture innovators from the agriculture, conservation and rural development sectors to strengthen and scale up their ecoagriculture management approaches by strengthening understanding of ecoagriculture; facilitating collaboration amongst practitioners, and mobilizing strategic institutional change to enable ecoagriculture.
Netherlands Development Organisation (SNV), (Netherlands). Contact : Maurice Cercone SNV is an international advisory organization that is dedicated to a society in which all people enjoy the freedom to pursue their own sustainable development. SNV contributes to this by strengthening capacity of local organizations. SNV is present in more than 30 countries in Africa, Asia, Latin America and the Balkans and employs 1500 national and international staff. SNV provides management advice, strengthens producer and stakeholder platforms, boosts market

intelligence, improves access to finance and develops local service providers.
French Agricultural Research Centre for International Development (CIRAD), (France). Contact: Christophe Montagnon CIRAD is a French agricultural research centre working for international development. Most of its research is conducted in partnership. CIRAD has chosen sustainable development as the cornerstone of its operations worldwide. This means taking account of the long-term ecological, economic and social consequences of change in developing communities and countries. CIRAD contributes to development through research and trials, training, dissemination of information, innovation and appraisals. Its expertise spans the life sciences, human sciences and engineering sciences and their application to agriculture and food, natural resource management and society.
Centre for Agricultural Bioscience International (CABI), (UK). Contact: Peter Baker CABI is a not-for-profit, science-based development and information organisation with nine centres worldwide. CABI's mission and direction is influenced by its 44 member countries that help guide the organisation's activities. These include projects and consultancy, information for development, scientific publishing and mycological services.
4C Association, (Germany). Contact: Andrea Brüstle Within the 4C Association, producers, trade & industry and civil society from around the world work together for more sustainability in the entire coffee sector. This global community has joined forces to continuously improve the social, environmental and economic conditions for the people making their living from coffee. The main pillars of 4C are a code of conduct, rules of participation for trade & industry, support mechanisms for coffee farmers, a verification system and a participatory governance structure.
Sustainable Agriculture Initiative (SAI) Platform: Contact: Emeline Fellus SAI Platform is an organisation created by the food industry to communicate worldwide and to actively support the development of sustainable agriculture involving the different stakeholders of the food chain. SAI Platform supports agricultural practices and agricultural production systems that preserve the future availability of current resources and enhance their efficiency. This increases agriculture's contribution to the optimal satisfaction of society's environmental, economic and social requirements.
Fairtrade Labelling Organizations International (FLO), (Germany). Contact: Kimberly Easson FLO is the organization that coordinates Fairtrade labelling at an international level. From their offices in Bonn, Germany FLO: sets international Fairtrade standards, organizes support for producers around the world, develops global Fairtrade strategy, and promotes trade justice internationally.
World Agroforestry Centre (ICRAF). Contact: Steve Franzel ICRAF's mission is to generate science-based knowledge about the diverse roles that trees play in agricultural

landscapes and to use its research to advance policies and practices that benefit the poor and the environment. Success in achieving this mission will be demonstrated by the increased use of improved trees and tree-based systems, significant gains in the overall productivity of smallholder farming systems, a marked reduction in poverty, and significant improvements in environmental quality. Our goal is to become a partner of choice for a range of scientific and development institutions in their efforts to generate tree-based solutions to the global problems of rural poverty, hunger and environmental degradation.
TWIN Trading, (UK). Contact: Jos Algra Twin is a producer-owned membership organization dedicated to developing the fair trade supply chain for coffee, nuts, cocoa, sugar and fruit farmers. Twin's approach is based on establishing long term trading relationships with marginalized producers, focusing on strengthening producer organizations, supply chain management, fair trade brands, and information and knowledge generation to influence policy debates and to increase market awareness amongst producer partners.
Social Accountability International: Contact: Rochelle Zaid SAI is an international non-profit human rights organization dedicated to the ethical treatment of workers around the world. SAI's social standard, called SA8000, functions as a highly effective and expedient system for delivering improved social performance to businesses and their supply chain facilities. The SA8000 solution is designed to ensure compliance with the highest ethical sourcing standards by integrating management tools that serve the needs of workers and businesses alike.