



# Project Unlocking the Export of Brazilian NTFPs

Generation of experiences for the development of services








Implementation



Technical and financial support



# Summary

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# Introduction



Several strategies aim to respond to the global clamor for the maintenance of natural environments, especially tropical forests. Over the last few decades it has become clear that, alongside actions such as the creation of protected areas, there are other effective ways to curb deforestation and other forms of environmental degradation.

In the case of Brazil, biomes such as the Amazon and the Cerrado have suffered significant impacts due to economic activities that do not consider the full potential of native vegetation. A great effort is still needed to demonstrate the importance of using non-timber forest products (NTFPs) in meeting the global demand for food, cosmetics, pharmaceuticals, among many other products.

NTFPs can be defined as rural and forestry products generated from socio-biodiversity resources. They are linked to production chains associated with traditional communities and small farmers, which generate work and income, in addition to helping to keep the forest standing. However, to continue protecting these environments, these populations need to improve their living conditions and means of production, accessing more advantageous markets.

The private sector plays a central role in building a sustainable rural economy. The growth of market movements and trends, such as bioeconomy, organic production, slow food and fair trade emerge as opportunities for the export of products from Brazilian socio-biodiversity. By investing in improving productivity and profitability, it is possible to include rural populations in the benefits of development and also help in climate regulation, with the reduction and

absorption of greenhouse gases (GHG).

However, small and medium impact rural and forestry enterprises, also known as SMIEs, have not yet been able to capture such opportunities. They lack knowledge about the international market and export processes. In addition, few of these projects are able to meet the demanding environmental, social and quality standards required internationally.

By activating a network of community businesses with a socio-environmental impact and offering various services, the Project Unlocking the Export of Brazilian NTFPs aimed to facilitate the export journey of SMIEs. Its focus: to boost the presence of Brazilian socio-biodiversity products, especially Brazil nut and baru, in the international market.

It is an innovative initiative with the potential to generate knowledge and learning. With such ambitions, the systematization of the experience and the collection of lessons learned appear as relevant points. This is valid both for the development of strategies capable of reducing the bottlenecks that these organizations face, as well as for the creation of new support services and for the replication of NTFPs export experiences in other contexts.

● | About the project

# Concept

The Project Unlocking the Export of Brazilian NTFPs was carried out by the **Partnerships for Forests (P4F)** and **Brazil Trade Facilitation (BTF)** programme, both programs funded by the **UK government**. The **P4F** is implemented by the **Palladium** and **Systemiq consultancies** and the **BTF** by **Palladium**.

In the **execution efforts**, the project counted on the **partnership of Conexsus**, an institution that has expertise in strengthening the links between the market and organizations related to Brazilian socio-biodiversity chains. Several other supports, at the consultative and operational levels, made it possible to carry out this journey.

At the **consultative level**, the **Steering Committee** defined the strategic conduct of actions. At the **operational level**, the **Export Working Group (WG)** was created, a **forum for interaction** between partners engaged in the project, with the objective of defining the implementation of actions.



# ● | About the project

## Design

### Purpose

The project was designed to:

 <p><b>Maturity Level</b> Measure the maturity level of SMIEs involved in export-oriented skills, identifying improvement needs.</p>	 <p><b>Training</b> Train such organizations to remedy vulnerabilities, capture opportunities and plan their export journeys.</p>	 <p><b>Technical Assistance</b> Provide specialized technical assistance.</p>	 <p><b>Intermediation</b> Build bridges between SMIEs, export service providers and international buyers.</p>	 <p><b>Services</b> Identify and design online services to be offered to other SMIEs with a similar profile.</p>
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### Cohorts

Based on the degree of maturity of these organizations, two groups benefiting from the project activities were chosen:

**Cohort 1** – Comprised of four enterprises from the Brazil nut and baru chains with the most adequate management level to start or expand their exports.

**Cohort 2** – Comprised of 40 enterprises that offer diversified products and have different levels of management maturity, showing interest in starting export processes.

Designed for different audiences, the journeys of Cohorts 1 and 2 shared, however, the purpose of systematizing a set of skills so that such organizations are able to access the international market. It is intended that some of the solutions developed in the project will be integrated in the future to the BRAEXP, a digital platform aimed at creating export capacity, as a result of the partnership between the governments of Brazil and the United Kingdom. Other solutions will also integrate the Negócios pela Terra (NpT) platform, coordinated by Conexsus.

 <p><b>Experience Generation</b> Support Cohorts 1 and 2 SMIEs in identifying their export journeys</p> <p>Page 08</p>	 <p><b>Development of Online Services</b> Preparation of services to be offered on an online platform</p> <p>Page 09</p>	 <p><b>Integration of services to the platform</b></p> <p>Page 11</p>
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● | About the project

# Participating SMIEs

## Cohort Profile 1

### Organizations

<p><b>COOPAVAM</b> Vale do Amanhecer Farmers Cooperative</p> <p>Product  Brazil nut</p> <p> Biome Amazon  Juruena, MT</p>	<p><b>COOBA-Y</b> Ba-y Kayapó Cooperative of Forest Products</p> <p>Product  Brazil nut</p> <p> Biome Amazon  Tucumã, PA</p>	<p><b>Central do Cerrado</b></p> <p>Product  Baru</p> <p> Biome Cerrado  Brasília, DF</p>	<p><b>COOPCERRADO</b> Mixed Cooperative of Family Farmers, Extractivists, Fisher- men, Vazanteiros, Settlers and Cerrado Tourist Guides</p> <p>Product  Baru</p> <p> Biome Cerrado  Goiânia, GO</p>
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### Social and Environmental Impacts

the **4** joint organizations

↙ ↘

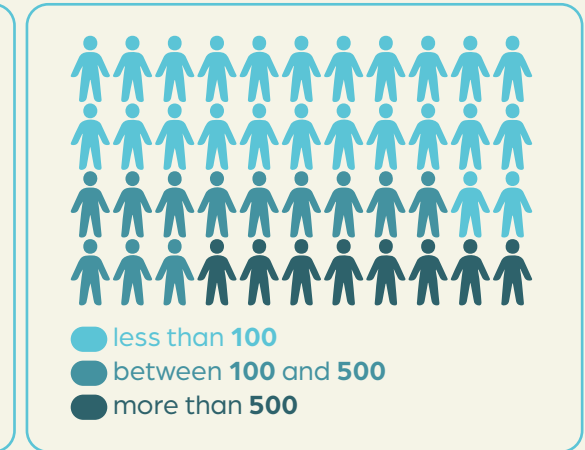
<p>economically mobilize around</p> <p> <b>32,500</b> people</p>	<p>annually earn about</p> <p> <b>12 million</b> reais</p>	<p>are responsible for the sustainable management of</p> <p> <b>4.1 million</b> hectares</p>
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## Cohort Profile 2

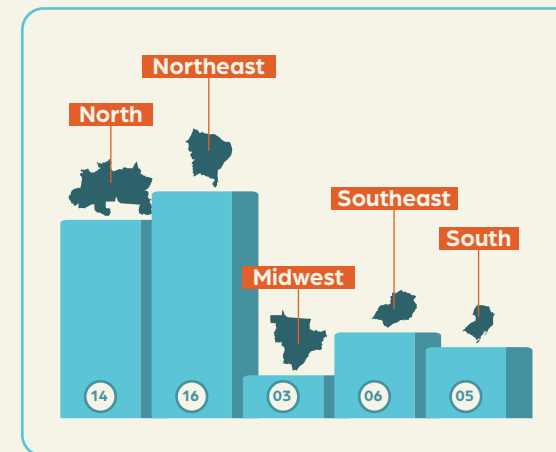
### Organizations



### Number of participants



### Location by region



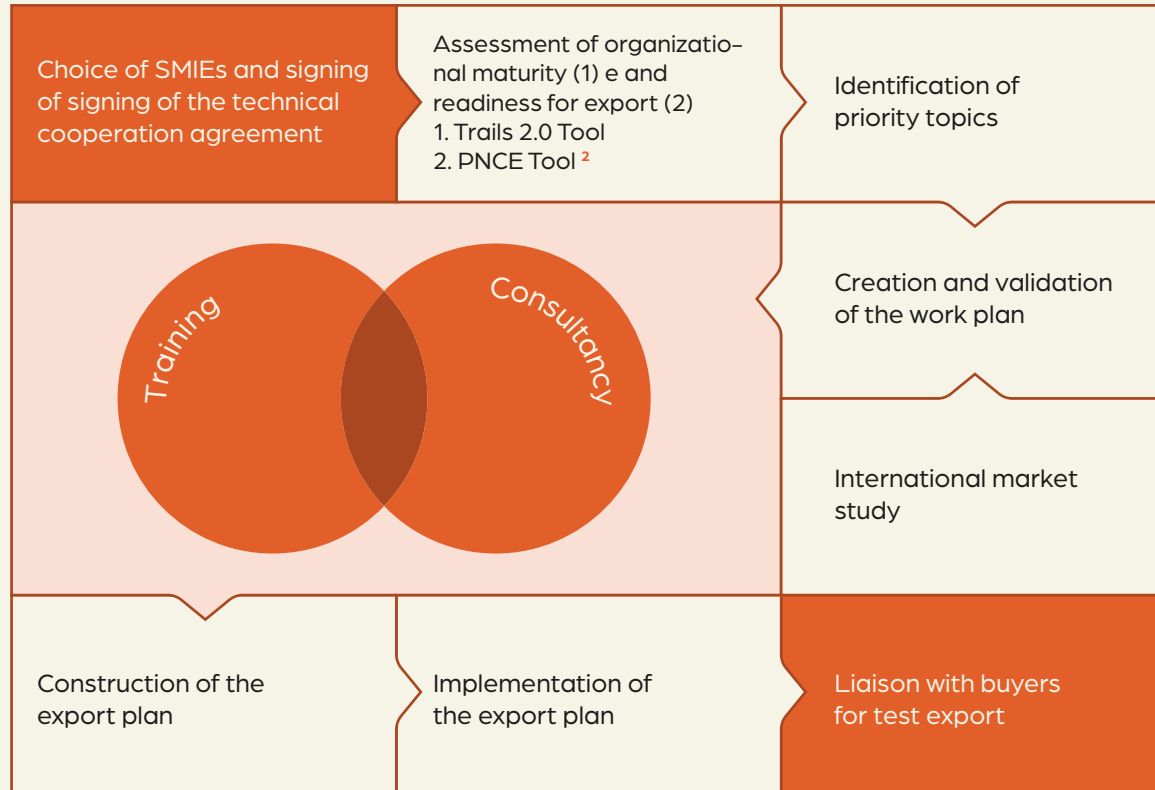
### Main products

honey	chestnuts	guarana	coffee
handcraft	oils and butters	orange and various fruits	cocoa
fish	processed products <sup>1</sup>	pulps, flours, jams and jellies <sup>1</sup>	

# Performed activities

## Experience Generation

### Cohort 1



### Cohort 2

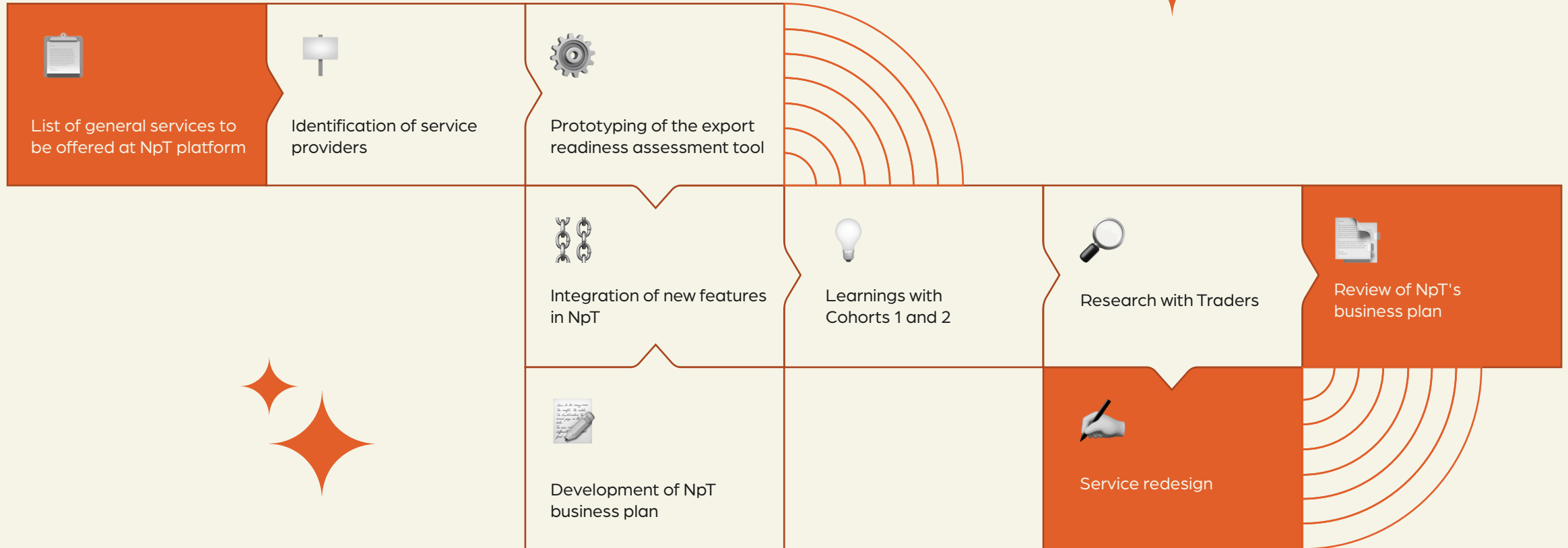
- 1 Seminar of engagement and opening of the **public notice**
- 2 Selection of organizations
- 3 Workshops and conversation circles
- 4 Systematization of **learning**
- 5 Selection of **15 organizations** for mentoring
- 6 **Organizational maturity** and **export readiness assessment** (Trails 2.0 and PNCE)
- 7 Preparation of **Action Plans**

<sup>2</sup> National Program for Exporting Culture



# Performed activities

## Development of Online Services



# Performed activities

## Development of Online Services

### Services to be operated at scale



#### Training and content portal

- ◆ Conect@ (Conexus' virtual learning community) integrated into the NpT platform, with platform tutorials, as well as videos and training materials for cohort 2. Specific content on certification will be made available in the future;
- ◆ Free quality information on target markets for Brazilian socio-biodiversity products.



#### Product registration

- ◆ Registration of products according to the standards of the World Trade Organization (WTO) system, as frequent errors in the registration of products by SMIEs are one of the bottlenecks for exports.



#### Organizational maturity and export readiness assessment

- ◆ Trails 2.0 Tool (on the NpT platform);
- ◆ PNCE Tool (on the Ministry of Economy website).



#### Connection with service providers

- ◆ Indication of services according to the maturity of the organization.
- ◆ In the case of export services, the SMIE will be directed to the BRAEXP platform.

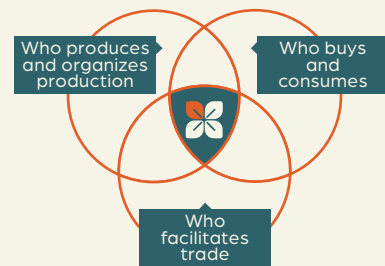
# Performed activities

## Integration of services to the platform

### Negócios pela Terra Platform: designed solutions

#### Connection

The platform connects the **links in the network** and **generates benefits** for all involved.



#### Curatorship

Curatorship and connection with **Social and Environmental Impact Community Businesses** that offer rural and forestry products of Brazilian socio-biodiversity qualified for different trade channels.

#### Integration

**Integration with commercialization and qualification** service providers for commercialization.

#### Tools

A **set of tools** to **organize and facilitate** the exchange of information between partners.

#### Supplier qualification

- ◆ Assessment of organizational maturity and readiness for export;
- ◆ Gap analysis (check-list);
- ◆ Training through the Conect@ learning community;
- ◆ Supplier qualification plan and technical follow-up;
- ◆ Access to financial services.

#### Product qualification

- ◆ Product registration – support for supply management and pricing;
- ◆ Technical advice and gap analysis for product certification and compliance;
- ◆ Connection with certifiers;
- ◆ Connection with service providers (eg laboratory analysis);
- ◆ Consulting and monitoring;
- ◆ Access to financial services.



#### Portal

- ◆ Free content on marketing and market intelligence;
- ◆ Disclosure of content from partners;
- ◆ Success stories.

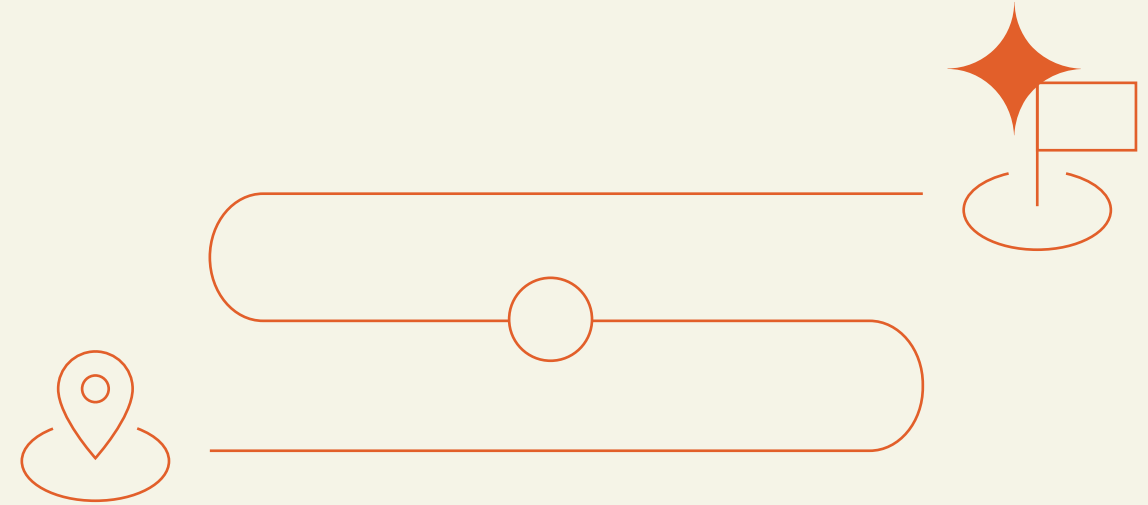
#### Commercial Solutions

- Connection with service providers:
- ◆ Commercial representation;
  - ◆ Storage, distribution and logistics;
  - ◆ Connection with BRAEXP for export services.

# Changes to the initial premises

The premise that guided the project is that the more mature organizations, members of Cohort 1, would be able to access foreign markets, without the presence of intermediaries, from the foreseen journey. For organizations that are part of Cohort 2, the action would be more focused on initial awareness and engagement, in order to qualify for such markets. They would play an important role in testing the online services needed for export, also provided for in the project.

Throughout the journey, it became clear that Cohort 1 organizations, more mature and, therefore, better able to fully carry out their export journey, did not express interest in carrying out the commercialization directly. Nor did they consider it sufficient to access 100% online services via digital platforms. It was also clear that intermediary organizations are required for this and, above all, more personal contact and individualized follow-up to carry out pre-export services.



It also became clear that the initial premise of developing products and services to be made available on the BRAEXP and Negócios pela Terra (NpT) online platforms are of great importance, but they play different and complementary roles in relation to the SMIEs' public.

The NpT platform has a role more focused on working on aspects of SMIEs related to the "gateway in", in terms of supplier qualification (with services such as maturity assessment, training, technical monitoring and access to financial services), product qualification (with services such as technical advice, connection with certifiers, connection with service providers, consultancy and financial services) and offering commercial solutions (with connection with service providers, including BRAEXP).

On the other hand, the BRAEXP, which aims to increase Brazilian exports in general, may facilitate the access of socio-biodiversity enterprises to the foreign market with all the complexity that characterizes it.



# Development of export capacity

The support needs of less structured organizations are much broader and go into basic “gate-in” issues before reaching the market level itself. This includes issues such as business strategy, processing and management processes, cost control, among other factors.

**Unlocking the Brazilian SMIEs' export journey requires:** (1) export qualification; (2) specialized advice for: logistics and customs intelligence, product adjustments, promotion in international markets, negotiation with international buyers; (3) articulations and investments related to certification to access niche markets.

**Even impact organizations that have more experience with exports (such as Cohort 1) demonstrate little knowledge of the process,** including the market(s) in which they already operate. In general, this knowledge is limited to the information/requirements passed on by the buyer/importer. Therefore, there is a need for systematic knowledge about the export process and market intelligence information, in addition to technical-operational support from partner organizations for the practice of exporting. ↓

## Recommendation

*Availability of advisory/consultancy services is essential for SMIEs to be able to access operational export services.*

**Like micro, small and medium-sized enterprises (MSMEs) in other industrial segments, SMIEs have limitations associated with the availability of time,** human and financial resources, making it difficult for teams to take ownership of the export process. Some producer organizations managed to overcome these limiting factors by partnering with specialists who complement their skills. The two main approaches found are that of (1) service providers, who can be remunerated by service or result, and (2) trading companies or commercial exporters, which mainly assume the part of commercial prospecting and operationalization of exports.

**Even among the SMIEs that already export, marketing and communication strategies aimed at the international market are lacking.** Some of the organizations, such as Coopavam, which have already managed to develop some material, have done so with the help of partnerships. ↓

## Recommendation

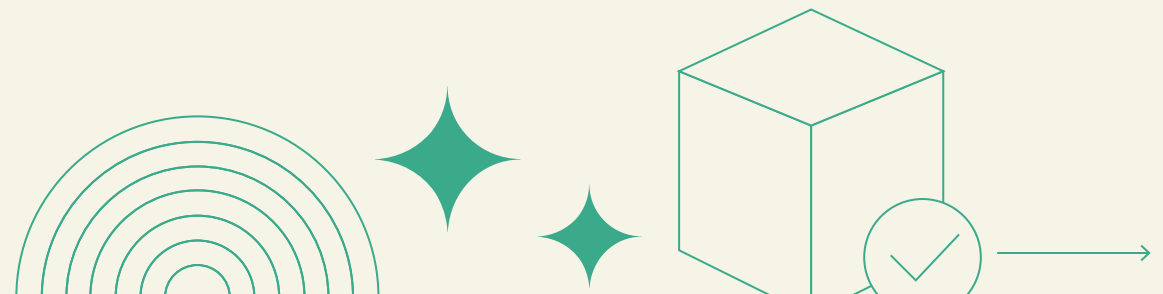
*It is essential to have at least English versions of the website, videos, presentations and fact sheets. At least in English, these are important products to be developed.*

**Dependence on external support for the development of export plans** is not just due to limited knowledge on the subject. There is also a lack of resources by organizations for this. Thus, offering specific services for the development of the strategic plan, as well as financial and legal services, is appropriate.

**Limited financial resources do not allow SMIEs to invest in greater production efforts.** This includes the acquisition of raw material from associates and other suppliers when there is no guarantee of a sales contract and financial support from the buyer, or appropriate mechanisms for accessing credit and financing. The lack of working capital was identified as one of the main bottlenecks for production management. ↓

## Recommendation

*Innovative mechanisms for accessing capital, with risk reduction linked to purchase contracts, can be made feasible. It is also worth providing financial services for accessing credit and financing on the platform.*



# Development of export capacity

Even among the more mature SMIEs – with experience and/or international contacts – **market knowledge is still quite limited**, with more specific demands for support, at a more technical and more complex level. Organizations that export indirectly, via trading companies, have superficial information about what happens in the target markets and are dependent on them. They hardly develop their own and direct prospecting actions.

The SMIEs have a consolidated performance with a positive impact on socio-biodiversity communities, but they do not necessarily have an understanding of the importance and value of this for their performance in the market. Thus, it is difficult to integrate this performance into their storytelling and give visibility to them. ↓

## Recommendation

*It is necessary to develop simple and effective tools to measure impact, aligned with voluntary sustainability standards.*



## General Recommendation

SMIEs could develop marketing strategies for the external market in a shared way, generating synergies at the chain level. This work can be done with the support of representative entities or support organizations, such as NGOs, and with the articulation of intercooperation networks.



## Lessons learned and recommendations

# Training and mentoring

**Brazilian SMIEs tend to have limited staff and time**, which makes it difficult for leaders to engage in matters not directly related to the core business or short-term results. Thus, training and consulting processes with weekly activities are not very viable in practice. ↓

### Recommendation

*The schedule of these processes needs to be more flexible (for example, carry out activities more spaced apart) and consider the need for follow-up with organizations.*

**The training of SMIEs is more efficient when the content has immediate application in the reality of organizations.** In this way, complex concepts can be assimilated in a practical way. ↓

### Recommendation

*Trainings for this audience should contain mentoring/advising sessions based on real business needs. The most suitable approach is on-the-job, because it follows the principles of andragogy: the student is motivated to learn the specific subject by the immediate need to have to solve and apply it. The practical application helps to fix the learning.*

**It is important to consider that there is a high probability of evasion of training activities.** This is due to the logistical conditions of SMIEs in Brazil, especially regarding internet access, the different attributions of those responsible and the lack of free time for additional tasks. The situation worsens when training takes place remotely and when the subject has no immediate practical application.

**In the case of the SMIEs that are part of Cohort 2, from 40 organizations that completed the training, only 12 participated 100% live.** The others participated through at least one or more recorded classes. ↓

### Recommendation

*Making training content available asynchronously allows organizations to participate according to their possibilities and also involve more members of their teams.*

**The high demand for recordings of the workshops indicates the desire to engage those organizations that were unable to participate live.** However, asynchronous participation did not allow them to interact with the facilitators and other SMIEs participating in the process. ↓

### Recommendation

*Creation of hotline mechanisms (in instant messaging applications) so that organizations can clarify doubts with the training facilitators.*

**The broad positive feedback from 32 organizations received from participants in the final assessment, involving Cohorts 1 and 2, is quite revealing.** These declared to have learned more or much more than they expected during the training. This reveals that the proposal tapped into a latent unmet demand that deserves more attention.



# Training and mentoring



## General Recommendations

To meet this profile of organizations, it is recommended to pay attention to the following aspects in the training and other actions to be developed:

1



### Contents

Less dense and more distributed over time; adequate presentation and facilitation materials to be easily assimilated, especially in terms of language and cultural references. It is also recommended to use cases that exemplify the concepts and processes, clarifying the understanding, as well as images and, eventually, videos. These can be indicated as homework between training sessions, due to the frequent limitations of participants in terms of internet access.

2



### Methodologies

The more connected with the reality of the public, the better, preferably using examples from their own practice and that mobilize contributions from the participants themselves. Testimonials and peer interactions are also highly appreciated.

3



### Duration of the training program

The duration can be longer, in order to allow approaching each point with more interaction and fixation time.

4



### Duration of sessions

Duration from 1.5h to 2h maximum. Less than that would be ineffective in pedagogical terms. More than that compromises the dedication capacity of the participants.

5



### Homework

This feature should be used as little as possible and leaving enough time for each task. Experience shows that the daily routine leaves little time for other activities, especially when they are further away from the routine, such as planning activities.

6



### Volume of activities

Demanding activities from participants that are beyond what they can handle undermines the quality of responses and participation.



# Engagement and communication

**Events with many academic speakers can inhibit the more active participation of SMIEs**, especially those with less organizational maturity. The ideal is to balance the programming with concrete examples brought by the organizations themselves. ↓

## Recommendation

*Inverting the traditional logic of events, bringing the plenary before the panelists speeches, can be a good strategy to raise the expectations and experiences of the public, building collective knowledge and generating engagement. This initial discussion, guided by the seminar moderator, allows the modulation of the content presented by the experts to the needs and interests of the audience.*

**The level of engagement of SMIEs is directly linked to the degree of relationship and trust that has been established.** Constant communication is an important factor in this regard, respecting the routine of organizations. Although this lesson is also applicable to MSMEs from other segments, building a foundation of trust proves to be much more important for the success of any project in rural areas and even more with communities considered vulnerable and often left on the sidelines of the economic processes. Hence, the need for actors like Conexsus, who work directly with grassroots organizations.

**Gaining trust and effectively engaging indigenous organizations, quilombolas, traditional or women-led communities may require greater sensitivity** and greater knowledge of the context in which they operate. ↓

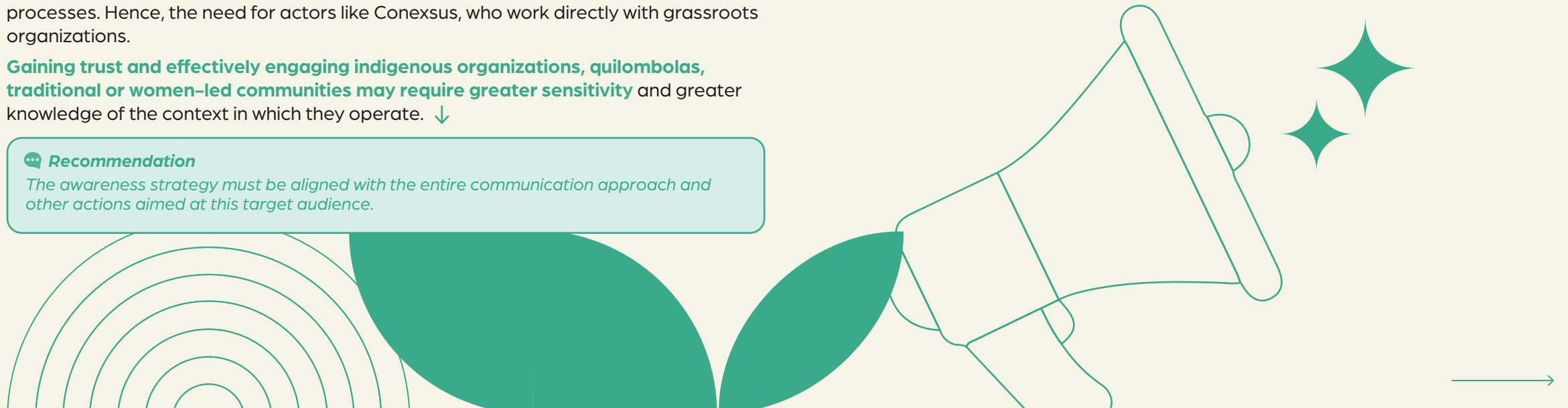
## Recommendation

*The awareness strategy must be aligned with the entire communication approach and other actions aimed at this target audience.*

**For Brazilian SMIEs, especially for less mature ones, a personal and informal communication directly with the participant is more engaging** than one directed in a collective, very comprehensive and corporate way.

**The engagement work of Brazilian SMIEs demands specific professionals for this task throughout the journey**, maintaining direct and personal contact with each participant. For this, it is necessary for this professional to know the dynamics of this type of community, considering the diversity of cultural, socioeconomic and logistical contexts, such as communities located in the Amazon.

**The use of various platforms in the management of events, between training (Zoom), making class material available and others (Google Classroom) did not work well, overloading the participants** and generating frustration in them and in the organizers. Thus, for short-term remote training, it is more effective to take full advantage of the communication channels already used by organizations before introducing new digital platforms.



# Engagement and communication



## General Recommendations

1



### Digital Tools

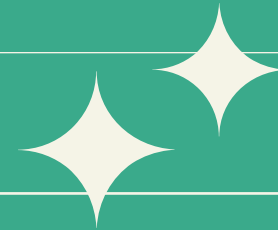
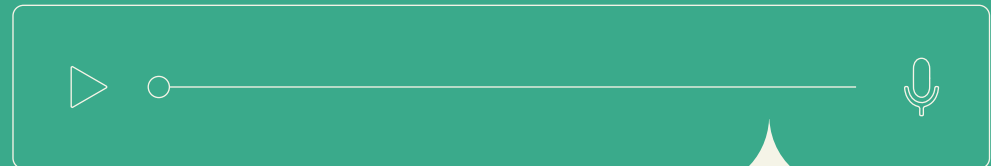
Conduct an initial survey of the digital tools already used by the SMIEs participating in the project before defining the communication channels that will be used in the training. In the case of the pilot, two tools showed good results: Google Forms helped to collect important data, such as the frequency of participation in workshops and the evaluation of training, while WhatsApp supported the entire process of direct communication with the SMIEs. Both tools are easily used in places with low internet access. In the case of WhatsApp, it is observed that users prefer the voice messaging feature.

2



### Incorporate

Incorporate the use of widespread tools, such as WhatsApp, into online service platforms aimed at SMIEs.



# Gender, Equality and Social Inclusion

## The GESI perspective on the project

Inserting a Gender, Equality and Social Inclusion (GESI) approach into a project means earning, critically reflecting and acting to reduce inequalities and violations of rights that structurally impact society and interpersonal relationships. In addition to contributing to increase and value diversity within SMIEs, the GESI approach is a sensitive topic for the international market and can add value to the commercial export strategy for these organizations.

Inserting the GESI perspective implies dealing with all people and with institutions in all their instances. In this way, the project included in its activities an approach that aims to encourage inclusion and diversity through four strategies:



**An internal look at the executing organization**, which means including these themes both in the composition of the team responsible for the project, as well as in training, mentoring and in the production of the materials used.



**Collection of disaggregated data** in relation to the service provider chain and in the participating organizations. In the case of Cohort 1, organizations were supported to carry out and/or refine the disaggregation of gender and inclusion data. One of them (CoopCerrado) included the generational issue as a topic to be worked on internally, aiming to attract more young people to the activities carried out.



**Raising awareness of organizations about the importance of GESI** in their sales and export strategies, a process carried out with members of Cohorts 1 and 2. This included the creation of storytelling that valued what organizations already do in terms of gender, inclusion and diversity in its communication and marketing strategies with the external public.



**Development and monitoring of a short and medium term Action Plan** aimed at strengthening actions and strategies to promote greater inclusion and diversity. This action was carried out with the organizations participating in Cohort 1.

## Important information

**This process generated several lessons**, to be inserted in future processes involving SMIEs in their efforts to reach the demanding international consumer market. As one of the results of this process, a GESI Canvas is being developed as a diagnostic tool and guide to initiate, develop or improve organizations' efforts in relation to the gender, diversity and inclusion perspective and in their export strategy.

**The contact with CoopCerrado also gave rise to the idea of creating a seal that values the work of women in SMIEs** and that uses this information as a competitive differential in the market. As part of the project activities, a concept note about the seal was created, containing criteria, methodology and implementation plan.

# Gender, Equality and Social Inclusion

The GESI approach to Brazilian SMIEs requires, in some cases, support for the development of strategies to sensitize its members to the topic of gender and social inclusion. This applies especially in the case of Indigenous Peoples and Traditional Communities (PIPCTs | Povos Indígenas e Povos e Comunidades Tradicionais). ↓

**💬 Recommendation**

*Seek an in-depth understanding of the local context and invest efforts in the joint construction of customized solutions.*

**Diversity and inclusion may require very different approaches in each territory and community.** This needs to be taken into account when developing projects. Intersectionality<sup>3</sup> is a concept in this challenge.

**Like most small and medium-sized organizations, SMIEs do not have a database disaggregated** by gender and race. ↓

**💬 Recommendation**

*Develop with each organization quantitative and qualitative indicators adapted to its reality, which are more efficient in communicating its impact within its particularities.*

**There is a lack of technical staff with time availability and specialized knowledge** in organizations so that it is possible to build a method to determine specific data on GESI. ↓

**💬 Recommendation**

*It is important to develop and strengthen leadership in SMIEs so that new agendas, such as exports and gender, can be worked on by people who are not the main leaders, but who have sufficient decision-making power to bring about change.*

**SMIEs demand guidance on how to collect race and gender disaggregated data.** This includes support to justify this data collection to its members, the methodology used and which tool to use for this activity.

**SMIEs may be interested in carrying out exclusive or preferential contracts,** but they need theoretical inputs to be able to demonstrate the relevance and justify this activity to their members.

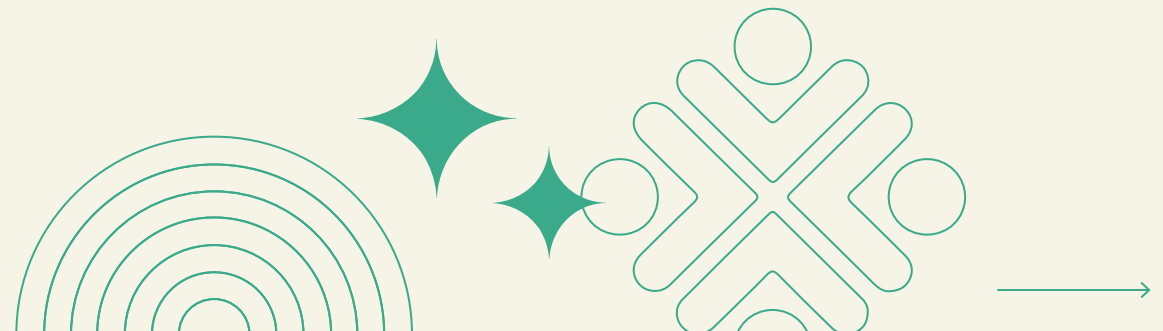
Among the themes of gender, diversity and inclusion, **certain organizations feel more comfortable dealing with issues related to race and/or ethnicity than those related to gender** (non-binary people or transgender men and women).

**Attracting and keeping young people in rural activities** is a current generational challenge.

**The biggest concern of some customers in inclusive markets is environmental preservation: certified organic products are a requirement of some buyers.** Social aspects do not necessarily have a direct connection with environmental preservation. Indigenous communities are more successful in making this connection between preserving the culture and preserving the forest. That is why their products are so attractive to the market.

**Other types of traditional communities, in addition to indigenous ones, are not as well known or explored as a differentiator in the market.** Products from black communities/populations that exploit this characteristic as a differential are not commonly identified, nor is there a market that demands this type of product.

<sup>3</sup> Theoretical and methodological tool used to think about the structural inseparability of racism, capitalism and cisheteropatriarchy, and the resulting articulations. Carla Akotirene, author of the book "What is Intersectionality?"



# Gender, Equality and Social Inclusion

**Communicating aspects of gender and diversity can add value to certain target audiences.** However, individually such approaches are not enough to attract buyers.

**Some smaller-scale buyers believe there are too many certifications.** This type of buyer will choose to seduce their customers by the design/quality/feature and tell impactful stories that serve as a bonus.



## General Recommendation

Regarding inclusion practices, strengthening diversity and the presence of disaggregated data, it is necessary to lead by example and ensure that partner organizations develop the same practices that are recommended for SMIEs.



✕ | Final consideration

# Challenges observed

Throughout the pilot, some of the **main challenges observed** were:

## Supplier qualification

**01.** Little knowledge of SMIEs about the export process and international niche markets

**02.** Difficulty in accessing credit to pay for production before receiving payment for the exported goods

**03.** Absence/dispersion of GESI information and absence of storytelling that meets international demands

**04.** Absence of communication materials/catalog aimed at international buyers

## Production qualification

**01.** Absence of necessary certifications

**02.** Lack of proper packaging

**03.** Lack of uniformity and other product quality requirements

## Socio-biodiversity chain

**01.** Lack of regulation of some of the Brazilian socio-biodiversity products in international markets, such as the case of baru

**02.** Deficiencies in logistics and communication infrastructure in rural areas

**03.** Lack of a systemic and integrated view on the development of Brazilian socio-biodiversity chains



# Challenges observed

The path to signing export contracts, in the case of socio-biodiversity organizations, proved to be much longer and more complex than originally anticipated. During the execution of the project, gaps present even in the most mature organizations were identified, such as:



**Lack of Knowledge**  
Lack of knowledge of the international market and operational export processes.



**Certifications**  
Absence of international certifications, such as organic and fair trade.



**Financial Resources**  
Lack of own resources and financing resources appropriate to the reality of SMIEs to operationalize exports.

The solutions created by the project sought to address the identified gaps, but do not necessarily fully resolve these issues. It became clear, for example, that thought services cannot be just digital. SMIEs demand structuring solutions aligned with their specific reality.

One aspect that cannot be forgotten is that there are many essential preconditions for "arriving at the port". Some of them are issues prior to the project and are located beyond its area of action and governance. The reality of the SMIEs that are dedicated to the production of NTFPs is marked by infrastructure deficiencies, difficulties in accessing credit, lack of dissemination of their products abroad, among other factors that demand the existence of public policies aimed at facilitating exports.



# Future perspectives

Some issues observed during the execution of the project can serve as inputs for future initiatives, such as:



## Financing for export

It is not enough just to make a crop viable. It is necessary to establish longer capital and financing models, which support the qualification of organizations and products for the foreign market.



## Support for certification

Considering the chain as a whole, it is necessary to structure not only the certification itself, but also a way of recognizing the organization in the foreign market. It is also necessary to define how to support SMIEs in order to obtain this certification.



## Insertion of little-known products in the international market

This was not addressed directly by the project, but it is a bottleneck for many SMIEs: the caution with which certain products are viewed by markets in developed countries, especially in relation to food security. This demands a broader, sectorial approach, with the articulation of various bodies and the creation of public policies for the recognition of these products abroad.



## Promotion of socio-biodiversity products abroad

This issue was not addressed by the project, but the reflections on the experiences developed raise this challenge: in the case of the newer chains, who are the actors that will open these markets? Would it be the traders?

To address issues such as these, it is necessary to **develop a systemic and integrated view** of the **development of Brazilian socio-biodiversity chains**, engaging relevant sectoral organizations in these efforts to leverage products from community businesses with socio-environmental impact abroad.



✕ | Technical File

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