ASSOCIATION OF SMALLHOLDER AGROFORESTRY PRODUCERS RECA PROJECT Brazil

Equator Initiative Case Studies
Local sustainable development solutions for people, nature, and resilient communities
Local and indigenous communities across the world are advancing innovative sustainable development solutions that work for people and for nature. Few publications or case studies tell the full story of how such initiatives evolve, the breadth of their impacts, or how they change over time. Fewer still have undertaken to tell these stories with community practitioners themselves guiding the narrative.

To mark its 10-year anniversary, the Equator Initiative aims to fill this gap. The following case study is one in a growing series that details the work of Equator Prize winners – vetted and peer-reviewed best practices in community-based environmental conservation and sustainable livelihoods. These cases are intended to inspire the policy dialogue needed to take local success to scale, to improve the global knowledge base on local environment and development solutions, and to serve as models for replication. Case studies are best viewed and understood with reference to *The Power of Local Action: Lessons from 10 Years of the Equator Prize*, a compendium of lessons learned and policy guidance that draws from the case material.

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PROJECT SUMMARY

This agroforestry project facilitates a variety of initiatives focused on supporting both family and commercial level agricultural production. The Association of Smallholder Agroforestry Producers brings together migrant farmers and indigenous rubber tappers in the Abuna region of northern Brazil. Since 1989, these two groups have worked together to improve the agricultural productivity of their forest landscape, recognizing the importance of respecting and adapting to the uniqueness of each community’s culture and local knowledge.

With the mission of ending rural emigration and deforestation, the group’s flagship RECA Project (Projeto Reflorestamento Econômico Consorciado e Adensad) assists local farmers to improve their technical capacity in agroforestry production and value-added processing of local resources, generating sustainable income streams for these marginalized forest communities.

KEY FACTS

EQUATOR PRIZE WINNER: 2010
FOUNDED: 1989
LOCATION: Abuna region, northern Brazil
BENEFICIARIES: More than 300 farming families
BIODIVERSITY: Recovery of degraded land

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Projecto RECA is the flagship programme of a small association of migrant farmers and indigenous rubber-tappers in the Abuna region of northern Brazil. The Association of Smallholder Agroforestry Producers (Associação dos Pequenos Agrossilvicultores) founded the project in 1989 with the aim of improving the productivity of small-scale agriculture in local forest ecosystems.

The Abuna region of northern Brazil

The project has its origins in the district of Nova California, Porto Velho, in the north of the Brazilian state of Rondônia. For decades, this region of Abuna, and much of the north of Brazil, was considered devoid of economic opportunity and a largely unproductive landscape. In the 1980s, the National Institute of Agrarian Settlements (INCRA) encouraged farmers from across the country to move to Abuna, with offers of land and opportunity. These policies attracted landless peasants from the south of Brazil, who made the difficult trek to this economically isolated region with the promise of a new life. To make space for new settlers, the government also pursued a policy of deforestation to clear land. Settlers brought with them seeds for planting rice, beans, and coffee in hopes that these crops would thrive and provide for sustainable livelihoods. Many of the migrants had a difficult time adapting to a lack of infrastructure in the region – no access to electricity, a lack of transportation and road access, and insufficient access to basic social services.

After providing settlers with access to land, the government offered little by way of capacity development or support. Attempts to grow crops like cassava and corn were disastrous. Local soils and climate were unsuitable, resulting in such low agricultural productivity that farmers were forced to clear more forest and plant ever-increasing areas in the hopes of obtaining income. Clearing trees for crops generated heated disputes with the seringueiros, the region's indigenous rubber tappers who relied on the tropical forest for their livelihoods. To make matters worse, the tip of the Abuna region constituted an area of dispute between Rondônia and Acre states.

These challenging conditions were fertile grounds for community-driven collective action, and a number of progressive environmental and social organizations were born of this marginalization.

Founding of the association

A number of settlers approached the seringueiros for guidance on ways to adapt agricultural production to local climatic conditions and planting cycles. These conversations led to the creation of the Association of Smallholder Agroforestry Producers, which brought together a small group of community leaders and smallholder farmers with the aim of developing livelihood options based on the forest ecosystem. Initially, a group of farmers pooled their resources to purchase 24 cows, two bulls, and eight oxen cart. The group created a system by which each family received a cow, and in return were required to return a calf to the association, which would then go to another family.

Spurred by this initial success, the association continued to explore options for improving the productivity of local ecosystems. Initial proposals presented to officials in both Rondônia and Acre states were unsuccessful. Undeterred, the association sought support from the Bishop of Acre, who accepted the project and in turn presented it to the Centre for Statistics and Social Research (CERIS). This body brought a reformulated proposal to the Dutch organisation CEBEMO (Roman Catholic Mediation Board for Financing of Development Programmes), where it was finally accepted in 1989 as the Projeto Reflorestamento Econômico Consorciado e Adensado (RECA Project, roughly translated as “Joint Consortium for Economic Reforestation”).

Early stages of Projeto RECA

The main thrust of the early stages of the project was to develop a system of productive forest (through reforestation and other activities) that would generate income streams for the local population without degrading the land. The possibilities explored...
by the architects of the project made the informed choice to exclude rice, bean and coffee crops, which had in the past proved poorly adapted to the Amazon climate and soil conditions. Instead, the group focused on native and indigenous plants. The first resources allocated to the project were committed to replanting 200 hectares of degraded forest with peach palms, Brazil nuts, and cupuazuzeiro. The farmers did not only concentrate on crops, but also on planting native trees species to maintain soil fertility, expand economic options with non-timber forest products, and provide shade from the sun.

With leadership by the local church, and in partnership the seringueiros, project founders mobilized a number of partners to get the initiative off the ground. Each participating farm family was initially given USD 958 per hectare of land, to a maximum of three hectares. Over 80 families each signed an agreement pledging to ‘repay’ this financing in the form of collectively pooled produce. The foundation of the project was reciprocity and shared ownership based on the collective investment of time and resources. As production increased from the association’s activities, the group quickly realized that there was not sufficient demand for the amount of crops being produced. This led to the construction of an agri-business centre to store and process the various agricultural commodities being harvested.

**Value-added processing of forest commodities**

In the years since the initiative began, the RECA project has sustainably managed local forest ecosystems to create income-generating opportunities for the local population. With a particular focus on peach palm (*Bactris gasipaes*), cupuaçu (*Theobroma grandiflorum*), and Brazil nuts (*Bertholletia excelsa*), the association currently operates three agri-businesses in fruit pulp processing, peach palm processing, and processing of oils from fruit species. The association also operates a learning centre for the dissemination of agro-forestry techniques, including an auditorium that is used for meetings, lectures, courses, and peer-to-peer exchange. A marketing centre is also used as a clearing house for the RECA member crafts and products, including honey, liqueurs, jams, jellies, add chocolates. Operating and administrative costs of the association are provided for by revenues generated through the sale of processed products, as well as partnership with national and international organizations.

Recognizing a need for regular exchange and face-to-face meetings, but facing geographical challenges, the association was divided into 12 groups. Today, these groups directly serve more than 300 families of farmers, and indirectly more than 500 families. Activities focus on organic agriculture, diversification of livelihoods, and the breeding of small animals (fish, birds, and bees). Its primary stated objectives include:

1. Providing support to families in rural areas through mutual aid
2. Mobilizing small agro-forestry family groups for study, productive work, mutual support and fellowhip
3. Legally and administratively supporting and representing association members
4. Providing a popular, alternative health care system
5. Providing an education system adapted to rural realities and needs
6. Training members in administration and business management
7. Undertaking the collective harvest of agro-forestry products for sale in local, national and international markets
8. Conserving the local environment and biodiversity
9. Classifying, standardizing, storing, processing, manufacturing, and registering trademarks for local products
10. Using community radio to broadcast artistic, educational, and scientific information
The primary activities of the association are focused on family farm agro-forestry systems, which assist in the recovery of degraded areas, the reforestation of riparian forests, and the improvement of local livelihoods and incomes through organic farming. The RECA project oversees activities on over 1,500 hectares of reclaimed land, all in areas where the forest had been degraded, and all being reclaimed through reforestation with native species of fruit and timber trees. In addition to operating a Family Farm School – which offers a month-long agro-forestry training course split between the field and home-study – RECA offers community training courses in organic farming, environmental conservation, and women’s empowerment. The twelve farmer groups coordinate the production, processing, storage and marketing of all products. A community production facility has been constructed for the preparation of palm hearts, fruit pulp, oil extraction, and more. RECA has recently engaged in a certification process for organic products harvested by local producers.

Community processing enterprises

The three community-based agri-businesses – peach palm processing, fruit pulp processing, and agriculture storage – source all produce directly from RECA member farmers. Peach palm is harvested from December to July. After the palms are cleaned at the processing centre, the heads and stems of the palms are separated. The peach palms are sliced and placed into pots, while the stems are cut into smaller pieces. The two parts of the peach palm are processed further, then packaged and marketed by RECA in local and national markets.

Pulp production focuses on cupuacu and acai. In the case of cupuacu, the pulp is separated from the seeds, and the former packed into 1-kilogram and 5-kilogram bags and then refrigerated. Acai undergoes a similar processing, being heated in a pan to separate the pulp from the seeds before the pulp is packed into 1-kilogram and 5-kilogram bags and then refrigerated. Both cupuacu and acai pulp are sold in local and regional markets.

Lastly, RECA extracts and processes the oils of cupuacu, Brazil nuts, and Andiroba. In the case of cupuacu, oil is extracted from the seeds of the fruit, which are collected during pulp processing. The seeds undergo fermentation for a full week and are then sun-dried on large barges, a process which can last over two weeks, depending on weather conditions. The drying process is completed when the seeds are heated in a boiler. A machine not unlike a printing press is used to separate the oil. The remaining material is used for fertilizer. The oil is then filtered and packed into 45-litre drums. Brazil nuts are collected, dried on a roof, and the outer shells removed. The process of oil extraction for both Brazil nuts and andiroba is similar to that of cupuacu. Processed oils are largely sold to cosmetics companies.

Organizational structure

RECA maintains twenty full-time staff, including six agricultural extension officers, a marketing officer, a secretary, a financial assistant, a driver, and two guards. While most employees are covered under the association’s budget, some – as in the case of several of the
agricultural extension officers – are covered through partnerships, many of which are with government agencies. Technical staff and agricultural outreach workers are trained to speak at ‘Family Farm Schools,’ where students spend fifteen days at the association’s school house receiving instruction and a further fifteen days at home applying acquired knowledge. Each group retains a technical specialist who teaches at the school, who also helps to monitor productivity and oversee support with manure, composting, pest control, and value-added secondary processing.

The structure of the organization has adapted to changes in (and limitations created by) the legal and policy landscapes in which the association operates. As a registered non-profit organization, the association was forced to reconcile (for legal purposes) this non-profit status with a need to market and sell its products. According to prevailing laws, non-profit organizations were prohibited from engaging in marketing activities. To overcome this problem, RECA created the Cooperative Agro-Forestry RECA Project in 2006 which, governed by its own constitution and bylaws, became responsible for the marketing of RECA products. This marked the creation of a new organizational model, bringing together a social organization with a cooperative. The cooperative arm of RECA now retains responsibilities for marketing and commercialization, with the revenues then transferred back to the Association of Smallholder Agroforestry Producers to be distributed to its members.

“Our region is experiencing climate change. We feel more vulnerable without forest cover and healthy ecosystems. We can say from experience in reforesting degraded areas that environmental and economic security is improved. Biodiversity has returned to the reforested areas.”

Eugênio Vacaro, Associação dos Pequenos Agrossilvicultores
Impacts

BIODIVERSITY IMPACTS

RECA has as one its primary areas of focus the recovery of degraded lands. The region where the group now operates was subject to severe deforestation and forest degradation. Commercial logging, land conversion for livestock and agriculture, and slash-and-burn farming all put unsustainable pressure on the region’s forests and biodiversity. RECA has worked through a community-based model of sustainable agro-forestry to reclaim degraded land and to provide an alternative to intensive and unsustainable land management or extractive industries such as mining and logging. The association has successfully fostered a conservation ethic among local farmers, who now view the forests and local ecosystems as fragile natural assets that require protection and renewal.

Effects of reforestation

Degraded lands have been restored largely through reforestation using native fruit tree species. Family farm plots and local farmers have been the vehicles for tree planting and sustainable extraction activities. The association emphasizes the need for a stable environment with healthy and functioning ecosystems for lands to be productive. Particular emphasis has been given to the recovery and restoration of riparian buffer zones – watersheds, springs and ponds. The RECA production model of sustainable agro-forestry systems has proved to be a powerful tool to reduce deforestation and forest degradation. Illegal fishing, poaching and logging have all been reduced in the region.

Environmental education

RECA has also set up an environmental education program to raise awareness on existing and future threats to local forests and ecosystems, as well as viable livelihood options and land management techniques that can both conserve and restore the environment. RECA conducts ongoing lectures on environmental conservation and sustainable livelihoods, and complements this activity with classroom- and field-based training for local students. Trainings focus on reforestation and agro-forestry techniques, with special emphasis on riparian ecosystems and the use of native tree species. Students receive instruction in forest management, the value of standing forests in soil conservation and ecosystem service provision, and the importance of native seed species for local biodiversity. Students (including local school children) are offered hands-on training in reforestation work and encouraged to contribute to tree planting efforts. Courses are offered in environmental management, environmental law, and organic produce and certification.

SOCIOECONOMIC IMPACTS

The main target beneficiaries of the RECA project were and remain immigrants from neighboring states in Brazil, who came to the region in search of economic prosperity. When many of these immigrants came to settle in the region, however, they found themselves isolated and marginalized, with little to no access to basic social services, few livelihood options, and even fewer sustainable livelihood options. The region was also plagued by disease burden, with high incidence of both malaria and leishmaniasis. It also did not take long before the migrants realized that native tree species (for fruit and timber) establishing those regions most in need of restoration. Over 640,000 seedlings – bacaba, acai, rubber, andiroba, amulet, dragon’s blood, chestnuts, cupuacu and peach palms – have been planted since the beginning of the initiative.
were more productive and produced more seeds than those crops brought from other regions – namely, beans, rice and rubber.

**Realizing economic benefits from value-added processing**

Since 1989, RECA has grown from 86 families to over 300 families of small agro-forestry producers who farm some 1,800 hectares. This association model has allowed members to generate incomes more than 30% higher than those of local farmers who sell unprocessed commodities. Each farm is supported to integrate native fruit and timber trees into their production landscapes. Fruit is harvested by local producers and then sold to RECA, where it is taken to processing centres to make palm, pulp and oil products. Different producers earn different amounts. This varies depending on the particulars of each farm, including distance from RECA processing centres, the property soil type, individual production choices, and the organization of the producer group to which the farm belongs.

Prior to the formation of these local producer groups, families were operating on their own and in isolation. RECA has provided a platform for the collective articulation of a community-driven agro-forestry model that works for people and the environment. In addition to providing a collective bargaining outlet, RECA has provided a platform on which farmers have been able to attract and build partnerships that bring value and added capacity to their work. The economic success of RECA has also put a previously isolated and marginalized region and population on the map, lending both political visibility and legitimacy.

RECA operates agri-businesses that process, market and sell peach palms, fruit pulp, and fruit oil. And the outputs from these businesses are substantial. In one season alone, RECA processed one million pounds of fruit, producing 350,000 pounds of cupuaçu pulp, 100,000 pounds of dried and fermented cupuaçu, more than 40,000 pounds of cupuaçu butter, 20,000 cans of Brazil nuts, 8,000 pounds of Brazil nut oil, over 70,000 pounds of peach palm, and 100,000 pounds of acai. The association is expanding into the production and marketing of locally produced honeys, liqueurs, jellies, jams and soaps.

**Spillover effects and livelihoods diversification**

It is not an overstatement to say that RECA has transformed the local economy. In the 2007-2009 project cycle alone, RECA shared more than USD 1,000,000 in revenues with local producer groups. In addition to improved incomes through the supply-chain that now links local fruit producers with processing and marketing services, a percentage of revenues from RECA products have been reinvested into other small business enterprises, including pharmacies, bakeries and a number of different stores. Producer families have been able to make improvements to their homes, with many upgrading from pachiuba straw to brick. So too, a percentage of revenues are allocated to reforestation efforts, ensuring both environmental and economic security and sustainability. The planting of native fruit and timber trees has had spillover benefits for other crops (such as coffee) and livestock cultivation. Restored lands with healthy and biologically diverse ecosystems make for more productive crops.
and healthier livestock. Similarly, diversified production methods and a shift to organic agriculture have resulted in greater food security at the household and farm levels. RECA has promoted crop diversification, providing a broader income base for local producers, and now works with over 20 different types of fruit and timber trees, as well as a number of medicinal plants, including bacaba, andiroba, copal, dragon’s blood, rambutan, and more.

So too, over 40 families have been supported to work in apiculture (beekeeping), with RECA providing assistance in the production, bottling and marketing of honey and ensuring certification processes meet existing regulatory requirements. A further 10 families have been supported to create chicken farms, supplying a local market that until recently was entirely dependent on imported chicken and eggs. Beyond the local producers directly linked into the RECA supply-chain, the association hires many day labourers for temporary labour (often between six and seven months) during the harvests. RECA has also supported a number of members in the process of forest certification. More than 30 licenses for organic agriculture have been awarded to community farms, and several more families are going through the certification process. This has been facilitated through a number of partners, including a company, Natura, which manufactures cosmetics from natural products and uses white cacao butter for creams and soap. This fair trade company supports RECA with funding for forest certification and requisite training courses.

**Collaborative learning and social equity**

Within the cooperative model, success has bred success, with producer groups also serving as a platform for technology transfer and other improvements. A good example of this phenomenon is tractors. Those farmers who have made significant profits and who have larger tracts of land have been able to purchase new tractors. It has become standard practice to then pass on old tractors to those farmers within the producer group who may not have had the means of purchasing such equipment. While anecdotal, this transfer is indicative of the effect RECA’s mobilization efforts have had on community sensibility. RECA’s participatory approach to management, organization and decision-making – and the process of meeting in groups to identify common problems as well as potential solutions – has become part of local culture, and has redefined the meaning of local citizenship and mutual responsibility.

Concerted efforts have also been made by the association to fully and equitably integrate women and youth into project activities. Workshops and training courses in agro-forestry, which are offered through the Family Farm School, have been provided first and foremost to the children of RECA members. This has helped to ensure cross-generational understanding of RECA objectives and a shared commitment to sustainability principles. On the premises, the school has a demonstration garden, an aviary for chicken-raising, and a plant nursery. These activities increase food security for the school and generate income from selling surplus produce. Women’s empowerment has evolved organically within the organization, based on demand from local women for representation in decision-making processes. As a result, each producer group has an elected representative who is specifically responsible for receiving and voicing the concerns and needs of female farmers.

**POLICY IMPACTS**

The region in which RECA now operates is not only economically marginalized, but has historically lacked basic infrastructure (roads, district and municipal government offices, etc.) and social services (health care, hospitals, and schools) due to its geographic distance from major centres; the Abuna region is 360 kilometers from the municipal centre of Porto Velho, Rondônia, and 150 kilometers from Rio Branco, in Acre state. As the main regional employer during the harvest season, RECA has filled many of these infrastructure and social service gaps that have been left by the government. It now provides health care and education services and has been the source of the majority of investments into local infrastructure. As such, RECA has become a valued partner of several government departments in crafting public policies in the region.

It now serves as a veritable policy delivery bridge between the government and local citizens. This inherited role of service provider and policy conduit has positioned RECA well to advocate for environmental licenses, land tenure reform and organic certifications.
Sustainability and Replication

One of the key ingredients to RECA’s model of sustainability is the participatory model of governance that guides the organization’s decisions. Groups of family farmers not only participate in, but lead the management and full implementation of the project.

Organizational sustainability

While the association has undergone a number of changes in its governance structure since it began in 1989, some key aspects have remained the same. The association was and remains highly participatory in its management. Decisions are taken in consultation with participating community members. Producers are actively encouraged to participate in meetings and to voice their concerns and preferences. Groups are typically composed of small numbers of neighbouring households. Group members meet on a monthly basis to exchange ideas, take stock of production and project activities, and to discuss the needs, demands and challenges of each producer. Participation in monthly meetings is, in fact, mandatory, with any producer missing three consecutive meetings ejected from the group. Incidence of the latter is few and far between.

To facilitate effective management and decision-making, each group elects a coordinator, a leader and a women’s representative. The coordinator has the role of liaison between individual groups and RECA as a whole, and represents the group at larger coordination meetings. The leader is responsible for promoting the integration of member activities, a role focused squarely on the individual group. Lastly, the women’s representative is a position that has emerged based on demand from female producers for representation and empowerment, and holds responsibility for uniting female members and encouraging their participation in meetings. Taken together, the coordinators of each group make up the RECA board, of which two are elected to hold the positions of president (a term of two years) and vice president. The president does not coordinate decision-making, but rather is responsible for conducting discussions among the coordinators to ensure decisions are taken in a fair and equitable manner that is consistent with member demands and needs.

As stipulated in the organization’s by-laws, RECA meetings are held biannually. The first meeting of the year is the ‘representative assembly’, attended only by individual coordinators. The second meeting is a ‘general assembly’ which is open to all members. It is not uncommon for meetings of the coordinators, leaders and women’s representatives from each group to be held monthly. Production, marketing, outputs, proposed projects, and potential partnerships are discussed at these meetings, which also serve as a forum where the demands of each group can be discussed within the context of the larger organization.

Through the association, farmers are able to gain access to training in property management, organic agriculture, network development, dairy farming, environmental management, fish farming, and beekeeping. The association’s foundational principles of environmental responsibility and sustainable livelihoods are promoted through the Family Farm School, where the children of farmers receive training in entrepreneurship and agro-forestry, and

“Our advice to other communities is that there is still time to make a difference. What is required is dedication.”

Eugênio Vacaro, Associação dos Pequenos Agrossilvicultores
through which the conservation ethic that sustains the organization is transmitted to the next generation. RECA has become an important part of the social fabric in the region, and receives a high level of investment from the local population because this population receives a great deal in return.

In 2008, RECA undertook a strategic planning exercise to chart a plan for the next ten years. Through the full participation and input of all members, RECA was able to draft a business plan, a management plan, and a roadmap for the modernization of harvesting and processing equipment.

REPLICATION

The RECA model has proved to be in high demand. The association estimates that it receives over 1,500 visitors every year – farmers, indigenous people, teachers, students, agricultural extension officers, government officials (including from the Ministry of Agriculture), and researchers – who are interested in learning from the association’s experience. Knowledge exchanges are hosted through a training centre, as well as the Family Farm School. Representatives of RECA have also traveled to a number of regions of Brazil to share their experience with other communities. Owing to these knowledge exchanges and site visits, the RECA model has been successfully replicated and is being applied across Brazil, as well as in several communities in Bolivia and Angola. Every year, the association holds a festival which serves as a reunion for all farmer members, both past and present.

The association believes strongly in the organizational model and the agro-forestry approach which has positively transformed their local economy and environment. They do not, however, believe in a one-size-fits-all approach, and are quick to communicate to visiting farmers and communities looking to learn from their experience that a commitment to tailoring appropriate solutions to the needs and demands of each particular community (and individual farm, for that matter) is absolutely essential.

PARTNERS

Partnership has been essential for RECA since its beginning. As a first phase of its work, RECA developed 200 hectares of land to test its agro-forestry practices and techniques. The Catholic Committee Against Hunger for Development in the World supported with construction of the first processing unit for pulps. The Government of Germany (GTZ) and the Pastoral Land Commission provided advisory support, while the Bank of Brazil provided financing.

Research partnerships have been forged on several different occasions, such as with the National Institute of Amazon Research (INPA), who worked with RECA to develop research into effective agro-forestry training courses; the Acre branch of the Brazilian Agricultural Research Corporation (Empresa Brasileira de Pesquisa Agropecuária – Embrapa) who worked with the association on pest control for cupuassu crops and research on soil restoration; the Agroforestry Research and Extension Group of Acre (PESACRE) who developed research on an effective structure and curriculum design for the Family Farm School, as well as marketing and market research; and many other partners who contributed financial support, volunteers, and assistance with construction of the RECA marketing centre.

As previously mentioned, the tip of the Abuna region was an area under dispute, which hindered policy delivery and investments by the two state governments. Despite the territorial dispute, and the resulting gaps in coverage by state services and infrastructure, the federal government has supported RECA through bodies such as Embrapa, the Company for Technical Assistance and Rural Extension (EMATER), and the Ministry of Agrarian Development. Partnership has taken the form of technical guidance, advice, training, courses and workshops. The federal government has also been supportive in the area of technical support, providing some RECA farmers with tractors and machinery.

Other partnerships have included Comissão Pastoral da Terra, through the local catholic church, for financial support and linkages with international donor agencies; SEBRAE-Rondônia, which has assisted with marketing support; Petrobas, for project implementation and the recovery of degraded areas; IMAFLORA, for agricultural certification; the Association for Participatory Partner Certification, for organic produce certification; SENAR, for capacity building training; and Natura, whose benefit-sharing model has ensured that farmers receive a fair price for commodities.
FURTHER REFERENCE

• Association of Smallholder Agroforestry Producers Photo Story (Vimeo) http://vimeo.com/15960875