

**R&D for Supporting the Colombian Amazon Vision and Building
the UK Business Case for Support, with a Focus on Private Sector
Engagement**

**Action plans to strengthen priority sustainable supply chains in
Caquetá and Guaviare**

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Action plans to strengthen priority sustainable supply chains in Caquetá and Guaviare¹

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1. Introduction

Between 2011 and 2012 deforestation in Colombia was 295.892 hectares². Forty-seven percent of overall deforestation during this period occurred in the Amazon region departments, mainly Caquetá, Meta and Guaviare. Fifty six percent of the total area deforested was converted into pasture for cattle.³ In order to achieve its ambitious zero-net deforestation goal in the Amazon by 2020, the Government of Colombia must address the key drivers of deforestation in region, such as extensive cattle ranching, while developing and supporting alternative, low deforestation livelihoods for rural producers.

Private sector actions and commitments to reduce deforestation are among key strategies to address deforestation in the Amazon. More productive and competitive supply chains could provide higher incomes to local populations while promoting sustainable practices to reduce degradation and deforestation of amazon ecosystems.

The government of the United Kingdom, through the International Climate Fund (ICF), seeks to support Colombia in achieving its zero-net deforestation goal in the Amazon Region by 2020 through targeted interventions/investments. To this end, a Consortium comprised of Earth Innovation Institute (lead), Fundación Natura, WWF Colombia, and Forest Trends has been developing studies to identify promising and implementable in the near-term interventions to promote private sector engagement and sustainable supply chains in the departments of Caquetá and Guaviare.

Existing agricultural and livestock supply chains were mapped and analyzed. Based on the Consortium's research, supply chains for rubber, cocoa, coffee, cattle ranching and amazon fruits were prioritized as having the greatest potential to support the national zero-net deforestation goal in the Amazon region.

The process of prioritization and mapping included the following steps:

1. Surveying agricultural and livestock supply chains in the departments of Caquetá and Guaviare

² Ministerio de Ambiente y Desarrollo Sostenible Instituto de Hidrología, Meteorología y Estudios Ambientales. Actualización datos oficiales sobre deforestación Años 2011-2012. Presentación Omar Franco Torres Director General - IDEAM Bogotá, agosto 05 de 2013.

³ Ministry of Environment and Sustainable Development. 2013. Colombia's Low Deforestation Development Vision for the Amazon. Document of the Amazon Vision Program.

2. Reviewing secondary information on issues of public policy, current production, characteristics of supply chains, local and national governments' plans and programs, and characterization of productive systems
3. Defining a prioritization and mapping methodologies
4. Mapping of supply chains and identification of relevant actors involved
5. Analysis of GAPs according to market requirements and the potential role these supply chains in achieving the goal of reducing deforestation in the Amazon

Based on the results of these activities, this document presents the proposal of action plans defined by the Consortium team for each supply chain for ensuring sustainable supply chains that improve efficiency and productivity, increase competitiveness in the market and generate results in terms of reducing deforestation and degradation of Amazon ecosystems. The actions plans of each supply chains include a proposal of activities, outputs and indicators, taking into account specific goals to be achieved according to the needs of the supply chain. A list of the organizations and people interviewed during the process is presented in the Annex 1.

2. Action plan for the rubber supply chain

Goals	Activities	Outputs	Indicator
To increase mid term production of rubber in Caquetá and Guaviare	Increase production of existing crops Increase planted areas	Hectares under agroforestry production systems of rubber established	(tbd)New hectares of rubber agroforestry systems established by local producers
Promote sustainable production practices in rubber plantations	Technical assistance programs to promote sustainable production practices	Producers applying sustainable production practices	(tbd) Hectares under sustainable production practices and technical assistance
To improve entrepreneurial capacities of local organizations and relationships with local actors.	Plan for the strengthening of entrepreneurial capacities of existing associations	Local organizations implementing management strategies according to their institutional goals. Business plans and financial strategies improved	(tbd) Business plans and financial strategies implemented
To strengthen capacities of technical assistance, technology transfer, monitoring and reporting		Local organization implementing technical assistance programs	Hectares under technical assistance programs

Goals	Activities	Outputs	Indicator
To promote zero deforestation goals in amazon region		Net Zero Deforestation agreements among rubber producers	Hectares of forest conserved
Improvement of post harvest management of rubber and traceability along supply chain	Implementation of quality assurance and traceability programs targeted to local producers	Producers implementing quality and traceability standards	Rubber sold meeting high quality standards
To improve market access for Amazonian rubber involving sustainability criteria	Market access strategy for amazon rubber	1. Amazonian rubber is recognized at national markets 2. Sales of Amazonian rubber increased	Sales of rubber involving sustainability criteria
To promote differentiated products (e.g. free-deforestation rubber)		Niche markets of Amazonian rubber available	Sales of rubber products within niche markets

3. Action plan for the cocoa supply chain

Goals	Activities	Outputs	Indicator
To increase mid term production in Caquetá and Guaviare	Increase planted areas of cocoa in Caquetá and Guaviare	Hectares under agroforestry production systems of cocoa established	(tbd) New hectares of cocoa agroforestry systems established by local producers
Promote sustainable production practices in cocoa plantations	Technical assistance programs to promote sustainable production practices	Producers applying sustainable production practices	Hectares under sustainable production practices
To improve entrepreneurial capacities of local organizations and relationships with local committees	Plan for the strengthening of entrepreneurial capacities of existing associations	1. Local organizations implementing management strategies according to their institutional goals 2. Business plans and financial strategies improved	Business plans and financial strategies implemented
To strengthen capacities of technical assistance, technology transfer, monitoring		Local organization implementing technical assistance programs	Hectares under technical assistance programs

Goals	Activities	Outputs	Indicator
and reporting			
To promote zero deforestation goals in amazon region		Net Zero Deforestation agreements among cocoa producers	Hectares of forest conserved
Improvement of post harvest management of cocoa grains and traceability along supply chain	Implementation of quality assurance and traceability program targeted to local producers	Producers implementing quality and traceability standards	Cocoa sold meeting quality standards
To improve market access for Amazonian cocoa involving sustainability criteria	Market access strategy for amazon cocoa	Amazonian cocoa is recognized at national markets Sales of Amazonian cocoa increased	Sales of cocoa involving sustainability criteria
To promote differentiated products (e.g. free-deforestation cocoa)		Niche markets of Amazonian cocoa available	Sales of cocoa products within niche markets

4. Action plan for the coffee supply chain

Goals	Activities	Outputs	Indicator
To increase mid term production	Increase production and planted areas	1. Hectares under agroforestry production systems of coffee established	New hectares of coffee agroforestry systems established by local producers
Promote sustainable production practices in coffee plantations	Technical assistance programs to promote sustainable production practices	Producers applying sustainable production practices	Hectares under sustainable production practices
To improve entrepreneurial capacities of local organizations and relationships with local entities.	Plan for the strengthening of entrepreneurial capacities of existing associations	1. Local organizations implementing management strategies according to their institutional goals 2. Business plans and financial strategies	Business plans and financial strategies implemented

Goals	Activities	Outputs	Indicator
		improved.	
To strengthen capacities of technical assistance, technology transfer, monitoring and reporting		Local organization implementing technical assistance programs	Hectares under technical assistance programs
To promote zero deforestation goals in amazon region		Net Zero Deforestation agreements among coffee producers	Hectares of forest conserved
Improvement of post harvest management of coffee and traceability along supply chain	Implementation of quality assurance and traceability programs targeted to local producers	Producers implementing quality and traceability standards	Coffee sold meeting high quality standards (Specialty coffee)
To improve market access for Amazonian coffee involving sustainability criteria	Market access strategy for amazon coffee	1. Amazonian coffee is recognized at national markets 2. Sales of Amazonian coffee increased	Sales of coffee involving sustainability criteria
To promote differentiated products (e.g. free-deforestation coffee)		Niche markets of Amazonian coffee available	Sales of coffee products within niche markets

5. Action plan for the cattle-ranching supply chain

Goals	Activities	Outputs	Indicator
To increase carrying capacity 100%	Increase production efficiency	Farms implementing good practices and sustainable silvopastoral systems to increase carrying capacity (1 cow/hectare)	Hectares in implementing good practices
To establish native pastures and implement other actions to recover degraded grasslands		Hectares with native pasture and degraded grasslands recovered.	Hectares of recovered degraded grasslands

Goals	Activities	Outputs	Indicator
To improve entrepreneurial capacities of local organizations	Plan for the strengthening of entrepreneurial capacities of existing associations	1. Local organizations implementing management strategies according to their institutional goals 2. Business plans and financial strategies improved	Business plans and financial strategies implemented
To strengthen capacities of technical assistance, technology transfer, monitoring and reporting		Local organization implementing technical assistance programs	Hectares under technical assistance programs
To promote zero deforestation goals in amazon region		Net Zero Deforestation agreements among cattle ranchers	Hectares of forest conserved
To improve traceability along supply chain of meat and milk	Implementation of quality assurance and traceability program targeted to local producers	Producers implementing traceability practices	Meat and dairy amounts traded under quality criteria
To increase production of meat processed at local level	Implementation of processing meat facilities at local level	1. Processing facilities available at local level 2. Produced meat is mainly processed at local level	Kilograms of meat processed locally
To improve quality of milk and dairy products	Promote access to climate smart power solution for isolated farmers	Climate smart power solutions to isolated ranchers for refrigeration	Amount of milk or dairy meeting refrigeration quality standards
To improve market access for Amazonian meat and dairy involving sustainability criteria	Market access strategy for amazon meat and milk	1. Amazonian meat and dairy are recognized at national markets 2. Sales of Amazonian meat and dairy increased	Sales of meat and dairy involving sustainability criteria
To promote differentiated products (e.g. free-deforestation cattle and dairy)		Niche markets of Amazonian meat and dairy available	Sales of meat and dairy products within niche markets

6. Action plan for the Amazon fruits supply chain

Goals	Activities	Outputs	Indicator
Promote sustainable production practices in amazon fruits plantations	Technical assistance programs to promote sustainable production practices Promotion of amazon fruits and other forest products in agroforestry arrangements of cocoa and rubber.	Producers applying sustainable production practices	Hectares under sustainable production practices
To improve entrepreneurial capacities of local organizations and relationships with local entities.	Plan for the strengthening of entrepreneurial capacities of existing associations	Local organizations implementing management strategies according to their institutional goals Business plans and financial strategies improved	Business plans and financial strategies implemented
To strengthen capacities of technical assistance, technology transfer, monitoring and reporting		Local organization implementing technical assistance programs	Hectares under technical assistance programs
To promote zero deforestation goals in amazon region		Net Zero Deforestation agreements among Amazon fruits producers	Hectares of forest conserved
Improvement of post harvest management of amazon fruits and traceability along supply chain	Implementation of quality ensurance and traceability programs targeted to local producers	Producers implementing quality and traceability standards	Amazon fruits sold meeting high quality standards
To improve market access for Amazonian fruits involving sustainability criteria	Market access strategy for Amazonian fruits	Amazonian fruits are recognized at national markets Sales of Amazonian fruits increased	Sales of Amazonian fruits involving sustainability criteria
To promote differentiated products		Niche markets of Amazonian fruits	Sales of Amazonian fruits

Goals	Activities	Outputs	Indicator
(e.g. free-deforestation Amazonian fruits)		available	products within niche markets

7. Conclusions and key components of action plans

- *Opportunity to increase production to meet demand:* There is insufficient production to meet national and, in some cases, international demand. This signifies an important opportunity for 1) regional producers to become integrated into supply chains, 2) regional producers and processor to share the benefits from increased production as well as adding value to products, and 3) the potential of zero-deforestation commitments to incentivize implementation of “good” and sustainable practices as production increases to fill demand. In the case of cattle-ranching supply, Silvopastoral systems could increase production of milk by 47%, so that special attention need to be paid to develop strategies to increase market access for milk and value added products.
- *Opportunity to improve quality of production or processes to meet demands or access new markets.* For many products, such as rubber, cacao, coffee and dairy, insufficient quality or lack of processing capacity means that producers are receiving the lowest possible prices for their production. For example, Colombia produces the most sought after variety of high quality cacao (*cacao fino de sabor y aroma*) and has the potential to access niche markets; however, most producers do not know or follow quality standards to access these markets. There is also potential for expansion and/or adaptation of existing social and environmental standards for products like cacao and coffee produced in target regions (such as Fairtrade, UTZ).
- *Lack of infrastructure must be addressed in conjunction with regional planning processes:* Competitiveness of the majority of supply chains in the region are hindered by deficits in basic infrastructure, such as roads and electricity. For perishable products, such as dairy and fruits, lack of refrigeration and distance to commercialization centers is particularly challenging. In other cases, isolated producers have few options for commercialization and are not well positioned to demand better prices from buyers. Given that roads also open up new frontiers for deforestation, infrastructure must be addressed in conjunction with regional planning processes, territorial performance systems and other mechanisms to insure zero-deforestation commitments.
- *Technical assistance and extension to rural producers must be strengthened and expanded:* Across all supply chains evaluated, current providers of technical assistance are insufficient to reach rural producers in the region. Technical assistance will be key in helping producers improve quality throughout production and post-harvest process, and add value to products

via processing. In addition, there is also a need to build capacity among existing technical assistance providers around concepts and processes such as sustainability and “zero-deforestation”.

- *Providing near-term benefits to producers of mid-term crops:* Producers of crops such as coffee, cacao, rubber and Amazonian fruits may not realized benefits or profits from these crops until years after establishment. Therefore, it is critical to identify activities that can generate income and benefits for these producers in the near term, including agro-forestry or silvopastoral systems.
- *Public-private partnerships for research, education and extension:* Sustainable agricultural, agroforestry and silvopastoral systems must be adapted to the soil and climate conditions of the region, and therefore there is an important role for research institutions to continue investigating under which conditions will these systems thrive, while being economically viable and providing ecosystem services. This will require significant collaboration between public institutions, such as research and education centers and technical assistance providers, and the private sector.
- *Need/opportunity to differentiate products to improve market access:* A strategy to differentiate products as “Amazon origin” or “zero-deforestation origin” in national markets must be designed and implemented for all supply chains, supported by robust market research. A unified strategy could be used across products in conjunction with efforts to educate consumers. For example, a similar strategy has been successful in labeling coffee originating from the Amazon as “Café Amazónico”; however, this label could be further leveraged to include zero-deforestation or other environmental criteria. In addition, involving national superstores (such as Grupo Éxito-Casino, Cencosud, Olímpica, Yep, among others) is a tremendous opportunity to promote Amazonian and “zero-deforestation” products at the national and international level.

Annex 1. List of companies and organizations interviewed during the supply chains mapping process

	Organization	Interviewed people	Position	Type of meeting	Date	Type of organization
1	Acuica	Erick Argumedo	Ingeniero producción	Reunión presencial	1-oct-14	Empresa
2	Acuica	Nancy Quintero Ramirez	Directora ejecutiva	Reunión presencial		Empresa
3	Alquería	Fernando Fuentes	Director de Fomento Ganadero	Reunión presencial	21-dic-14	Empresa
4	Alquería	Hernán Darío Vasquez	Proyectos Fomento Ganadero	Reunión presencial	21-dic-14	Empresa
5	Asociación de Productores de Caucho del Guaviare - Asoprocaucho	Mario Guevara	Director Ejecutivo	Llamada	30-ene-15	Empresa
6	Asociación de Reforestadores y Cultivadores de Caucho del Caquetá - Asoheca	Pablo Emilio Pineda	Director Ejecutivo	Llamada	dic-14 / feb-15	Empresa
7	Casa Luker	Alexander Roncancio	Profesional de Planeación	Llamada	41983	Empresa
8	Chagra Maguaré - Caquetá	Yesid Beltrán	Gerente	Reunión presencial	1-Oct-14	Empresa
9	Compañía Nacional de Chocolates	Jorge Alejandro Puerta	Analista de Proyectos de Cacao	Llamada	10-dic-14	Empresa
10	Frigoríficos Ganaderos de Colombia, Friogán	Daniel Hernández	Gerente de Operaciones	Llamada	9-dic-14	Empresa

	Organization	Interviewed people	Position	Type of meeting	Date	Type of organization
11	Nestlé de Colombia	Carlos Gómez		Reunión presencial	ago - 14, feb 15	Empresa
12	Nestlé de Colombia	Nestor Gacharná		Reunión presencial	ago-14	Empresa
13	Proantex S.A.S.	Mauricio de Greiff	Gerente	Llamada	11-dic-14	Empresa
14	Unilever	Guillermo de la Torre	Director de comunicacioones y sostenibilidad	Reunión presencial	ago-14	Empresa
15	Unilever	Soulange Cordoba	Area de relaciones externas	Reunión presencial	ago-14	Empresa
16	Confederación Cauchera Colombiana	Juan Carlos Silva	Director Ejecutivo	Varias reuniones	5-nov-14	Gremio
17	Federación Colombiana de Ganaderos - Fedegán	Carlos Germán Osorio	Gerente Técnico	Reunión presencial		Gremio
18	Federación Colombiana de Ganaderos - Fedegán	Manuel Gómez	Oficina de Investigaciones Económicas	Reunión presencial	20-feb-15	Gremio
19	Federación Colombiana de Ganaderos - Fedegán	Olber Arturo Ayala	Coordinador de Gestión de Recursos y Operación de Proyectos	Reunión presencial	20-feb-15	Gremio
20	Federación Colombiana de Ganaderos - Fedegán	Rafael Torrijos	Gerente Comité de Ganaderos del Caquetá	Reunión presencial y telefónica	oct-14, nov-14, ene-15	Gremio
21	Federación de Cacaoteros de Colombia	Fernando Antonio Moreno	Gerente Técnico	Varias reuniones	oct-14 - feb-15	Gremio
22	Federación de Cacaoteros de	Oscar Darío Ramírez	Gerente Técnico	Varias reuniones	ene - feb-15	Gremio

	Organization	Interviewed people	Position	Type of meeting	Date	Type of organization
	Colombia					
23	Federación de Cafeteros de Colombia	Carlos Mario Charry	Coordinador Seccional Florencia	Llamada	12-dic-14	Gremio
24	Federación de Cafeteros de Colombia	Cesar Augusto González	Director oficinas coordinadoras y otros territorios cafeteros	Reunión presencial	feb-15	Gremio
25	Federación de Cafeteros de Colombia	Raul Jaime Hernández	Coordinador Nacional Programa Medio Ambiente	Reunión presencial	feb-15	Gremio
26	Ministerio de Agricultura y Desarrollo Rural MADR	Asmed Orozco	Dirección de Cadenas Agrícolas y Forestales - Coordinador de la Cadena del Café	Varias reuniones	Jul 14 - Ene 15	Gremio
27	Ministerio de Agricultura y Desarrollo Rural MADR	Bernardo Saenz	Dirección de Cadenas Agrícolas y Forestales - Secretario Técnico Nacional de la Cadena Productiva del Cacao	Reunión presencial	20-nov-14	Gremio
28	Ministerio de Agricultura y Desarrollo Rural MADR	Marlene Velásquez	Dirección de Cadenas Agrícolas y Forestales - Coordinadora de la Cadena Forestal y de la Guadua	Varias reuniones	Jul 14 - Ene 15	Gremio
29	Ministerio de Agricultura y Desarrollo	Miguel Fadul	Director de Cadenas Agrícolas y	Reunión presencial	18-jul-14	Gremio

	Organization	Interviewed people	Position	Type of meeting	Date	Type of organization
	Rural MADR		Forestales			
30	Ministerio de Agricultura y Desarrollo Rural MADR	Pedro Fuentes	Dirección de Cadenas Agrícolas y Forestales - Coordinador de la Cadena Cárnica	Varias reuniones	Jul 14 - Ene 15	Gremio
31	Ministerio de Agricultura y Desarrollo Rural MADR	Rodolfo Medina	Dirección de Cadenas Agrícolas y Forestales - Coordinador de la Cadena Productiva del Caucho Natural y su Industria	Varias reuniones	Jul 14 - Ene 15	Gremio
32	Ministerio de Agricultura y Desarrollo Rural MADR	William Granados	Dirección de Cadenas Agrícolas y Forestales - Coordinador de la Cadena Productiva del Cacao	Varias reuniones	Jul 14 - Ene 15	Gremio
33	Ministerio de Agricultura y Desarrollo Rural MADR	Yesid Jiménez	Asesor del Ministro en temas de ganadería.	Varias reuniones	Ago - Dic 14	Gremio
34	Ministerio de Agricultura y Desarrollo Rural MADR	Marcela Castiblanco	Dirección de Cadenas Agrícolas y Forestales - Secretaria Técnica Nacional de la Cadena Productiva del Caucho Natural y su Industria	Varias reuniones	Jul 14 - Ene 15	Gremio

	Organization	Interviewed people	Position	Type of meeting	Date	Type of organization
35	Centro Internacional de Agricultura Tropical CIAT	John Jairo Hurtado	Mercados y cadenas de valor	Reunión presencial	5-ago-14	Entidad de apoyo
36	Centro Internacional de Agricultura Tropical CIAT	Matthias Jäger	Experto senior en mercados y cadenas de valor	Varias reuniones	Ago 14 - Ene 15	Entidad de apoyo
37	iNNpalsa Colombia	Diana Maria Margarita Diaz	Crecimiento Empresarial Extraordinario	Reunión presencial	28-ene-15	Entidad de apoyo
38	iNNpalsa Colombia	Javier Gómez Dueñas	Ejecutivo de Evaluación	Reunión presencial	28-ene-15	Entidad de apoyo
39	Instituto Sinchi	Jaime Barrera	Investigador	Taller de trabajo, reuniones de trabajo	may-14 a feb-15	Entidad de apoyo
40	Instituto Sinchi	Luz Marina Mantilla	Directora	Varias reuniones	Jul 14 - Ene 15	Entidad de apoyo
41	Instituto Sinchi	Marcela Carrillo	Investigadora productos del bosque		ago-14	Entidad de apoyo
42	Instituto Sinchi	María Soledad Hernández	Investigadora Programa de Sostenibilidad e Intervención	Reunión presencial	Julio-Ago 14	Entidad de apoyo
43	Instituto Sinchi	Uriel Murcia	Investigador SiAT AC	Reunión presencial	may-14	Entidad de apoyo
44	Ministerio de Agricultura y Desarrollo Rural MADR	Alejandro Mesa	Programa Apoyo a Alianzas Productivas (PAAP) Gerente	Varias reuniones	jun-14, jul-14, oct-14, oct-22, feb-15	Entidad de apoyo
45	Ministerio de Agricultura y Desarrollo	Andrés Vega	Programa Apoyo a Alianzas Productivas (PAAP)	Varias reuniones	jun-14, jul-14, oct-14, oct-22, feb-	Entidad de apoyo

Organization	Interviewed people	Position	Type of meeting	Date	Type of organization
Rural MADR		Responsable Sostenibilidad Ambiental		15	
46 Ministerio de Agricultura y Desarrollo Rural MADR	Germán Rodríguez	Dirección de Cadenas Agrícolas y Forestales - Coordinador de la Cadena Láctea	Varias reuniones	Jul 14 - Ene 15	Entidad de apoyo
47 Ministerio de Agricultura y Desarrollo Rural MADR	Luis Fernando Monroy	Programa Apoyo a Alianzas Productivas (PAAP) Consultor de Apoyo Integral	Varias reuniones	Dic-14 - Ene-15	Entidad de apoyo
48 Ministerio de Agricultura y Desarrollo Rural MADR	William Lizarazo	Programa Apoyo a Alianzas Productivas (PAAP) Experto Agronegocios	Varias reuniones	Dic-14 - Ene-15	Entidad de apoyo
49 Ministerio de Ambiente y Desarrollo Sostenible MADS	José Manuel Díaz	Funcionario Oficina de Negocios Verdes y Sostenibles	Reunión presencial	20-nov-14	Entidad de apoyo
50 Programa de Transformación Productiva PTP	Germán Sanz	Gerente Sector Palma, Aceites Vegetales y Biocombustibles	Reunión presencial	19-ene-15	Entidad de apoyo
52 The Nature Conservancy TNC	Carlos Chacón	Ganadería Sostenible	Reunión presencial	jul-14	Entidad de apoyo
53 The Nature Conservancy TNC	Ricardo Sánchez	Director de seguridad alimentaria sostenible	Taller de trabajo, reuniones de trabajo	may-14, nov-14	Entidad de apoyo
54 Universidad de la Amazonia	Alvaro Guayara	Profesor - Investigador temas de	Reunión presencial	nov-14	Entidad de apoyo

Organization	Interviewed people	Position	Type of meeting	Date	Type of organization
		Amazonía			