



USAID
DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMÉRICA



AMAZON INDIGENOUS RIGHTS AND RESOURCES (AIRR)

ANNUAL REPORT FY 2022 (OCTOBER 2021 -
SEPTEMBER 2022)

OCTOBER 2022

This publication was produced for the United States Agency for International Development. It was prepared by WWF.



This publication was prepared by World Wildlife Fund Inc. (WWF) for review by the United States Agency for International Development, through USAID Cooperative Agreement No. 72052719CA00004

Cover photo: ©Stephany Cadenillas/AIDSESP

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ACRONYMS AND ABBREVIATIONS

ACI	Alerta Clima Indígena (Indigenous Climate Alert)
AICO	Movimiento Autoridades Indígenas de Colombia (Indigenous Authorities of Colombia)
AIDSESP	Asociación Interétnica de Desarrollo de la Selva Peruana (Interethnic Association for the Development of the Peruvian Amazon)
AIRR	Amazon Indigenous Rights and Resources - USAID Project (Amazonía Indígena: Derechos y Recursos)
AISO	Movimiento de Autoridades Indígenas del Sur Occidente en Colombia (Indigenous Authorities of Southwestern Colombia)
APEA	Applied Political Economy Analysis
ARFFS	Autoridad Regional Forestal y de Fauna Silvestre (Regional Forestry and Wildlife Authority)
ARPI-SC	Asociación Regional de Pueblos Indígenas de Selva Central (Regional Association of IP of Selva Central)
CDN	Comité Directivo Nacional (National Steering Committee)
CDR	Comité Directivo Regional (Regional Steering Committee)
CEI	Comité de Economía Indígena (Indigenous Economy Committee)
CIPTA	Centro de Información y Planificación Nacional de AIDSESP (AIDSESP's National Information and Planning Center)
CIT	Comités de Integración Territorial en Colombia (Colombia Territorial Integration Committees)
CODEPISAM	Coordinadora de Desarrollo de los Pueblos Indígenas de la región San Martín (Coordinator for the Development of IP of San Martín)
COIAB	Coordenação das Organizações Indígenas da Amazônia Brasileira (Coordination of Indigenous Organizations of the Brazilian Amazon)
COICA	Coordinadora de las Organizaciones Indígenas de la Cuenca Amazónica (Coordinator of the Indigenous Organizations of the Amazon River Basin)
CONFENIAE	Confederación de Nacionalidades Indígenas de la Amazonía Ecuatoriana (Confederation of Indigenous Nationalities of the Ecuadorian Amazon)
COP	Conference of the Parties
CORPI-SL	Coordinadora Regional de los Pueblos Indígenas de San Lorenzo (Coordinator for the IP of San Lorenzo)
CORPIAA	Coordinadora Regional de los Pueblos Indígenas AIDSESP Atalaya (Regional Coordinator of IP AIDSESP Atalaya)
CRIC	Consejo Regional Indígena del Cauca en Colombia (Regional Indigenous Council of Cauca)
CVC	Comité de Vigilancia Comunal (Community surveillance committee)
DAR	Derecho, Ambiente y Recursos Naturales (Rights, Environment, and Natural Resources)
ECLAC	Economic Commission for Latin America and the Caribbean
EGIDA	Escuela de Gobierno Indígena y Desarrollo Amazónico (School for Indigenous Governance and Amazonian Development)
EIA	Environmental impact assessment
EMMP	Environmental Monitoring and Mitigation Plan
FAO	Food and Agriculture Organization of the United Nations
FEPIPA	Federação dos Povos Indígenas do Estado do Pará (Federation of IP of Pará)
FEPOIMT	Federação dos povos e organizações indígenas do Mato Grosso (Federation of IP and Organizations of Mato Grosso)
FIMA	Fondo Indígena Mujer Amazónica (Amazon Woman Indigenous Fund)
FOAG	Fédération des Organisations Autochtones de Guyane (Federation of Indigenous Organizations of Guyana)
FY	Fiscal Year
GERFOR	Gerencia Regional de Desarrollo Forestal y de Fauna Silvestre (Regional Forestry and Wildlife Development Management)

GFW	Global Forest Watch
GIS	Geographic information system
IBAMA	Instituto Brasileiro do Meio Ambiente e dos Recursos (Brazilian Institute of the Environment and Renewable Natural Resources)
ICMBio	Instituto Chico Mendes para la Conservación de la Biodiversidad (Chico Mendes Institute for Biodiversity Conservation)
ICV	Instituto Centro de Vida (Life Center Institute)
IDB	Inter-American Development Bank
IDRC	International Development Research Center
IE	Indigenous enterprise
INESC	Instituto de Estudos Socioeconômicos (Institute of Socioeconomic Studies)
IP	Indigenous Peoples
IPAM	Instituto de Pesquisa Ambiental da Amazônia (Amazon Environmental Research Institute)
IPO	IP organization
IR	Intermediate Result
ISA	Instituto Socioambiental (Socio-Environmental Institute)
IUCN	International Union for the Conservation of Nature
MADR	Ministry of Agriculture and Rural Development
MEL	Monitoring, evaluation, and learning
MELC	Monitoring, evaluation, learning, and communication
MINAM	Ministry of the Environment of Peru
MINCUL	Ministry of Culture of Peru
NDP	Colombia's National Development Plan
NESsT	Non-profit Enterprise and Self-Sustainability Team
NGO	Non-governmental organization
ONIC	Organización Nacional Indígena de Colombia (National Indigenous Organization of Colombia)
OPAN	Operação Amazônia Nativa (Operation Native Amazon)
OPIAC	Organización Nacional de los Pueblos Indígenas de la Amazonia Colombiana (National Organization of the IP of the Colombian Amazon)
ORAU	Organización Regional AIDESEP Ucayali (Regional Organization of AIDESEP Ucayali)
ORPIA	Organización Regional de los Pueblos Indígenas del estado Amazonas (Organization of IP of the State of Amazonas)
ORPIAN	Organización Regional de Pueblos Indígenas de la Amazonía Norte del Perú (Organization of IP of the Northern Amazon of Peru)
ORPIO	Organización Regional de Pueblos Indígenas del Oriente (Organization of IP of the Eastern Amazon)
OZIP	Organización Zonal Indígena del Putumayo (Putumayo Indigenous Zonal Organization)
PARNAJu	Parque Nacional Jurueña (Jurueña National Park)
PDDD	Programa de Defensa de Defensores de COICA (COICA Defense of Defenders Program)
PFGTI	Programa de Formación en Gobernanza Territorial Indígena (Capacity-Building Program on Indigenous Territorial Governance)
PMU	Project Management Unit
P&R	Pause and reflect
SAAT	Sistema de Alerta y Acción Temprana de AIDESEP (AIDESEP Early Warning Early Action System)
SAT-RR	Sistema de Alerta Temprana de Amenazas a los Pueblos Indígenas y sus Respuestas Rápidas de COICA (COICA System of Early Warning and Rapid Response to Threats to IP)
SEA	Strategic environmental assessment
SERFOR	Servicio Nacional Forestal y de Fauna Silvestre (National Forestry and Wildlife Service)

SERNANP	Servicio Nacional de Áreas Naturales Protegidas por el Estado (National Service of State-protected Natural Areas)
SOMAI	Sistema de Observación y Monitoreo de la Amazonía Indígena (Observation and Monitoring System of the Indigenous Amazon)
ToC	Theory of Change
UN	United Nations
UNAY	Union de Nacionalidades Ashaninka y Yanesha (Union of Ashaninka and Yanesha Nationalities)
UNFCCC	United Nations Framework Convention on Climate Change
USAID	U.S. Agency for International Development
USG	United States government
WWF	World Wildlife Fund

PROJECT INFORMATION

PROJECT NAME:	Amazon Indigenous Rights and Resources
START AND END DATE:	August 23, 2019 to September 30, 2024
NAME OF PRIME IMPLEMENTING PARTNER:	World Wildlife Fund, Inc. (WWF) - United States
AGREEMENT NUMBER:	72052719CA00004
NAME OF PROJECT PARTNERS (in alphabetical order):	- Asociación Interétnica de Desarrollo de la Selva Peruana (AIDSEP) - Confederación de Nacionalidades Indígenas de la Amazonía Ecuatoriana (CONFENIAE) - Coordenação das Organizações Indígenas da Amazônia Brasileira (COIAB) - Coordinadora de las Organizaciones Indígenas de la Cuenca Amazónica (COICA) - Derecho, Ambiente y Recursos Naturales (DAR) - Nonprofit Enterprise and Self-Sustainability Team (NESsT) - Instituto Centro de Vida (ICV) - Instituto de Pesquisa Ambiental da Amazônia (IPAM) - Operação Amazônia Nativa (OPAN) - Organización de los Pueblos Indígenas de la Amazonía Colombiana (OPIAC) - World Wildlife Fund - Brazil (WWF Brazil) - World Wildlife Fund - Colombia (WWF Colombia) - World Wildlife Fund, Inc. - Ecuador, Peru, United States - Sub-national indigenous organizations in each country¹
GEOGRAPHIC COVERAGE:	Specific regions of the Amazon biome within Brazil (Tapajós), Colombia (Putumayo), Ecuador (Putumayo), and Peru (Marañón and northern Peru).
REPORT PERIOD:	Fiscal year 2022 (October 2021–September 2022)

¹ To date, eight sub-national IPOs are participating (CODEPISAM, CORPI-SL, FEPIPA, FEPOINT, ORAU, ORPIAN, ORPIO, and OZIP), and more may be added in the future.

EXECUTIVE SUMMARY

In FY 2022, we achieved multiple cross-cutting results, including a) incorporating an intersectional approach into the project; b) integrating the results of previously conducted evaluations and reference studies into IP organizations' (IPOs) political advocacy strategies; c) strengthening administrative support of IPOs; d) linking several project components, such as territorial monitoring, advocacy strategies, and training programs; d) promoting communication in each country—at the regional level, we reached 347,671 people through social media and 3.8 million through traditional media (radio, newspapers, magazines); and e) incorporating lessons learned and recommendations from indigenous partners and modifying project schedules and timing for more effective participation of IPOs.

We also continued to strengthen processes, both those that were started as part of the project and those that are part of IPOs' agendas. The following are some of the major achievements that bring us closer to the project's expected results.

We shared the results of the fiscal year (FY) 2021 analysis on indigenous participation in environmental impact assessments (EIAs) and strategic environmental assessments (SEAs) with IPOs and created roadmaps with three IPOs to prioritize actions in their advocacy strategies. We also produced related publications to reach a wider audience.

We continued to promote IPOs' own initiatives focused on strengthening leadership, such as the School for Indigenous Governance and Amazonian Development (EGIDA, in Spanish) and the Amazon Woman Indigenous Fund (FIMA) in Peru, the network of young communicators in Brazil, the Capacity-Building Program on Indigenous Territorial Governance (PFGTI) in Colombia, and the monitoring and advocacy training modules led by COICA. As a result, 161 people (82 of which were women) now have better tools to advocate for the rights and interests of Indigenous Peoples (IP).

By providing technical tools and equipment to monitoring groups and IPOs, we strengthened the following indigenous territorial monitoring systems: AIDESEP's Early Warning Early Action System (SAAT, in Spanish), COICA's System of Early Warning and Rapid Response to Threats to IP (SAT-RR, in Spanish), and the Observation and Monitoring System of the Indigenous Amazon (SOMAI, in Spanish). We also supported the generation of alerts from IPOs to trigger actions to protect indigenous territories. Monitoring capacities of 113 people were strengthened.

Seven IPO partners (Asociación Tapi'ô, AIDESEP, CORPIA, COIAB, CONFENIAE, COICA, and OPIAC) participated in national and international negotiations, and nine institutions heard IPO proposals, and took action or included topics in their agendas (Chico Mendes Institute for Biodiversity Conservation-ICMBio in Portuguese-, the Brazilian Institute of the Environment and Renewable Natural Resources-IBAMA in Portuguese-, three local prosecutors' offices in Peru, Convention on Biological Diversity-CBD-, COP 1 Escazú Agreement, COP 26 of the United Nations Framework Convention on Climate Change-UNFCCC-, Inter-American Development Bank-IDB-) (e.g., violations against indigenous territories and IP, territorial surveillance reinforcement, adoption of Decision 1/6 regarding environmental defenders at COP1 to the Escazú Agreement, cooperative actions related to the call to protect 80% of the Amazon by 2025).

We are making progress for indigenous enterprises (IEs) to sustainably produce goods and services and connect to local, national, and international value chains. This year, 3,853 IP (from IE partners) benefited from IE support. This includes a total of 29 IEs supported by the project (seven in Brazil, six in Colombia, six in Ecuador, and ten in Peru). We awarded these 29 IEs \$506,042 in investment funds to enhance their business management. We also improved the business skills of 448 people via personalized support and training in accounting, legal aspects, finance, safeguards and communications, among other areas.

Potential impact investors and clients were also identified, which led to donations or loans totaling \$186,947 from seven organizations to six IEs (from Colombia and Peru), as well as new business partners for seven IEs. As part of the project's sustainability, environmental, and social focus, we trained 216 people (106 women and 110 men) in Peru in environmental and social safeguards,

evaluated the potential impacts their activities may cause, and identified mitigation measures (for the Environmental Monitoring and Mitigation Plans-EMMPs), which we began to implement with 10 IEs.

Additionally, we continued strengthening project governance, specifically through National Steering Committees (CDNs, in Spanish), Indigenous Economy Committees (CEIs, in Spanish), and the technical committees in the four countries. Through two pause and reflect (P&R) processes, collective analysis of lessons learned, monthly all-partner meetings, and the creation of a network of communicators and another of indicator monitoring among project partners, we strengthened and maintained exchange, reflection, and decision-making in an adaptive way for all involved. Finally, we utilized 95% of the financial resources allocated for this period.

With these advances, we move closer to our Theory of Change (ToC) and to achieving the overall project goals.

I. INTRODUCTION

The purpose of the Indigenous Amazon Rights and Resources (AIRR) project is to improve participation of IP in the sustainable economic, cultural, and environmental development of the Amazon, which will lead to biodiversity conservation and reduced emissions from forest loss and thus ensure the well-being of IP and other Amazon populations. The project contributes to the goal of USAID's Regional Environmental Program for the Amazon² (AREP) and is part of its Biodiversity Policy. We believe that progress in sustainable development is only possible if biodiversity and its guardians—the IP of the Amazon region—are valued and cared for.



Figure I. AIRR Objectives and Intermediate Results

The three Intermediate Results (IRs) from Objective 1 help reduce the impacts caused by extractive and infrastructure projects, ultimately contributing to the conservation of indigenous territories and the well-being of IP.

The two IRs from Objective 2 contribute to the capacity of IP to participate effectively in negotiations, including those related to the indigenous economy, and to the economic benefits of indigenous enterprises (IEs), and increasing the well-being of IP.

² Reduce negative impacts of large-scale infrastructure projects, extractive activities, and climate change on Amazon Forest and water resources.

AIRR is carried out by WWF in partnership with NESsT, DAR, COICA, four national IPOs (COIAB in Brazil, OPIAC in Colombia, CONFENIAE in Ecuador, and AIDESEP in Peru), and the participation of eight sub-national indigenous federations and organizations.

Figure 2 presents the **ToC** associated with the working hypothesis that guides our activities. The theory was not adjusted in FY 2022:

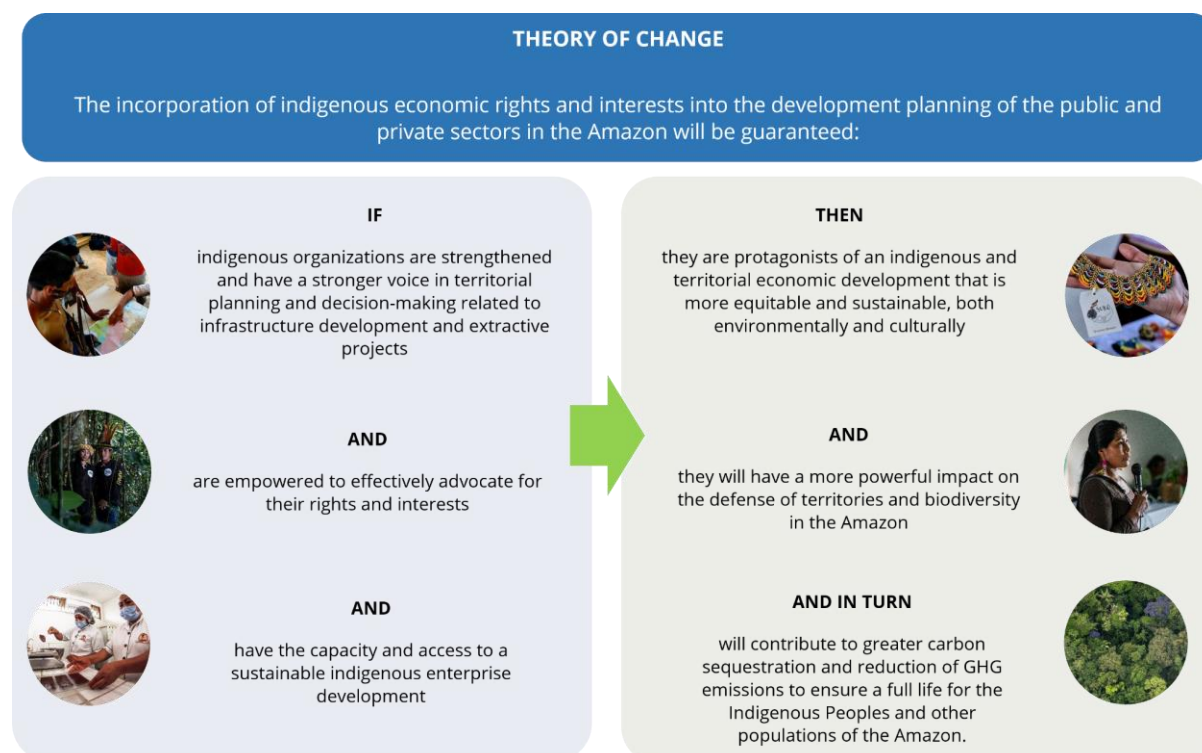


Figure 2. AIRR Theory of Change

2. CONTEXT ANALYSIS

In FY 2022, several factors related to individual country context affected project implementation.

For IP, the COVID-19 pandemic not only affected their organizations through deaths and personal tragedies, but it also made territorial protection less timely and effective in some cases. It also exposed them to organized violence and rights violations by external agents interested in exploiting resources or land grabbing, particularly in Colombia. This has led to an escalation of deaths and threats to indigenous leaders, to which IPOs responded by requesting measures to guarantee their safety as well as more effective and timely protection mechanisms. Therefore, since FY 2021, the project has incorporated the concept of "defense of defenders" as a prioritized activity into the capacity-building, monitoring, and early warning lines of action and advocacy.

AIDESEP and COIAB changed their boards of directors³, which meant the approval of certain products that were waiting for the new leadership, as well as product presentations by the other implementing partners, were delayed. Further, on some occasions, the new boards modified products that had been approved by previous boards.

The general elections in Brazil⁴ and Colombia, as well as regional and municipal elections in Peru, were opportunities to promote advocacy of indigenous rights. However, in some cases, the elections redirected IPOs from already-established project priorities to address various urgent issues, such as

³ AIDESEP in August 2021 and COIAB in August 2022.

⁴ Additionally, the results of the elections in Brazil that will occur in Q1 of FY 2023 are uncertain.

the protection of indigenous leaders and the application of laws to safeguard indigenous territories and rights.

Finally, other context-related aspects that impacted project activities were natural disasters that affected the infrastructure of some economic initiatives in Ecuador and oil spills in indigenous territories that damaged their lands and resources necessary for survival.

3. PROGRESS TOWARD THE ACHIEVEMENT OF RESULTS

This section details the most significant advances in the project's third year that have brought us closer to achieving project results.

Objective 1: Indigenous rights and economic interests incorporated into private and public sector development planning

To enable indigenous partners to advocate for their rights and economic interests (IR 1.1):

a. We shared the results of the baseline evaluations completed in FY 2021.

In **Brazil**, in August, we finished the technical report on the sociocultural, economic, and environmental mapping of Tapajós; we plan to distribute it at the beginning of FY 2023 at the launch of the “Management Improvement for Leaders of Indigenous Organizations” course.

In **Colombia**, in collaboration with OZIP and OPIAC, we produced two animated videos, a booklet, and four infographics⁵ on the FY 2021 analysis of environmental licensing for hydrocarbon projects. These will be shared directly with IPO partners and PFGTI students, as well as indirectly—in future training activities—with the IP with whom OZIP and OPIAC work.



Photo 1. Screenshot of the animated videos on environmental licensing | ©WWF Colombia

In **Ecuador**, in October 2021, CONFENIAE created and will promote an action plan that includes eight recommendations identified in the EIA analysis⁶, and whose implementation will be promoted by this Indigenous Organization.

Further, in June, we presented the Applied Political Economy Analysis (APEA) results (Link [here](#)) to CONFENIAE's governing council. We also finalized two publications: *Environmental Impact Assessment in Ecuador: Citizen Participation and Prior Consultation* with its corresponding executive summary (Link [here](#)) and the booklet *Results of Environmental Impact Studies, Citizen Participation, and Prior Consultation in Ecuador* (Link [here](#)); the latter is specifically aimed at IP.

⁵ At the date of delivery of the current report, the last adjustments to graphics are being made to send for USAID approval.

⁶ This analysis guides the compliance actions by the government, companies, and IP.

In **Peru**, in February, May, and June, we reviewed, validated, and prioritized the actions of the *National Advocacy Roadmap on Environmental Impact Studies and Strategic Environmental Assessments in Peru*⁷ (Link [here](#)) with the new AIDESEP Board of Directors and the five sub-national IPOs. The prioritized actions involve internal strengthening of political advocacy capacity focused on IPO indigenous leaders and technical staff (associated with IR 1.3).

In May, together with the new AIDESEP Board of Directors, we reviewed the *Roadmap for the Development, Implementation, Updating, Monitoring, and Political Advocacy of Communal Life Plans*, produced in FY 2021 by the previous board of directors, with support from CODEPISAM and ORAU. According to the new board, the document did not comprehensively incorporate all of AIDESEP's relevant work, and they suggested certain additions (these will be discussed further in FY 2023).

At the regional level, we published digital versions of the following materials, which were also publicly presented at the COICA V Amazon Summit in September: a) *Environmental Impact Assessment and Strategic Environmental Assessment in the Amazon Region: Analysis of its Application in Extractive Industries and Infrastructure Projects* (Link [here](#)); (b) *Lessons Learned from Flagship Environmental Certification Processes, Environmental Impact Studies, and Strategic Environmental Assessments in Colombia, Brazil, and Bolivia* (Link [here](#)); and (c) *Advocacy Roadmap on Environmental Impact Studies and Strategic Environmental Assessments at the Regional Level*. In FY 2023, we will hold a second public presentation.

b. We strengthened the capacities of IP and IPOs.

We improved leadership, advocacy, negotiations, and communications capacities, among others, through IPO training programs as follows.

In Brazil:

- FEPOIMT led the **meeting of indigenous women in the Apiaká/Kayabi indigenous territory** in June, bringing together 43 communities from the seven ethnoregions of Mato Grosso, as well as FEPIPA and COIAB representatives. A total of 300 people participated in the meeting and discussed topics such as a) the views of indigenous women in the territory and their contribution to territorial monitoring (related to IR 1.2); b) indigenous women's perspectives on training activities; and c) women and the indigenous economy (related to Objective 2).
- In September 2022, 11 people learned about the **establishment of indigenous territorial surveillance networks**. This course was co-designed by COIAB, FEPOIMT, FEPIPA, and WWF (related to IR 1.2).
- We produced four mini-videos based on the book *Juruena: Carbon and Environmental Services in Indigenous Lands*, which shows how indigenous and riparian peoples contribute to carbon reserves and to maintaining environmental services, which benefits not only the Juruena sub-basin but also the regional climate.



Photo 2. Meeting of indigenous women | ©FEPOIMT - WWF Brazil

⁷ The roadmap is a product of the analysis conducted in FY 2021 that was supported by the Mott Foundation and Rainforest Foundation Norway.

In **Colombia**, between October 2021 and June 2022, we prepared educational materials for the **PFGTI**. Using the results of the kick-off workshop with authorities (done in FY 2021), we reviewed the proposed program curriculum and defined the thematic blocks. In July, we held the first meeting of the third PFGTI cohort on tools and methodological techniques of Participatory Action Research. To be able to apply an intersectional approach⁸, we determined students' potential barriers to effective program participation. In August, we made the first in-person follow-up and advisory visits to four of the enrolled communities.⁹ Later in September, we held the second in-person meeting focused on territory, globalization, territorial governance, family, and community. In total, 17 students (12 women and five men) completed the two modules.

In May, OZIP's youth division led the **first meeting of indigenous youth of Putumayo, "Weaving Thoughts of Young People,"** as part of the strategy to include the younger generation in advocacy and territorial defense (related to IRs 1.2 and 1.3). This meeting helped strengthen the capacities of 60 young people¹⁰ (22 women and 38 men) to participate and advocate both in the IPOs themselves and with governmental and non-governmental stakeholders.



Photo 3. Meeting of indigenous youth of Putumayo "Weaving Thoughts of Young People" | ©Miller Pinta/ WWF Colombia

In August, OZIP led the meeting **"Experiences in Prior Consultation Processes and Extractive Projects: Unity for the Defense of Life and the Amazon."** A total of 46 people participated (16 women and 30 men), representing the 15 indigenous groups from Putumayo. The following topics were discussed: i) legal framework for prior consultation processes for territory/livelihood defense, survival, and cultural identity of the Putumayo indigenous communities; ii) knowledge *mingas* to understand the experiences of prior consultation processes in Putumayo; and iii) creation of proposals and strategies to protect the territory.

In **Ecuador**, we produced a documentary on the **paralegal program** (link [here](#)) that was disseminated on WWF and CONFENIAE social networks. We also created three educational videos on IP rights in Spanish, Shuar, and Kichwa, which will be broadcast on CONFENIAE's radio station *La Voz* (in Q1 2023). Finally, we published information on administrative and legal procedures to enforce IP rights (to be disseminated during Q1 FY 2023).

⁸ Intersectionality analyzes how each person forms his or her identity based on various traits and how these are linked and intersect with one other. These traits are biological, social, and cultural and include, for example, sex, gender, ethnicity, class, religion, sexual orientation, age, nationality, level of education, among others. This set of traits not only constitutes the identity of the person or of the social group to which he or she belongs, but also determines the way in which other people relate to him or her, whether from a lens of respect for diversity or one of discrimination

⁹ Communities Murui La Samaritana, Coreguaje Tama Chaibajú, Siona de Piñuña Blanco, and Yanacona.

¹⁰ From the Siona, Embera, Inga, Pijao, Awa, Cametsa Biya, Mu.rui, Kichwa, Coreguaje, and Quillasinga ethnic groups.

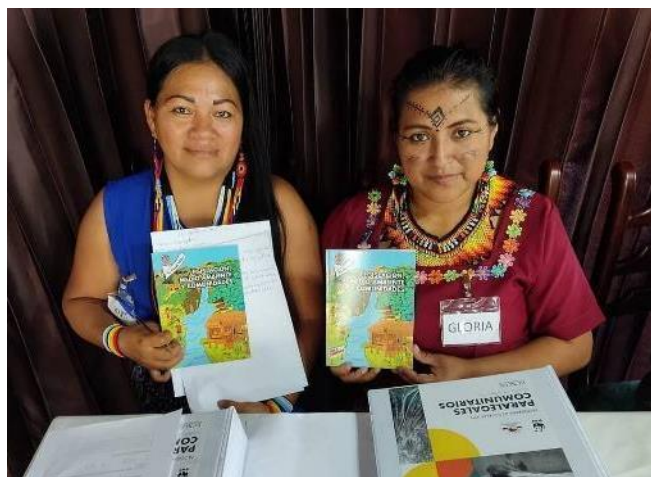


Photo 4. Community female paralegals in the Amazon. ©WWF Ecuador

In **Peru**, **EGIDA** concluded four academic programs by its second academic year. Aiming to strengthen this school, AIDSEP, WWF, and the National Interethnic University of the Amazon signed an agreement of inter-institutional cooperation to implement EGIDA's various academic programs. Likewise, we began efforts to involve other civil society organizations to enhance EGIDA's sustainability. More details of achievements from the four academic programs are provided below.

- **Second diploma course “Governance, Advocacy, and Political Communication:** Twenty three students (13 women and 10 men)¹¹ graduated from this blended-learning course, which lasted eight months and included seven in-person modules covering various topics.¹² To reduce barriers to women's participation during the in-person activities, we provided daycare for five students' children under the age of five,¹³ which not only helped ensure the students' participation and improved their concentration but was also a learning space for the children. In the **course “Research for Applied Projects,”** students formed groups according to their respective IPOs (five) and designed, implemented, and leveraged the results of their research projects (one for each organization), which were funded by AIRR. Based on their research, students contributed to their IPOs or communities with proposals for regulations, assessments for implementing indigenous justice systems at the district level, capacity-building of community leaders, promotion of women's participation in management positions, and inclusion of young people and women in networks for territorial defense.¹⁴
- **Specialized course “Amazonian Indigenous Reality in the National Context:** This course consisted of three modules over three months (April to July); 15 people (eight women and seven men) from 14 public and private institutions participated.¹⁵ Students learned about key concepts of public policies, the national reality of IP, and responses to indigenous-related matters from the public and private sectors.
- **Specialized course “Territorial Governance and Management for the Exercise of Rights and Gender Equality for Indigenous Peoples”:** This course comprised three

¹¹ From the Kukama Kukamiria, Kichwa, Kichwa del Napo, Shawi, Ashaninka, Ticuna, Secoya, Awajun, Shipibo-Konibo, and Kakataibo IP.

¹² Communications for indigenous leadership; research to develop applied projects; indigenous economy and markets; public management in indigenous communities; impact of climate change on Amazonian peoples; rights of IP in national contexts; territorial planning and management.

¹³ This was done using WWF funding so students could effectively participate.

¹⁴ The projects presented were: **CODEPISAM:** Validation and approval of CODEPISAM's internal regulations as a management instrument for good governance. **CORPI-SL:** Strengthening the leadership and management capacities of community authorities in Santa Isabel, Esperanza, Vera Cruz, Yonan from the Kukama Kukamiria community, Lagunas district, Alto Amazonas province, Loreto region, 2022. **ORAU:** Territorial problems: Creating networks for territorial defense from the perspective of indigenous youth and women of the Paoyhan native community, Padre Márquez district, Loreto department, 2022. **ORPIAN-P:** Assessment of Awajún special justice in Imaza district, Amazonas, 2022. **ORPIO:** Capacity-building to promote women in management positions in ORPIO, Loreto, 2022.

¹⁵ MIDIS, DEVIDA, DRA JUNÍN, NGO KAWANK, MINAM, SERNANP, CITE, PRONABEC, Management committee ACR Imiria, GORE LORETO, MINCUL, SERFOR, GREEN INTERNATIONAL CORPORATION SRL, IIAP.

modules and lasted three and a half months (May to September). It was aimed at leaders of indigenous communities from the nine sub-national IPOs, as well as federation technical staff and political and administrative representatives. In total, 29 individuals (12 women and 17 men) from seven indigenous groups participated.¹⁶ Students gained knowledge regarding the conceptualization and importance of designing and implementing instruments for territorial management and communal governance, legal regulations, and the current circumstances facing IP.

- **Law course for legal and environmental defenders:** This course began in September and will end in Q1 FY 2023. It comprises two modules and has 45 registered students. With this course, AIDESEP seeks to strengthen itself and its sub-national IPOs on issues included in its **Agenda Grande**,¹⁷ particularly its link with the judiciary, Ministry of the Interior, Public Prosecutor's Office, and Ministry of Justice and Human Rights. In addition to the course, since the beginning of the year, AIDESEP has managed a WhatsApp group for lawyers of the five sub-national IPOs and the civil society organization that supports them in legal issues, where they can share relevant legal information and coordinate advocacy actions between regional organizations and at the national level.



Photo 5. Graduates of EGIDA's second diploma course | ©WWF Peru

c. We improved IPOs' organizational, communicational, and administrative capacities.

Grants to partner IPOs (AIDESEP, COIAB, COICA, CONFENIAE, OPIAC,¹⁸ and OZIP) are a way to strengthen their organizational autonomy and capacity. By executing these grants, partners led several project processes, which improved their technical and administrative management skills. Additionally, hiring staff from the IPOs¹⁹ to implement the project facilitated part of the IPOs' agenda, namely expanding their workforce.

In **Brazil**, in October, we trained 16 **indigenous environmental defenders from COIAB** (eight of which were women); these defenders subsequently established alliances to protect indigenous territories and established emergency response strategies. Moreover, we created messages for digital campaigns to raise awareness about the issue. In July, we held a **preparatory seminar for the course "Improving Management for Leaders of Indigenous Organizations"**; 57 people

¹⁶ Ticuna, Shipibo Konibo, Ese Eja, Kichwa, Ashaninka, Awajun, Harakbut, from the regional organizations of ORPIO, CODEPISAM, CORPIAA, and FENAMAD.

¹⁷<http://aidesep.org.pe/sites/default/files/media/noticia/Resumen%20Ejecutivo%20consolidado%20-%20Agenda%20Grande%20AIDESEP%20%281%29.pdf>

¹⁸ The Norwegian Agency for Development Cooperation (NORAD) has supplemented AIRR funding for activities falling under the G57 agreement between OPIAC and WWF Colombia

¹⁹ In FY 2022, we continued recruiting personnel in AIDESEP, COIAB, COICA, CONFENIAE, FEPOIMT, FEPIPA, OPIAC, and OZIP.

participated²⁰. The seminar provided clarifications to representatives of COIAB, FEPIPA, and FEPOIMT and allowed for feedback in relation to the course scheduled for FY 2023.

Between June and July, we held the course **"Public Policies, the Functioning of the Brazilian State, and Political Advocacy,"** wherein 19 leaders (8 women and 11 men) from COIAB, FEPIPA, and FEPOIMT participated. The course's aim was to increase the capacity of participants and their organizations to influence public policies and decision-making processes.²¹ As per the **Organizational Strengthening Plan**, 15 members (7 women and 8 men) of the two boards of directors of the Apiaká Tapi'ô (July) and Uruwí Apiaká Bajo Juruena (September) indigenous community associations improved their knowledge in associativism, consultation processes, and national and international regulatory frameworks, as well as fundraising to carry out advocacy agendas.²²

FEPIPA and FEPOIMT are continuing to implement their communications strategies via the young communicators who were supported in previous FYs. This year, we produced specialized material for social media and improved the Instagram profiles and coverage of federation activities.



Photos 6 and 7. Preparatory seminar for the course on management improvement for IPO leaders (top right and left) | ©WWF Brazil. Photo 8. Visit to the Chamber of Deputies as part of the course "Public Policies, Functioning of the Brazilian Government, and Political Advocacy (bottom left) | ©WWF Brazil. Photo 9. Organizational strengthening workshop of the Tapi'ô association | ©WWF Brazil

In **Colombia**, between July and September, we strengthened OZIP's technical team capacities through the **Administrative Strengthening Program**. The program focused on tools for monitoring work plans at the administrative, accounting, and process dynamization levels, as well as manual adaptation. OPIAC and its technical team finished and shared their **procedure manuals** focused on improving

²⁰ Representatives of the following IP of Brazil: Machineri, Kamaiura, Xavante, Bakairi, Arara, Munduruku, Gavião, Xerente, Tembê, Terena, Kayabi, Manoki, Cinta Larga, Rikbaktsa, Guajajara, Xikrim, Apiaká, Arapin, Amanayé, Kayapó, Gavião, Kaxuyana, Myky.

²¹ In the course "Public Policies, Functioning of the Brazilian Government, and Political Advocacy," participants explored the functioning of the three branches of government, their main institutions and decision-making mechanisms, the importance of society's participation in political processes, civil society's role in democratic systems, and theories on political advocacy and how organizations can influence public policies.

²² Participants learned about the history of the indigenous movement advocating for rights, legal pluralism, and jurisprudence; the structure of the Brazilian government; the Federal Constitution of 1988 and international treaties; consultation protocols according to ILO Convention 160; participation and social control; "associativism" and territorial protection; and potential funders for activities related to the National Policy of Territorial and Environmental Management of Indigenous Lands.

mission,²³ support, and evaluation processes. We also continue to implement **OPIAC's advocacy-focused communications strategy**, which includes managing and monitoring social media, creating content, user interaction, and dissemination of OPIAC's events and activities.

In **Ecuador**, in May, we conducted a **workshop to strengthen the leadership capacities** of 28 indigenous leaders (13 women and 15 men) from Amazon federations and communities.²⁴ We provided technical assistance for a **proposal aimed at strengthening CONFENIAE's Indigenous Economy Unit**, which was submitted to the Food and Agriculture Organization of the United Nations (FAO) and approved for \$75,000.

We also supported CONFENIAE's participation in the **Amazon Journalism Summit**, as well as the conceptualization and financing of the workshop **"Threatened Communities: Journalism and Climate Change,"** where we gave a presentation on how to communicate about climate change with a human rights approach. CONFENIAE leaders and representatives as well as the "Voice of the CONFENIAE" team participated in the summit. Finally, based on intersectional analysis, together with CONFENIAE's vice president, we created a framework of **processes to increase the participation of women and young people** of different nationalities. At CONFENIAE's request, we developed a concept note to aid their development of a **Gender Action Plan**.

In **Peru**, in May, we presented the document **"Assessment of AIDESEP's Organizational Governance and Management"** as well as the internal **"Good Governance Plan"** to its new board of directors and sub-national organizations, who prioritized institutional strengthening and fundraising in the updated version of its Life Plan. Based on the recommendations from the assessment, AIDESEP approved its **Agenda Grande** in June, which brings together the priorities regarding public policy implementation and the proposals for legislative measures for the government.

We reviewed the statutes of three IPOs (AIDESEP, ARPI-SC, and UNAY) and a native community *El Naranjal*; we determined there was a need to promote participation of indigenous women and young people from these organizations in terms of equal decision-making and their active involvement in the organizations, particularly strengthening the comprehensive training of women leaders and young people. In May, we shared this assessment in **AIDESEP's Indigenous Women Meeting**, where everyone agreed on the following goals : i) adding *"understanding gender equality as a cross-cutting principle in all programs and prioritizing indigenous children and young adults"* in the statutes; and ii) highlighting equality—the main principle in AIDESEP's statutes—when forming boards of directors in associated organizations and communities, as well as when sending delegates to the General Assembly or meetings of communities, federations, and regional organizations.

In tandem with **FIMA**, between January and June, we disbursed 50% (\$11,508) of funding earmarked for the five female winners. They began to implement the following initiatives: 1) "Implementation of family bio-orchards in the Puerto Firmeza Native Community"; 2) "Indigenous women and their role in the rescue of original peoples' ancestral culture"; 3) "Reactivation of ancestral 'sacred smoke' so community families can manage COVID-19 and promote well-being during the national health emergency in the Peruvian Amazon"; 4) "Training in food security for poor families in the Timpia Native Community"; and 5) "Training in food security for poor families in the Pichiquia Native Community in the Rio Tambo district, Satipo province, Junín department." We monitored these women's progress jointly with AIDESEP and identified needs to improve implementation.

At the regional level, we supported **COICA's communications team** and focal points of its nine member organizations, which resulted in its positioning and media/political impact at the global level. This support also led to the positioning, strengthening, and international advocacy of COICA and its members on digital platforms and social networks as an organization that ensures the rights of Amazon IP. In accordance with the UNFCCC's COP26, COICA and DAR produced and disseminated communications products promoting the defense of defender's agenda, as well as IP actions for climate justice.

²³ Procedures for: strategic planning and general coordination; administration and finance; legal management; and communication.

²⁴ This workshop addressed inclusive governance, the development project cycle, and analysis of IP participation in environmental impact studies.

In addition, we helped COICA launch three campaigns: "#DefensaDeDefensorxs," which publicized indigenous defenders' situation during COP26, specifically within the framework of the "Glasgow Declaration on goals for the protection of defenders"; "Amazonía por la Vida: defendamos el 80% al 2025," which echoed the plan to avoid the tipping point in the Amazon by protecting 80% by 2025; and "#VocesIndígenasEnLaCOPEscazú," which promoted the culturally relevant mechanisms through which IP could participate in the COP1 to the Escazú Agreement and its implementation.

Furthermore, we supported COICA to institutionalize the **Defense of Defenders Regional Program** (PDDD, in Spanish) by updating its technical coordination, focal points, and consolidation of its team, who implemented actions furthering the rights of indigenous defenders.

We leveraged funds through the project "Co-Creation of a Sustainable Financial Model with and for COICA and its National Member Organizations"²⁵ in the amount of \$110,000. With this project, we are co-creating a financial model/fund that will allow COICA and its member organizations to access funding targeting the sustainable protection of Amazon indigenous territories.

We also carried out **administrative training activities** during this year for 70 people (37 women and 33 men) of 15 IPO; this training focused on strengthening and updating the financial-administrative staff regarding procurement under USAID rules, budget review, equipment donations, conflicts of interest, internal control, and the importance of the delivery of financial information, among other topics regarding organizational strengthening.

Challenges and adaptive management in capacity-building: We faced various challenges to our FY 2022 goals in relation to IPO capacity strengthening. In response, we implemented strategies that effectively mitigated most problems. Despite these efforts, a particular challenge remains to be tackled the following FY: the high training dropout rates (exceeding 50% in some cases).

When dropout causes were known early on (e.g., health problems, gender and leadership role-related conflicts, and cultural barriers in educational approaches), teams implemented corrective measures in a timely manner, such as offering the option of attending sessions remotely; personalizing follow-up with tutors so absent students could catch up; and culturally adapting content, materials, and educational approaches.

Measures that had the most impact on early dropout were based on inclusion that incorporated an intersectional approach, such as daycare for mothers attending in-person courses in EGIDA. The success of these anti-dropout measures can be attributed to two elements: the careful analysis of dropout causes and the participatory design of strategies to counteract these causes. We plan to include these two elements when preparing training processes in the next FY.

To achieve an informed decision-making process around infrastructure projects and extractive activities that affect indigenous territories (IR 1.2):

In Brazil, we continued to strengthen the capacity of COIAB, FEPIPA, and FEPOIMT as well as the Apiaka in terms of indigenous territorial monitoring, as follows.

We have continued making **adjustments to the SOMAI platform**. This FY, we implemented web mapping, updated data, created organization-specific profiles, and improved the control panel that connects SOMAI with the Indigenous Climate Alert (ACI, in Portuguese) app to follow data flow, including maintaining the database built with support from COIAB, FEPOIMT, and WWF. IPAM presented the **platform** and the **ACI app (version 4.0)** during the V Amazon Summit of Indigenous

²⁵ Proposal jointly designed by COICA and WWF (Amazon Conservation, AIRR, and Governance Practice Units) and funded by WWF Cross-Practice Innovation Funds.

Peoples²⁶ in the panel "Solutions in Governance and Territorial Management"; COICA, IPAM, WWF, and AIDESEP exchanged ideas on how to use territorial monitoring tools in the various countries.

To expand and strengthen our work related to territorial protection, we defined key work areas, data flows, decision-making, and promotion and communications actions at the local and regional levels. We expanded monitoring areas in the state of Pará in eight member associations'²⁷ territory while maintaining the indigenous territory of Apiaká do Pontal e Isolados and Apiaká/Kayabi from FY 2021 in the state of Mato Grosso.

In March, we held an **exchange of experiences regarding different indigenous territorial monitoring initiatives**; 14 people participated from eight organizations²⁸ that conduct monitoring and surveillance actions in the Tapajós and other locations (many use the ACI app). We discussed potential improvements and features of an indigenous WebGIS.

To strengthen IPO knowledge, we carried out the **"GIS/ACI-SOMAI/Data Security"**²⁹ course in August and September; ten people (one woman and nine men) participated from FEPOIMT, FEPIPA, COIAB, Asociación Kolimace, and Apiaká do Pontal do Isolados. Moreover, we planned the **"Drone and ACI/SOMAI" course for indigenous monitors from member organizations in Pará** and purchased the **equipment**³⁰ for the course;³¹ this course is planned for FY 2023 Q1.



Photos 10 and 11. GIS/ACI-SOMAI/Data Security course | ©WWF Brazil

We made four **territorial monitoring, surveillance, and occupation expeditions** in July: two in the southern region with monitors from Matrinxã and two in the northern region of Apiaká do Pontal e Isolados indigenous territory. These expeditions aimed to monitor the area and identify species important to IP (hunting, fishing, handicrafts, etc.), as well as sacred places. Regarding the expeditions in the Apiaká do Pontal and Isolados indigenous territory, as the territory overlaps with Jurueña National Park (PARNAJu), ICMBio and IBAMA accompanied and supported the expeditions. Post-expedition, we provided information (photos, coordinates, texts) of illegal activities to ICMBio (via meetings and WhatsApp). Additionally, OPAN and Apiaka³² participated in two meetings (December 2021 and June 2022) **of the PARNAJu council** to exchange information on studies carried out, illegal activities, and threats to the territory, among other issues. They stressed the importance of joint actions for territorial monitoring between the ICMBio and the Apiaká do Pontal People as well as the importance of IP participation in conservation initiatives for this territory.

We developed and validated the **Protection and Surveillance Plan for the Apiaká do Pontal e Isolados Indigenous Territory** with the Tapi'ô and Uruwí Associations, as well as the **Assessment**

²⁶ This summit was held in Lima, Peru, September 5–6, 2022. See more at: <https://vcumbreamazonica.coicamazonia.org/>

²⁷ Dace do Teles Pires; Women Association Wakoborun; Association Pariri; Association River Kabitoto Wuyxaxima; Indigenous Association Alto Tapajós; Association Da'Uk; Movimento Ipereg ayu; Teacher's organizations of Munduruku.

²⁸ FEPOIMT, COIAB, WWF Brazil, Instituto Raoni, Roraima Indigenous Council, International Institute of Education of Brazil, ISA.

²⁹ This course went into greater depth on mapping, database sources, the ACI app, and data security, among other topics.

³⁰ After the workshop, the equipment will be given to various local and sub-national IPOs.

³¹ Nine drones, 28 mobile phones, eight computers, 21 power supply units, and 18 memory cards.

³² Two indigenous leaders are councilors on the council representing IP.

and Prediction of the Use and Occupation of the São João da Barra River Basin, which provides technical information to support territorial monitoring actions and recommendations to promote sustainable use.

In August, we finished the **ethnomapping and ethnozoning of the Apiaká do Pontal e Isolados indigenous territory** to provide data for updating the PARNAJu Management Plan (overlaps with Apiaká do Pontal e Isolados indigenous territory). Based on work with the communities, we categorized the zoning into four types: i) sustainability, revenue generation, and monitoring;³³ ii) sustainability and income generation; iii) conservation and sustainable use (for isolated and uncontacted IP); and iv) cultural.



Photo 12. Ethnomapping and ethnozoning and protection of Matrinxã workshops | ©WWF Brasil

In **Colombia**, we collaborated with OPIAC on the conceptualization of the Amazonian Geographic Information System (GIS), using the pilot in Putumayo as a starting point; this system includes the design of a data structure and of a route for the flow of information from the territories to the IPOs (to be developed in FY 2023).

In **Peru**, we created and validated the **Territorial Surveillance, Monitoring, Control, and Threat Response Protocol** with AIDESEP's nine sub-national IPOs. These protocols provide communities with guidelines for reporting threats to their territories to IPOs (at the community/local, regional, and national levels) via smartphones and other communications channels. They also help connect communities to the **Alert System Module and AIDESEP's GeoServer**. We also updated and verified environmental and social monitoring indicators with the nine sub-national IPOs and 14 local federations and representatives of native communities through a training workshop. The participants improved their knowledge of the types of alerts, the GeoServer platform, and tools for community surveillance committees (CVCs, in Spanish), as well as identified the information that should be collected or supplemented from the community/local, regional, and national levels.

Twenty-one native communities formed their **CVCs**, eight of which have been recognized by resolutions from the Regional Forestry and Wildlife Authorities (ARFFs, in Spanish), and 13 have minutes of committee and are in the process of recognition by the ARFFs. Fifteen of these CVCs currently have infrastructure built by the communities, and six are in the process of creating a space.³⁴ We purchased the equipment to be delivered to the 21 communities³⁵ who will implement the SAAT.³⁶

³³ This area is the most threatened because of the entry of the non-indigenous population, which is why monitoring is so important.

³⁴ Within the SAAT framework, AIDESEP has encouraged native communities to allocate a physical space for equipment and a workplace for the monitors of each community.

³⁵ To date, WWF has provided equipment to AIDESEP, who will send it to the native communities who have fulfilled their commitment to creating a designated space for SAAT operation and have provided photographic evidence of such spaces.

³⁶ Twenty-one tablets, 21 cell phones, 21 cameras, 21 memory cards for cameras, 21 drones, and 21 memory cards for the drones.

In May, we held the “**National Meeting of Indigenous Forestry Oversight and Indigenous Control and Surveillance**” with 77 participants (37 women and 40 men). The event was organized by AIDESEP with support from several allied organizations³⁷ (see [video](#)). At this event, representatives of the National Forestry and Wildlife Service (SERFOR, in Spanish), the Agency for the Supervision of Forest and Wildlife Resources, the Ministry of Environment (MINAM, in Spanish), the National Service of State-protected Natural Areas (SERNANP, in Spanish), the Ministry of Culture (MINCUL, in Spanish), and the Forestry Executive Board of the Ministry of Economy and Finance heard and received the act of meeting agreements comprising eight urgent demands from IPOs.³⁸ This act was subsequently delivered to government institutions (related to IR 1.3).



Photo 13. National Meeting of Indigenous Forestry Oversight and Indigenous Control and Surveillance | ©Stephany Cadenillas/AIDESEP

In September, we conducted the workshop **Comprehensive Community Monitoring by CVCs (Control and Surveillance Training-SAAT)**; 65 people participated (six women and 58 men) representing the CVCs of sub-national IPOs as well as AIDESEP technical staff and leaders. We collaborated with trainers from SERFOR, GERFOR from Loreto, the Prosecutor's Office specializing in environmental matters in Loreto, the regional environmental authority of Loreto, and AIDESEP's National Information and Planning Center (CIPTA, in Spanish). Participants learned about the importance of comprehensive participatory monitoring, technological tools that allow monitoring, and forest and natural resources management. The course also allowed participants to become familiar with the scope of the SAAT, as well as recording and notification processes supported by the system.

To ensure that information generated by the CVCs is considered by relevant organizations, AIDESEP and its nine sub-national IPOs developed a strategy for acting on alerts of threats to indigenous territories, which they launched by generating the following four alerts that were responded to (related to IR 1.3):

- On July 8, 2022, a notice of an indigenous emergency and territorial conflict between the Huascayacu native community and an armed group of people was sent.
- On July 20, 2022, a notification of kidnappings in El Cenepa district in the Amazonas region was sent. The Provincial Criminal Prosecutor's Office of Condorcanqui ordered a preliminary investigation of the alleged kidnappers. This measure was taken after the detention of 600 people inside the headquarters of the Organization for the Development of the Border Communities of El Cenepa was reported. The investigation is ongoing.

³⁷ With support from the Alliance for Wildlife and Forests, funded by the European Union; AIRR, funded by USAID; and strategic allies such as WWF, the USAID Pro-Forests project, the Amazonia 2.0 project, Eco Redd y Derecho, and DAR through the Ucayali Indigenous Forest Conservation project, funded by the International Climate Initiative of the German Ministry of the Environment (BMU IKI).

³⁸ The priorities in this act were: the creation of an emergency plan to guarantee the observers' safety; the creation of mechanisms of economic compensation for observers; the guarantee of their legal defense and health insurance; the need to develop a protocol of rapid coordination with the State at a multisectoral and multilevel level; assurance of funding and technical assistance to create the indigenous forest information system; and assistance in creating community forest management degree programs in technical institutes.

- On September 13, 2022, the legal area communicated with the Specialized Prosecutor's Offices of Loreto-Iquitos and Loreto-Nauta to report the oil spill in the jurisdiction of the Cuninico ravine and in the jurisdiction of the Chapra Nation, respectively. Thanks to this report, both prosecutor's offices visited the areas and saw to it that the responsible company implemented its contingency plans.
- In September 2022, an alert was sent regarding the increase in drug trafficking violence in the native communities of the Kakataibo Indigenous Peoples. The inhabitants of Puerto Nuevo, located between the Huánuco and Ucayali regions, were victims of two invasions committed by settlers who arrived with chainsaws, gasoline, and tools to plant coca, which were confiscated by community guards. They requested urgent help from the environmental prosecutor's office, the national police, and all the ministries involved in the protection of defenders, as they feared for their lives.

At the regional level, we developed a demo of the SAT-RR app for Android³⁹ (operational in Colombia and Ecuador), and we determined which SAT elements should be used to develop CONFENIAE's demo. The SAT-RR now has an interface that connects to AIDESEP's CIPTA and to CONFENIAE's GIS. COICA, CONFENIAE, and the latter's member organizations identified the communications channels and technologies necessary for transmitting and processing information, as well as the need for reports to facilitate decision-making.

The SAT-RR now has two levels of information management: 1) social network-type spaces open to defenders of the Amazon, where information is shared about emergencies and progress in human-rights protection; and 2) forms for collecting information for regional monitors of the Amazon basin, which are only open to monitors of selected member organizations who have been accredited by a previous training process. The latter level of information contributes to focal points' control panel and to COICA's administrator level.

Between July and August, 77 people⁴⁰ from COIAB, AIDESEP, CONFENIAE, ORPIA, CIDOB, and their member organizations improved their knowledge of IP rights, defense mechanisms, territorial monitoring, data management, and alert systems⁴¹ through the **Training Module on the Principles and Methodologies of Territorial Monitoring with SAT-RR**.⁴²

Finally, based on the work carried out in FY 2021 on improving the SAT-RR, we prepared two informative materials, a booklet (Link [here](#)) and an infographic (Link [here](#)), which were distributed at COICA's V Amazon Summit of Indigenous Peoples.

³⁹ Todos los Ojos en la Amazonía supported the development of the demo.

⁴⁰ Only 17 of these 77 people fulfill all requirements to be counted in the indicator EG 13-I as trained people. This is an example of how difficult it is for IPs to attend at least 75% of a course.

⁴¹ This module addressed problems, threats, and rights of IP for territorial defense; communications in territorial monitoring to increase impact; data collection and management; technology for field monitoring; security and defense for monitors and organizations; and early warning systems from COICA and its member organizations.

⁴² Hivos supported the training module on the principles and methodologies of territorial monitoring with SAT-RR.



Photo 14. Screenshot of SAT-RR infographic | ©COICA – WWF

Challenges and adaptive management in indigenous territorial monitoring: The challenges in this IR are related to two aspects:

- The first concerns purely administrative matters regarding the acquisition of equipment for monitor groups. Because of the characteristics of the equipment, the purchase authorization processes took longer than expected. As such, we modified schedules and resolved to make more realistic plans in the future.
- The other difficulty is more complex: the delays in carrying out this component's activities could easily be regarded as a lack of commitment on the part of IPOs or their leaders, when, perhaps, the failure could be attributed to the analysis of the relevance of territorial monitoring for some partner IPOs and assuming that if monitoring is an important element of the agenda, it would develop organically if favorable conditions existed.

These aspects should be further explored in FY 2023.

To support indigenous partners in achieving equitable outcomes from negotiations with key stakeholders in infrastructure and extractive projects (IR 1.3):

In **Brazil**, we continued supporting COIAB's advocacy strategy and provided technical materials and logistical support for their participation in strategic events (e.g., meetings with the Public Prosecutor's Office, Parliament, the Public Defender's Office, COP). In June, we attended two **meetings with the Public Prosecutor's Office and the Ombudsman's Office** to discuss the threats to territories and government actions. These meetings clarified how to communicate complaints to the relevant organizations. Furthermore, leaders previously trained in public policy participated in **decision-making forums**, seeking to influence the political decisions that impact indigenous territories. In addition, 19 leaders from COIAB, FEIPA, and FEPOIMT member organizations participated in a **public hearing in the Chamber of Deputies** to discuss public policies related to IP.



Photo 15. Public hearing in the Chamber of Deputies | ©WWF Brazil

In March, we participated in a meeting of the **Joint Parliamentary Front to Defend the Rights of Indigenous Peoples**⁴³ with MEP Miguel Urban⁴⁴ of the European Parliament to address the anti-environmental and anti-indigenous agenda⁴⁵ and propose international strategies to defend indigenous rights. The meeting was attended by representatives from the Socio-Environmental Institute (ISA, in Portuguese), WWF Brazil, the Institute of Socioeconomic Studies, the Observatory on the Human Rights of Isolated and Recently Contacted Indigenous Peoples of Brazil, the Missionary Council for Indigenous Peoples, and the Coalition of Indigenous Peoples of Brazil.

In **Colombia**, in May, we identified **key stakeholders related to extractive and infrastructure projects**, with an emphasis on the Putumayo department. We focused on the public administration structure in the oil sector (mining and energy sector) and on oil industry associations and professional organizations, complemented by an analysis of good sectoral practices. Finally, we identified government institutions that should guarantee the IP rights prior consultation. With this information, **we proposed recommendations⁴⁶ to complement OPIAC's advocacy strategy** for the oil industry.

We continue supporting OPIAC in implementing its **advocacy strategy**. Through AIRR, OPIAC has received technical support and resources that allow them to pay for some of its staff to carry out these advocacy activities. The achievements are the following:

- Communication with i) FAO Colombia to establish a work plan for food-related issues as well as technical support to be included in Colombia's 2022–2026 National Development Plan (NDP); ii) the European Commission in Colombia to exchange information regarding cooperation with the European Union; and iii) UNDP-Colombia to discuss IP priorities and agendas that will be debated for the 2022–2026 NDP, wherein national IPOs National Indigenous Organization of Colombia (ONIC), OPIAC, Colombia Territorial Integration Committees (CIT), Indigenous Authorities of Colombia (AICO), Regional Indigenous Council of Cauca (CRIC), Indigenous Authorities of Southwestern Colombia (AISO), and the national government participated.

⁴³ This agenda is not part of AIRR but is related to AIRR's agendas and WWF's Brazil Advocacy Circle.

⁴⁴ Miguel Urbán is a member of the Development Committee and the Human Rights Subcommittee and is part of the Delegation for Mercosur Relations and the Delegation to the Euro-Latin American Parliamentary Assembly.

⁴⁵ Currently being debated in Congress are: Bill 191/2020, known as the "Mining Bill"; Bill 490/2007, which limits the demarcation of indigenous lands; Bill 6.299/2002, which expands pesticide registration; and Bills 2.633/2020 and 510/2021, which regulate land-grabbing. If approved, proof of indigenous lands' occupation before 1988, when the Federal Constitution was passed, would be required for recognition.

⁴⁶ Among the recommendations are to recognize the history of the oil industry in Putumayo and its interaction with IP; to continue to make progress in areas of agreement; to connect with other stakeholders who support IP; to send requests made to companies to unions and associations; and to establish common minimums and protocols for good practices.

- Dialogues with ministries, including with: i) the Minister of Agriculture to exchange information and policy perspectives of the 2022–2026 NDP, as well as the legislative agenda of the Ministry of Agriculture and Rural Development, including agrarian reform and agrarian jurisdiction; and ii) the Minister of Environment to communicate OPIAC's agenda regarding:
 - progress of the decree that would create the National Indigenous Commission,
 - progress of the decree that would recognize the indigenous authority as an environmental authority,
 - regulation of private and jurisdictional REDD+ in indigenous territories,
 - prior consultation of the *REDD for Early Movers* Amazon Vision program,
 - creation of a working group regarding debt-for-nature swap, and
 - request for IP participation in the COP as part of the Colombian government's team.
- Preparation of OPIAC's advocacy strategy for prior consultation for the 2022–2026 NDP with its Strategic Lines. AIRR support has focussed mainly in the line “territorial planning” and “Green growing with justice”.

Furthermore, OPIAC designed a **methodology for conducting tripartite dialogues among government institutions, indigenous organizations, and private companies** (national and from Putumayo) to ensure indigenous communities and leaders are trained in human rights issues and environmental standards for IP and their territories. With this proposed methodology, by FY 2023, we expect to carry out business-government-IP dialogues on an equal footing; this would strengthen their relationships and further an agenda guaranteeing environmental standards and human rights for IP.

We continue to support **OZIP's department- and local-level advocacy strategy**. We held the meeting **“Experiences in Prior Consultation Processes and Extractive Projects: Uniting to Defend Life and the Amazon,”** where we collected information and developed a useful tool for regional advocacy related to extractive activities. We also promoted **monitoring of mining extraction processes in the municipality of Mocoa** (Libero Cobre case) by supporting the communities and preparing the verification visit by the Ministry of the Interior.

In **Peru**, in addition to taking action to respond to threats in native communities (see IR 1.2), at the beginning of 2022, AIDESEP's board of directors developed a roadmap to demand the creation of the **Vice-Ministry of Indigenous Peoples in the Presidency of the Council of Ministers**, as well as the creation of **indigenous electoral districts**. This process is driven by its *Agenda Grande*, whose aim is to influence the Peruvian government (executive and legislative branches) in various aspects in favor of IP, such as the inclusion of indigenous rights in extractive and infrastructure activities.

At the regional level, we participated in three international conferences: the 2021 UN Climate Change Conference (COP26), the UN Biodiversity Conference (COP15), and the COP1 of the Escazú Agreement. We also worked with two financial institutions: the World Bank and the IDB. Moreover, we assisted COICA with its Ordinary Assembly and the V Amazon Summit of Indigenous Peoples.

Our main achievements are detailed below.

- **UNFCCC COP26:**⁴⁷ COICA, COIAB, and AIDESEP presented their proposals in two parallel events: [“Role of IP and their communities in nature-based solutions”](#) and [“Amazon indigenous territories and indigenous autonomous government: Community-, culture-, and nature-based solutions to climate change.”](#) The United Kingdom, Norway, Germany, the United States, and the Netherlands, in collaboration with 17 donors, committed \$1.7 billion in support to IP and local communities from now until 2025 for the protection of the forests where they live. COICA, backed by IPOs and civil society, was one of the main influencers behind this pledge. The #DefensaDeDefensorxs⁴⁸ campaign was launched. This campaign sought to create awareness of the situation of indigenous defenders at COP26, specifically related to the “Glasgow Declaration on goals for the protection of defenders from COICA at COP26,” and was aimed at decision-makers; it was reported on by the international media.

⁴⁷ Held in Glasgow, Scotland, from October 31 to November 12, 2021.

⁴⁸ COICA prepared 21 COP26-related communications materials (see the Communications annex).

- In preparation for UNFCCC COP26, between October and November 2021, COICA led a course for indigenous leaders on **"Responses to the Climate Crisis"**; 50 people (30 men and 20 women) from Brazil, Colombia, Ecuador, and Peru participated in one of its sessions. Only 18 people completed the course. The trained leaders were also part of discussions at COP26 in Glasgow.
- **CBD COP15:** In March, we presented the report *Feedback on the Post-2020 Global Biodiversity Framework*, which provided input on the scope and objectives of the global framework and the action targets and indicators for 2030.
- **Pre-COPI of the Escazú Agreement:** As part of the preparatory meetings, COICA presented the technical-legal report *Proposals for Mechanisms for the Full and Effective Participation of IP at the Escazú Agreement COP* to government parties to the Escazú Agreement and Economic Commission for Latin America and the Caribbean (ECLAC). ECLAC and the government parties **subsequently agreed** to the forming of a working group to address the situation of defenders.⁴⁹
- **COPI of the Escazú Agreement:** In April, we held the side event⁵⁰ "The Escazú Agreement: A Fundamental Tool for the Effective Protection of the Amazon Biome." At this event, civil society organizations and Amazon IP representatives reflected on the Escazú Agreement, the progress in terms of protection of rights, and challenges to its implementation. **ECLAC and government parties** recognized the importance of defenders at the Escazú COP and **created a working group on defenders of human rights related to environmental issues**, which, thanks to COICA's advocacy, included IP and local communities.⁵¹
- **The World Bank's Spring Meetings:** In April, COICA, AIDESEP, Regional Coordinator of IP AIDESEP Atalaya (CORPIAA, in Spanish), and DAR held the side event⁵² "Synergies between the World Bank and the Escazú Agreement"⁵³ to promote coordination between the World Bank and the Escazú Agreement so that their respective policies and lending practices are aligned with the Agreement's principles. At the event, the World Bank's Regional Coordinator and Leading Specialist in Social Development, Social Inclusion, and Sustainability recognized the significance of the Escazú Agreement, the promotion of Article 9 regarding indigenous defenders, and the importance of having a roadmap for their safety, which was highlighted by IPOs in this dialogue opportunity.
- **IDB:** In April, we held a second dialogue between COICA and the IDB, which led to an agreement to strengthen COICA's institutional capacity regarding actions related to the Amazon 80x25 initiative.

Advocacy actions by COICA:

COICA Ordinary Assembly: Held in March, leaders of COICA's nine constituent IPOs agreed to demand that their countries' governments end extractive policies (including those of countries outside the region), which continue to threaten the lives of IP and local communities. In this statement, they pointed out that for decades, road construction, oil and mining exploitation, and livestock and agriculture activities, as well as the construction of more hydroelectric power plants, are just some of the projects that have led to the combined deforestation and degradation of 22% of the Amazon, which has increased poverty, health problems, human rights violations, and criminalization of indigenous leaders. Similarly, other meetings evaluated current and future cooperation actions, turning a celebratory space into a moment of analysis and impact.

⁴⁹ Prior to the report, we held a meeting with ECLAC, sent letters with COICA's proposals for procedures and the implementation committee, prepared flyers to disseminate the proposals, and sent the official document to ECLAC and government bodies.

⁵⁰ Collaboration with the Regional Coalition for Transparency and Participation, the Escazú Ahora Regional Network, and *Cuencas Sagradas*.

⁵¹ Reflected in the resolutions of COP1 decisions (Decision I/6: human rights defenders in environmental matters).

⁵² Collaboration with the Regional Coalition for Transparency and Participation.

⁵³ Flyers, press releases, and messages were produced.

V Amazon Summit of Indigenous Peoples: We supported the participation of 11 national IPO leaders as well as six side events in the summit, held in September. We disseminated some of AIRR's results through materials generated by the project, including a forest surveillance infographic in Peru (Link [here](#)), a practical guide on including the intersectional approach in projects with IP in the Amazon (Link [here](#)), and an infographic (Link [here](#)) and booklet on COICA's SAT-RR (Link [here](#)). We also participated in the working groups that developed proposals for COICA's 2022–2026 Action Plan (Link [here](#))



Photo 16. Opening ceremony of COICA's V Indigenous Peoples Summit | © WWF Peru

AIRR-supported side events were as follows

- **“Participation as a Foundational Right: Inclusion of Women and Young People in Decision-Making for a Living Amazon”** forum: This event was organized by Peruvian Society for Environmental Law and WWF. We presented on progress and challenges regarding the protection and promotion of the rights of indigenous women, as well as the contributions and tools of the "Practical Guide for Incorporating the Intersectional Approach."⁵⁴ Three female leaders from AIDSEP, CONFENIAE, and OPIAC discussed lessons learned, and we distributed the guide to participants.
- **“Protection Mechanisms for Indigenous Environmental Defenders”** forum: This event, organized by COICA, OXFAM and WWF, included speakers from OXFAM, AIDSEP, Ministry of Justice and Human Rights of Peru, Environmental Crimes Unit of MINAM, the Ombudsman's Office, and DAR about indigenous defenders and the measures taken to protect them.
- **"The Leticia Pact and the IDB's Amazon Initiative: Challenges and Opportunities for the IP of the Amazon”** forum: Organized by DAR, the forum's panelists included a female leader of ORAU's Indigenous Women Program, COICA, a representative of the IDB's Amazon Unit, and allied civil society organizations.
- **"Research for Action: Impact of Oil Companies in the Amazon”** panel: This event was organized by DAR, Amazon Watch, Stand Earth, Oxfam, and Mongabay Latam. We highlighted the importance of environmental monitoring and presented lines of action linked to Peru's roadmap for EIA and SAE in terms of prior consultation and indigenous environmental monitoring.

⁵⁴ Although based on the project's gender plan, this guide mainly followed the analysis by partners on the effective participation of women and young people in the project.

- **"Territory and Natural Resources: Monitoring, Inventories, Titles, Conservation, and Restoration"** working group: This group served as an opportunity to exchange experiences in indigenous territorial monitoring that combine traditional knowledge with technological tools used to document, map, and ensure inclusive land rights both in the Amazon and in other parts of the world. Panelists included representatives from COICA, AIDESEP, WWF Brazil, IPAM, and Cadasta. We brainstormed ideas for a roadmap to create and strengthen indigenous monitoring systems and the effective use of the information generated for territorial management by Amazon communities. We also distributed the booklet and infographic on COICA's SAT-RR.
- **"Strengthening the Bioeconomy Initiative in Amazon Basin Indigenous Territories"** panel: This panel was organized in the framework of the working group on "Alliance Strategies for Financial and Operational Sustainability," under the indigenous economy and financing mechanisms for financial sustainability component. Panelists from CONFENIAE, NESsT, Rainforest Alliance, COICA, Cologne's (Germany) Office of the Mayor, and Climate Alliance participated.



Photo 17. Participant with the intersectional approach guide (top). Photo 18. Forum on mechanisms for the protection of environmental defenders (bottom left). Photo 19. Action research panel: Impact of oil companies in the Amazon (bottom right) | ©WWF Peru



Photos 20 and 21. Exchange of experiences in indigenous territorial monitoring. Presentation of ACI and SOMAI app (right) and distribution of SAT-RR infographic and booklet at the working group (left) | ©WWF Brazil

Challenges and adaptive management for advocacy: We faced various challenges to achieve the expected results for the advocacy component. On the one hand, some operational challenges, such as agreeing on meeting times to prepare advocacy activities or to discuss previously achieved progress and agreements with new IPO leaders, were efficiently overcome by partners. On the other hand, the key challenges to advocacy in FY 2022 were related to countries' political contexts: it was a year of strong social and citizen protests and of some governments impeding and others facilitating the exercise of IP rights. The greatest challenge was ensuring the ability to interpret each situation and then adapting the advocacy strategies to the changing context.

Objective 2: Indigenous enterprises equitably and sustainably scaled to local, regional, and global markets

This period focused on strengthening the entrepreneurial capacities of 29 IEs, implementing actions to execute funds, and promoting connections among indigenous entrepreneurs. In parallel, we made great efforts to organize exchanges of experience and learning opportunities between IEs from different regions, as well as actions to initiate relationships with potential clients and impact investors. Enterprises demonstrated their commitment and skills to continue learning while acting strategically to ensure the sustainability of their businesses.

For marketable goods and services to be sustainably produced by IEs (IR 2.1):

- a. We connected IEs with impact investors and other cooperation agencies to increase their investment funds.

During FY 2022, we selected and contacted **13 impact investors and nine cooperation agencies** with whom we shared the investment summaries of each countries' IEs.⁵⁵ This led to some concrete progress in Colombia and Ecuador.

⁵⁵We contacted the following impact investors: Instituto Conexões Sustentáveis, Climate and Land Use Alliance, Parceiros Pela Amazônia, Acesso, Centro de Estudios Médicos Interculturales, EcoEnterprises Fund, Alianza 3030 para el Progreso, Fondo Impacta (Ean), Yunus Social Business, CREAS Ecuador, NESsT, Amazonía Impact Ventures, and Beneficial Returns. We contacted the following cooperation agencies: IMAFLORA, Projeto Saúde e Alegria, Instituto de Pesquisa e Formação Indígena, Instituto de Pesquisa e Formação Indígena, IPAM, and Programa de Compensaciones para la Competitividad (Agroideas).

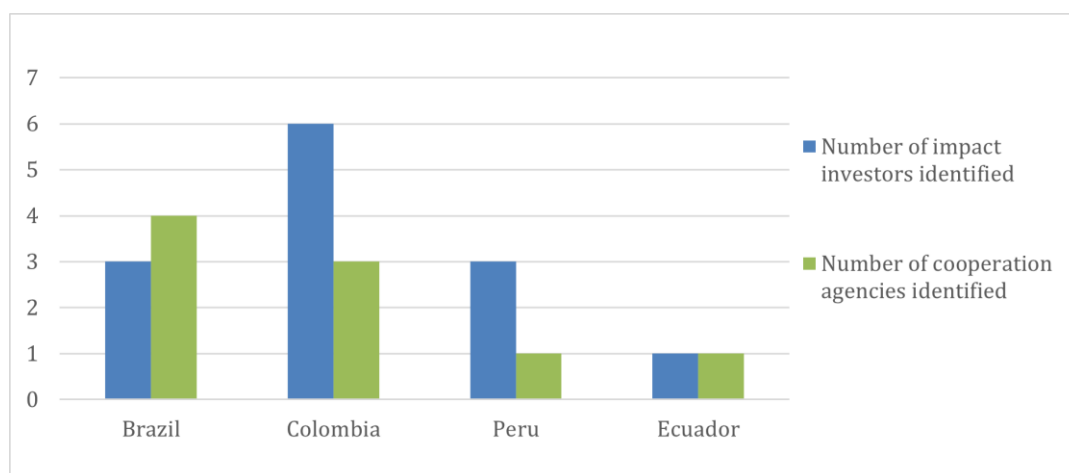


Figure 3. Number of impact investors and cooperation agencies by country

In **Brazil**, the first IE meeting, "The Indigenous Economy Meeting" led to the exchange of experiences among seven IEs, two potential business partners, and four cooperation agencies.⁵⁶

In **Colombia**, we identified three cooperation agencies with projects in Putumayo: Amazonía Mía (funded by USAID), Juntanza Etnica (funded by USAID), and Fundación Andi. Subsequently, together with the IE BIOINCOS, we applied to Amazonía Mía's call for applications with the proposal "Promoting Conservation in the Amazon Piedmont By Strengthening the Value Chain of Cacay Oil," which involves 42 farmers and 20 hectares in productive restoration. If approved, the IE would have a budget of \$298,000: funds from Amazonía Mía (\$153,884), BIOINCOS (\$72,594), the community (\$42,639), and AIRR (\$28,947). Matching funds are the result of allocating the second investment round to BIOINCOS (decision made by the CEI) and the cooperation agreement between Resguardo de Yunguillo and the IE.

In **Ecuador**, the IEs Andy Wayusa and the Shuar Cultural Center won the "Amazon Innovator Challenge" from the PROAmazonia Program⁵⁷ thanks to the project's support.⁵⁸ The award includes mentoring and consulting regarding starting businesses with industries and distributors from the country's major cities as well as product, appearance, or marketing improvements for up to \$3,000.

To continue strengthening relationships with impact investors, NESsT and CONFENIAE participated in the **V Impact Investor Summit (CLIIQ)** in September (organized by NEXUS and IMPAQTO). We met potential impact investors that had been previously identified, learned about the dynamics of impact investment in the region, and shared project experiences with relevant stakeholders. NESsT was invited as a speaker for the panel "Activating the Amazon Economy," along with the Amazon Investor Coalition, Swift Foundation, and the Cuenca Sagradas Initiative.

b. We have made progress developing new clients for IEs this fiscal year.

We identified 353 potential clients; we prioritized 186 for IEs in Colombia (six), Ecuador (six), and Peru (10). We identified an average of 16 potential clients for each IE, of which eight were prioritized according to degree of proximity (high, medium, or low) to initiate commercial transactions and a capacity analysis. The IE capacity analysis included three categories: internal clarity of the business model, commercial communications capacity, and market alignment. Activities in FY 2023 will focus on IEs establishing business deals with these potential clients.

⁵⁶ The following institutions are participating: Instituto Conexões Sustentáveis, IMAFLORA, Climate and Land Use Alliance, Parceiros Pela Amazônia, Projeto Saúde e Alegria, TUCUMBRASIL, BOSSAPACK, and Instituto de Pesquisa e Formação Indígena.

⁵⁷ <https://www.proamazonia.org/inicio/que-es-proamazonia/>

⁵⁸ The PROAmazonia Program, the Ministry of Environment, Water, and Ecological Transition, and the Quito Chamber of Commerce (with whom we have a partnership) contributed to promoting Andy Wayusa and the Shuar Cultural Center to potential investors.

In **Brazil**, we began identifying potential customers in July (this process will end at the beginning of FY 2023), and in September, we made an initial assessment of seven IEs: we learned more about their business practices and identified potential markets, such as public procurement programs.

In **Colombia**, we identified 51 potential clients and focused on 27 of these for their interest in indigenous handicrafts, 12 for ethnotourism and ecotourism, and 11 for their interest in natural ingredients for cosmetics. We made progress in conducting market tests⁵⁹ with each of the six IEs to better understand their niche markets, their business model, and their sales (the tests will end in FY 2023). To date, we have identified new channels and customers, and we have increased sales from a new digital channel for the IE Shinyak. We also sent samples of Shinyak handicrafts to potential customers in Spain and cacay and canangucha oil to Germany. We received a first order for the handicrafts and a request for three formal quotes for the oils.

In **Ecuador**, we identified 42 potential clients, 20 of whom are interested in ethnotourism and ecotourism and 15 in natural energy drinks.

In **Peru**, we identified 93 potential customers, of which 17 are interested in natural, organic, and artisanal products, 16 are restaurants specializing in Amazonian cuisine, and 10 are supermarket chains. The customers with the highest proximity (nine in total) for Peruvian IEs correspond to the organic chocolate and natural cosmetic ingredient sectors.

c. Our work to promote IEs to both potential investors and clients has led to the following achievements:

In **Colombia**, we produced a digital portfolio of IEs, which has been shared directly with the IEs via WhatsApp with companies identified as potential customers, and on WWF Colombia, OPIAC, and OZIP's websites (Link [here](#)).

In **Peru**, we created fact sheets for the 10 IEs, which they used to promote their businesses at the 2022 ExpoAmazónica Fair in Chachapoyas (Link [here](#)).⁶⁰

In **Colombia, Ecuador, and Peru**, we made videos for 21 IEs (five from Colombia, six from Ecuador, and 10 from Peru), six summary videos by sector, and a regional summary video, available in Spanish, English, and Portuguese. These videos were disseminated in-person at fairs and on social media, which will continue during FY 2023 (Link [here](#)).

Finally, at the **regional level**, we developed 29 investment summaries, one for each IE, which we shared with IE leaders and potential investors. These summaries provided the opportunity for dialogue and potential direct contact between the two. We will follow up on the opportunities that seem promising.

d. To strengthen IEs' business management, this year, we achieved the following:

During FY 2022, 29 IEs received personalized training and mentoring to improve the management of their ventures (see Annex 6).

We held two indigenous economy meetings: the first in October 2021 for the governments of Colombia, Ecuador, and Peru and the second in September 2022 in Brazil. In both meetings, we promoted interaction among the IEs and provided the opportunity for them to meet potential investors and business partners.

We prepared the Environmental Monitoring and Mitigation Plans (EMMPs) for the 29 IEs, which were approved by USAID between July and August.

In **Brazil**, we completed the selection of seven IEs and assessed the capacities of six of these (between March and July). This information helped us adapt training activities to their needs. We developed in-person workshops for financial management, project management, certification, and product

⁵⁹ The tests focused on six sales dimensions: 1) product or service, 2) customer, 3) channel, 4) customers and product, 5) customers and sales, 6) key ally.

⁶⁰ We distributed 500 copies of each fact sheet to the respective IEs so they can use them in different business events.

development and tracking module and began the business management module online with the communications and marketing units.

In **Peru, Ecuador, and Colombia**, we completed the accounting, financial, and legal modules online, and the IEs received both personalized and group mentoring sessions.⁶¹ We supplemented these training sessions with in-person workshops focused on improving business models and strengthening business operations. These interventions will allow IEs to apply dynamic information management (records) in their activities in a precise and timely manner, facilitating the analysis of how their businesses are operating and the measure of progress.

We also complemented this capacity-building with other activities, as follows.

In **Colombia**, we provided specialized mentoring to the six IEs to strengthen their digital business plans, proposals for travel agencies, business approach strategies, business areas, social media management,⁶² and sales follow-up. We also monitored the implementation of EMMPs in BIOINCOS, ECONAWA, and Shinyak (see Annex 6).

In **Ecuador**, two IEs (Pilchi Lodge and Mandi Wasi) improved their knowledge of computers and programs such as Word and Excel, thanks to two volunteers from the Army Polytechnic School. Andy Wayusa and the Shuar Cultural Center improved their marketing and business skills through the award from the Amazon Innovator Challenge. The women of the Paratu Yaku community (where the IE Ila Kucha is located) improved their knowledge of handicraft production through training from Cofan women from Dureno (IE Arte Suku). Both of these IEs also received training in the use of the textile machinery provided by AIRR.

In **Peru**, the 10 IEs enhanced their capacities in sales and business narratives in preparation for the 2022 Expoamazónica fair. As part of the measures to mitigate potential social and environmental impacts (EMMP), we improved the 10 IEs' knowledge of natural resource management, waste management, occupational safety, organizational management, and responsible practices, with a gender and youth focus (safeguards). We also monitored the implementation of the EMMPs in seven IEs: ASPAPPUKU, Charapi, AFIMAD, Ampik Sacha, Parinari, Bosque de las Nuwas, and Kemito Ene (see Annex 6).



Photo 22 and 23. Visit for personalized training in financial management at Associação Bebô Xikrin do Bacajá - ABEX (left) and COOPAITER (right) | ©NESsT Brazil

⁶¹ The accounting module covered general and tax accounting, including interpreting and analyzing financial statements. In the financial management module, the IEs learned about cost classification, how to determine production costs, and how to use financial records and analyze financial statements. Finally, regarding legal matters, we advised companies on the constitution of legal entities and statute development/revision, conflict resolution, commercial and labor contracts, and Amazon-specific regulations, among others.

⁶² This included training in Canva and Instagram, web statistics, and how to create stories on social networks.



Photo 24, 25 and 26. Safeguards workshops held in March in Peru, at Asociación Bosques Naturales Esperanza - AMBNE (top left), Frutiawajun (top right) and Asociación de Mujeres Charapi (bottom) | ©WWF Perú

e. Progress in the implementation of IE work plans:

Implementing the work plans developed for the investment of funds granted to each IE⁶³ is part of the IE strengthening process. We have granted a total of \$506,042 to the 29 IEs, who have used the funds as per their plans, including equipment purchasing.⁶⁴

f. Preparation of IE investment/financial plans:

The personalized training in the financial and accounting modules helped the 29 IEs create sales and unit cost records, which are necessary to develop financial models. In FY 2022, **we completed three investment plans** (BIOINCOS in Colombia and AFIMAD and Kemito Ene in Peru). We also prioritized the development of investment plans for IEs with more available financial information (historical and projected sales records, cost records, inventories, assets, etc.) and therefore better possibilities of access to impact investor funds. We have made the following progress in each country:

- In **Brazil**, we collected more financial information and shared the structure of investment plans with the IEs so they can be created during QI FY 2023.
- In **Colombia**, we completed the investment plans for BIOINCOS and are developing the plans and financial models for Arte Colibrí, Centro Etnoturístico Achalay, Asociación Shinyak, and Econawa, which we will finalize in QI FY 2023.
- In **Ecuador**, we are developing the financial models for Andi Wayusa Guayusa (ASOPROANWA) and the Shuar Cultural Center Association, which had the most progress in terms of providing the required financial information during the personalized workshops. In QI FY 2023, we will complete the plans for the six IEs.

⁶³ This refers to AIRR project funds granted in FY 2021 in some countries and in FY 2022 in others.

⁶⁴ Equipment such as: computers, telephones, printers, boats, motors, sewing machines, and kitchen tools.

- In **Peru**, we completed investment plans for AFIMAD and Kemito Ene, which will be submitted to the NESsT investment committee in Q1 FY 2023. We plan to complete the investment plans for the eight remaining IEs in this period, as well.

For IEs to be integrated into sustainable value chains (IR 2.2):

- a. We worked to improve opportunities for access to capital (donations and loans).

In FY 2022, we have made the following progress.

In **Brazil**, we identified that AMPRAVAT may be able to receive an additional donation from the Erol Foundation. In August, we supported negotiations between the parties and leveraged a donation of \$9,274 (BRL 48,000). At the beginning of FY 2023, we will sign the contract for the corresponding disbursement.

In **Colombia**, together with the CEI, we approved the allocation of additional capital from the available project resources to BIOINCOS (approximately \$22,000 [COP 100 million]), which is earmarked for improving the productive systems of the cacay supply network, conducting the safety and efficacy analyses of cacay oil, a consultancy for plant certification in good manufacturing practices, and evaluating if any other certification is more pertinent (e.g., ISO). Finally, we will calculate the value of these investments and services as matching funds to submit a proposal to Amazonía Mia (as mentioned in the potential investors section).

In **Peru**, three IEs secured capital totaling \$186,947 as follows:

- We presented proposals to the AGRORURAL and AVANZAR RURAL funds for the co-financing of two projects, Asociación Bosque de las Nuwas and Asociación de Productores de Plantas Medicinales Ampik Sacha. We raised \$42,856.25 for the former and \$11,390.41 for the latter.⁶⁵
- Through WWF and with the support of CORPI-SL, ASPAPUKKU received a donation of \$62,000 from the Sall Family Foundation for equipment, capacity-building, and the purchase of paiche alevins and feed.
- AFIMAD received a \$50,000 loan from Beneficial Returns, with an interest rate of 8%. NESsT provided support during the process to meet the funding requirements.

NESsT also signed an agreement with the International Development Research Center to provide co-financing of approximately \$50,000 for two AIRR-supported projects to be selected by the NESsT Investment Committee.

- b. We fostered supportive conditions for the IEs.

To strengthen alliances among IEs, we made progress in the following areas:

At the **regional level**, we held the **first impact entrepreneurship meeting, "Stories of Impact, a Single Community,"** during which participants strengthened their leadership knowledge and exchanged experiences with people from the same and other countries. The event was held simultaneously in Mocoa (Colombia), Coca (Ecuador), and Tarapoto (Peru); 45 people participated (11 from Colombia, 10 from Ecuador, and 24 from Peru), including the 22 IEs supported by AIRR, for a total of 82 people (32 men and 50 women). In addition, in **Peru**, we co-organized the Sustainable Ecotourism Fair with the Provincial Municipality of San Martín, Tarapoto, in which 16 Amazon IEs participated.

⁶⁵ Ampik Sacha met a monetary match as part of the eligibility requirements of the funds.



Photos 27, 28, and 29. First impact entrepreneurship meeting in Colombia (top left), Ecuador (top right), and Peru (bottom) | ©WWF Colombia, ©WWF Ecuador, ©AIDESEP

In **Colombia**, we held three talks on indigenous economy in the three zones of Putumayo; 80 delegates (56 men and 24 women) from 13 indigenous groups participated. OPIAC, OZIP, NESsT, and WWF used a participatory approach in the talks, with questions on the following topics: i) what is indigenous economy; ii) how we can strengthen indigenous economy; iii) indigenous economy and governance; and iv) conclusions and reflections.

In **Ecuador**, we developed the concept of indigenous economy in a participatory manner in a workshop in August led by CONFENIAE, with the participation of delegates from its 23 member organizations. CONFENIAE's vice president presented the workshop's national-level results during the V Amazon Summit of Indigenous Peoples.

During FY 2022, we carried out four sessions of the "**Espacio Amazónico**" online forum to continue to promote the culture of entrepreneurship. The themes were: 1) [measuring impact as a growth strategy](#); 2) [organizing operations to boost business](#); 3) [consumer experiences: end customer vs. corporate customer](#); and 4) [gender perspectives to improve economic initiatives](#).

Challenges and adaptive management to achieve Objective 2: This FY, we implemented strategies to face two major challenges.

- First, the capacities of most of the selected IEs were much more basic than we initially considered when designing the capacity-building component. Thus, we faced the challenge of achieving considerable milestones in terms of strengthening IEs' business culture in a short period. Accordingly, we implemented measures such as making certain training activities more intense and prioritizing potential customers and short-term actions to improve market access.
- Second, basic elements, such as the use of record-keeping tools, were not incorporated into IEs' daily tasks despite having such instruments and the capabilities to apply them. This gap points to changes that have to be made in the business culture, which will be focused on in the future.

4. CROSS-CUTTING ISSUES AND PROJECT MANAGEMENT

4.1. Actions for sustainability

Sustainability allows processes to continue after project completion. The conditions needed for sustainability revolve around the political, institutional, and organizational support required for continuity; the existence of capacities and effective partnerships; and the funding or fundraising possibility to support such continuity.

With this in mind, we highlight the following actions during this FY:

- Partner IPOs ensured that AIRR activities were incorporated into their agendas, that the results of said activities were verified by studies and assessments, that concepts such as indigenous economy were collectively constructed, and that partnerships with diverse stakeholders were strengthened.
- Partners in each country, as well as COICA and WWF, successfully managed financial resources from various projects. Capacity-building continues to be the main strategy to create sustainability and has been increasingly incorporated into all project activities, from sessions of the CEIs and CDNs to the planning and implementation of the various activities, including the wide range of courses and training processes provided by the project's two components.
- Because of the intrinsic costs of their adequate implementation, two processes represent a large challenge in terms of sustainability: territorial monitoring actions and IE strengthening. The next FY, we will focus particularly on creating the conditions for the sustainability of these processes.

4.2. Actions for the inclusion of the intersectional approach (including gender and youth)

This FY, there was a substantial leap in terms of the inclusion of women and young people in project activities: in practically all components, we prioritized inclusion and thus not only increased the effective participation of these groups but also put into place the abilities to continue these efforts. We implemented two strategies that made this change possible. First, we strengthened all partner organizations in terms of clarifying relevant concepts, and second, we facilitated their ability to use tools to improve the inclusion of women and young people in project activities. Once training activities were finalized, we produced the *Practical Guide for Gender and Generational Inclusion Using an Intersectional Approach* and provided it to all partners.

To ensure inclusion with this approach, project partners made intersectional characterizations in almost all project processes: training, advocacy, territorial monitoring, and indigenous entrepreneurship. To do this, they described and analyzed each stakeholder in terms of the aspects important to understanding what limits or facilitates their participation in certain activities: for example, sex, age, indigenous group or ethnicity, education level, information and communications technology skills, and accessibility of place of residence. Partners thus adjusted budgets, materials, educational approaches, agendas, work schedules, and training in accordance with the intersectional approach. One of the most emblematic cases this year in terms of inclusion with this approach has been EGIDA (see the lessons learned section).



Photo 30. Young indigenous communicator from COIAB shares her experience and lessons learned leading the *Floresta em Rede de Brasil* program (top left) . Photo 31. A boy from Murui during the first in-person meeting of the PFGT1 in Colombia (top right). Photo 32. Indigenous partners from Ecuador during the training workshop on gender and youth inclusion (bottom left). Photo 33. The EGIDA daycare allowed students to attend in-person sessions in a safe space for both them and their children (bottom right) | ©WWF Peru, ©Luisa Ortiz/WWF Colombia, ©Alison Hospina, ©Reynaldo Vela/ USAID

4.3. Leveraging the private sector

Some proposed project activities directly involve relationships with the private sector. On one hand, we work directly with IEs that are part of this sector, while on the other, we work to leverage the results to obtain support from companies and private investors, aiming for sustainable achievements. In FY 2022, AIRR's outreach to the private sector focused on:

- IEs: 29 IEs from the four countries, 21 of which are categorized as associations, two as cooperatives, and six as for-profit enterprises.
- Private investors who gave donations/loans to IEs during the current FY: we reached agreements with two organizations categorized as investors or financiers, Beneficial Returns and the Sall Family Foundation.

4.4. Communications

During FY 2022, we disseminated AIRR-related progress, highlighting relevant topics, and also continued content development processes for our communications for the next FY. This year, we had a reach of 347,671 people via social media (Facebook, Instagram, Twitter, Youtube and SoundCloud) and 3.8 million via traditional media (radio, newspapers, magazines). In addition, our Indigenous Organizations partners generated messages that positioned the indigenous agenda and institutional advocacy.

In Brazil, we launched the ACI app version 4.0 with strategic allies; we also disseminated the booklet on its use to indigenous partners and via radio to reach project implementation areas.⁶⁶ We produced three informative podcasts "Boletim Amazônia Indígena: Direitos e Recursos"⁶⁷ and four videos titled "Juruena: Carbon and Ecosystem Services in Indigenous Lands" (these videos will be disseminated in Q1 FY 2023)⁶⁸. We also publicized the selection of seven IEs—[Projeto "Amazônia Indígena - Direitos e Recursos" anuncia apoio a grupos de MT, RO e PA](#)—and, through press contacts, this article was published in five digital media outlets with readers in Mato Grosso, Pará, and Rondônia.

In Colombia, we contributed visual materials to help implement the PFGTI through the design of educational supplements, how-to videos on the use of the learning platform, and radio spots disseminated to students via WhatsApp. We also finished two animated videos on licensing processes and participation mechanisms in hydrocarbon projects (to be disseminated in Q1 FY 2023).⁶⁹ Regarding IE visibility, we circulated a video about the experience of the [First impact entrepreneurship meeting in Colombia](#),⁷⁰ articles on the importance of boosting the indigenous economy, and the digital portfolio of IEs supported by AIRR. Concerning IPO organizational strengthening, OPIAC continued implementing its communications strategy for institutional positioning and campaigns to publicize local indigenous issues.

In Ecuador, we produced a series of communications materials (a [documentary video](#), three educational videos, and a publication to be disseminated in FY 2023) on the paralegal program.⁷¹ This year, we finished the layout of the analysis of environmental impact studies, citizen participation, and prior consultation in Ecuador, an executive summary of the same, and an informative booklet for IPO partners.⁷² Additionally, through a partnership with the magazine *Revista Líderes*,⁷³ we highlighted the importance of the indigenous economy for the country's economic recovery, and we developed social media content on our progress in strengthening IEs.

In Peru, we helped publicize EGIDA's 2022 course offerings via various channels (social media, WhatsApp groups, phone calls), as well as key moments of this training process, such as in-person meetings and achievements. In September, for International Indigenous Women's Day, we shared a [video with statements from leaders who were part of the second cohort of the EGIDA diploma course](#). As part of the process to improve AIDSEP's communications, the organization carried out the #VigilanciaIndígena digital campaign, which focused on SAAT implementation, and advocacy campaigns to position priority issues of their *Agenda Grande*.⁷⁴ We also shared the *Voces Amazónicas* podcast series on [SoundCloud](#), [YouTube](#), social media, and ORAU radio, which covered AIRR-related topics such as IEs, EGIDA, FIMA, and SAAT.

Regarding advocacy communications, we developed communications materials on indigenous defenders based on meetings and *mingas* in Brazil, Colombia, Peru, and at the regional level,⁷⁵ led by DAR and with the contribution of COIAB, OPIAC, OZIP, AIDSEP, and COICA. Additionally, COICA published content on social media regarding issues relevant to its indigenous agenda, such as "Amazon for Life: 80 x 25," the "Amazon in Emergency" campaign, and the PDDD. In FY 2022, some IPOs participated in two UNFCCC COP26 side events, for which we designed invitation flyers and the #DefensaDeDefensorxs digital campaign.⁷⁶ We also highlighted COICA, DAR, and AIDSEP's participation in a side event during the World Bank's Spring Meetings. Furthermore, during the COPI

⁶⁶ We worked with the Conselho Indígena de Roraima and Instituto Raoni to broadcast information about the ACI app on 30 local radio stations to reach indigenous communities.

⁶⁷ [Episode 1](#): What is AIRR, where is it being implemented, and an explanation of Objective 1. [Episode 2](#): A summary of AIRR and an explanation of Objective 2. [Episode 3](#): Who are the partners in Brazil and how are we working together?

⁶⁸ See Section 3. Progress toward the achievement of results

⁶⁹ Co-financed with NORAD.

⁷⁰ Co-financed with the Protected Areas and Peace project (BMU).

⁷¹ See Section 3. Progress toward the achievement of results

⁷² See Section 3. Progress toward the achievement of results

⁷³ A business magazine from the El Comercio group of Ecuador.

⁷⁴ Social media campaigns #JusticiaParaDefensores and #LimpiaTusDerrames

⁷⁵ Some communication materials based on memories of indigenous defenders' workshops held at the end of FY 2021 [here](#).

⁷⁶ With support from Oxfam Ibis.

of the Escazú Agreement, COICA and DAR disseminated the #VocesIndigenasEnLaCopEscazú campaign on their social networks.

Regarding IE positioning, with support from NESsT and partners from Colombia, Ecuador, and Peru, we promoted the first impact entrepreneurship meeting. We also developed the #PortafolioAIRR social media campaign, aimed at promoting the IEs from the four countries. Press outreach led to 31 publications in digital media and two national radio interviews in Peru.⁷⁷ We produced four episodes of the *Espacio Amazónico* Forum webinar, which were broadcast via Zoom and Facebook Live and whose reflections and conclusions can be found on the NESsT blog. In Brazil, we produced investment fact sheets of the Brazilian IEs to use during meetings with potential investors, NGOs, and clients. At the regional level, we completed 3- and 1-minute videos of 21 IEs from Colombia, Ecuador, and Peru, as well as six sector-focused videos and one summary video, which we shared with partners.⁷⁸ These videos were produced in indigenous territories in coordination with each country's teams; they were also approved by CEIs to ensure message relevance. In Brazil, we have made progress on the creation of videos for its seven IEs, and we will finish the editing and CEI approval process at the beginning of FY 2023.

At the regional level, during the monitoring, evaluation, learning, and communications (MELC) visits to countries, specifically in the communications session, we reviewed AIRR brand usage guidelines, as well as answered local partners' questions. During COICA's **V Summit of Indigenous Peoples**, we promoted forums in which project partners participated, including ["Protection mechanisms for indigenous environmental defenders,"](#) ["The Leticia Pact and the IDB's Amazon Initiative,"](#) and ["Participation as a foundational right: Inclusion of women and young people in decision-making for a living Amazon,"](#) as well as panels in the roundtables on governance and territorial management solutions, [policy and human rights solutions, and partnership strategies](#) for financial sustainability ([indigenous economy](#)). During this regional meeting, we disseminated four communications and educational products developed by AIRR.⁷⁹

Finally, we produced a video on [the SAAT and how it will be implemented in a community in the San Martín region of Peru](#), and we contributed to the development of a [video about the story of Erika Valera](#), an EGIDA student, directed by USAID AREP.

4.5. Project governance

Project governance has evolved according to the various needs identified by partners, both in terms of planning as well as management, implementation, and monitoring. The CDNs, CEIs and their technical committees, and the CDR continued to meet this year.

Table 3. Number of meetings (National Steering Committee [CDN], Indigenous Economy Committee [CEI], and Regional Steering Committee [CDR]) during FY 2022

Country	Committee	Number of meetings
Brazil	CEI	6
	CDN	1
Colombia	CDN	1
	CEI	1
Ecuador	CDN + IEC	2
Peru	CEI	10
	CDN	1
Regional	CDR	1

⁷⁷ Press releases, interviews in digital media such as *El Comercio*, Peru 21, *El Trome*, Infobae, Andina, *Diario Uno*, *Enfoque Peru*, *Prensa Total*. National Radio of Peru also broadcasted an interview.

⁷⁸ [NESsT YouTube Playlist](#) and [dissemination brief with the summary of these materials, as well as the links of the 3- and 1-minute video versions of each IE.](#)

⁷⁹ See Section 3. Progress toward the achievement of results

The CEIs have continued to operate more effectively, and this year, we established technical committees in all countries to help streamline decisions. We shared IEs' progress in the CEIs, and we also made decisions on training processes, disbursements of funds allocated to the 29 IEs, follow-up of work plans, and purchase of goods. In addition, in Ecuador and Peru, the CEIs supported the implementation of the EMMPs, and in Colombia, the CEI selected one IE to receive a second donation from the project.

The CDNs reviewed project progress—technical and administrative—contributed to FY 2023 planning, and its members participated in the two P&R processes.

The CDR met once in June, where we shared the outcome of advocacy activities by COICA and DAR and received comments and suggestions from members.

4.6. Implementation of the Monitoring, Evaluation, and Learning (MEL) Plan

In FY 2022, we made significant progress toward meeting the projected goals for project monitoring and follow-up indicators, referenced in detail in the MEL plan.

We would like to highlight the **achieved targets** regarding the number of people trained (*Indicator AIR05: Number of people trained in sustainable landscapes supported by USG assistance [EG.13-1]*). For this indicator, we exceeded the target projected in the FY 2022 work plan by over 100%, thanks to training prioritizing by IPOs and partner NGOs. The number of people whose livelihoods benefited (*Indicator AIR04: Number of people receiving livelihood co-benefits [monetary or non-monetary] associated with the implementation of USG sustainable landscapes activities [EG 13-10]*) also exceeded projections thanks to the high number of IE partners benefiting from business strengthening.

The impact of advocacy actions was also greater than expected. The partners' efforts, especially of IPOs, were reflected in the fact that nine institutions took IPOs' priorities into account in various measures, as detailed in Section I (IR 1.3) and in Annex 3 (Report of *Indicator AIR07: Number of institutions or decision-makers with plans and measures that include IPOs' priorities*).

We would also like to emphasize the support to 29 IEs (*Indicator AIR09: Number of indigenous enterprises supported to develop their entrepreneurial capacities*) and the achievements in terms of strengthening and leveraging funds.

This year, four IPOs (OPIAC, OZIP, AIDSESP, FEPOIMPT) have shown improvements in their performance (*Indicator AIR13: Percent of USG-assisted organizations with improved performance [CBLD-9]*).

In May, we adjusted the MEL plan in accordance with the new USAID AMELP guide and incorporated two new indicators into the project at USAID's request; one was eliminated two months later because it was not relevant to the project's objectives and actions.

Annex 3 includes the tracking table of AIRR indicators, which shows the **actual achievement for indicators in relation to the targets set for the second year**. The detailed report of indicators with expected progress towards targets for the project's third year, as well as those with results that were not expected, is provided in the annual indicator report, which also includes the specific breakdown of each.

5. KNOWLEDGE MANAGEMENT

5.1 Activities carried out

- Each quarter, we collected lessons from the various teams using two mechanisms: partner reports and MELC country visits.
- We added 10 new illustrated fact sheets of lessons learned to the Virtual Learning Library: five lessons and good practices from EGIDA, with AIDESEP and WWF Peru, and five lessons and good practices related to calls for, selection, and support of economic initiatives with OPIAC, WWF Colombia, and NESsT. The fact sheets are [available online](#) in Spanish, English, and Portuguese in a shared folder for project partners.
- With the participation of the respective partners, we developed five communications and educational products, in addition to the two produced in FY 2021. These include the booklet on the analysis of IP participation in Ecuador EIAs, the practical guide for inclusion using an intersectional approach, the infographic and booklet on the SAT-RR, and the infographic on AIDESEP forest monitoring. The production process of these materials was longer and more expensive than initially planned; however, reviewing the materials with the respective partners, who had been involved since content creation, has been helpful, so we prioritized quality over quantity.
- We held monthly meetings with project partners, as planned. This year, we changed the agendas of these meetings: instead of making them informative, we turned most into opportunities to listen to IPO experiences on various relevant topics, including women's participation in economic initiatives, strategies for inclusion with an intersectional approach, COP results and advocacy as per the Escazú Agreement, and sharing of partner-created audiovisual materials and project contributions to leader-developed territorial governance work, among others.
- We carried out the two P&R processes planned for this FY. In the first semester, this process was done during the MELC visits to each country ("MELC" is the term we gave to this P&R process). For these visits, we developed a 2.5-day agenda that included participation of all country partners. We produced a report for each team and a reflections report for the PMU. In the second semester, the process focused on planning with reflection, as in the previous FY: based on reflections and recommendations collected during the MELC visits, the PMU designed a support guide (in Spanish and Portuguese) for the teams to ensure planning of the fourth year would be based on reflection. The process, which began in June 2022, concluded with the delivery of the work plans in September 2022. It also included an online meeting with all project partners on August 2 and 3.
- We have made progress in terms of research centering on learning questions. Quarterly reports, learning interviews with partners, and project monitoring tools have been used to begin to answer the learning questions.

5.2 Summary of lessons learned this year

Learning from successes:

In **Peru**, our strategy of ensuring funds and logistics so women with young children could participate in all in-person EGIDA diploma course sessions worked very well. We attribute this success to the fact that it was developed with the women themselves, which meant their main bottlenecks for continued participation in this type of training and the possible solutions were considered with them before implementation; these were also evaluated after each session to make any necessary adjustments in a timely manner. For this activity, additional funds were initially used, since this type of expense requires an immediate response, but with prior donor approval.

In both **Ecuador** and **Peru**, the strategy of having CONFENIAE and AIDSESP present in the field during trainings and to deliver goods and equipment to the IEs was successful. Both organizations' presence sent a clear message to stakeholders and communities that the organizational agenda included the issue of indigenous economy. The strategy was designed as such because both organizations' leaders listened to their members, who have repeatedly asked for economic alternatives within their territories.

In **Colombia**, the methodology for defining the concept of indigenous economy, which involved meetings in each region of Putumayo (upper, middle, lower), was a success. Recognizing the cultural differences between the IP from these three geographic areas highlighted that there is no single vision of indigenous economy and that it must be defined using multiple perspectives. This differential approach was possible owing to knowledge of the context and the careful planning of the meetings.

Another lesson from **Colombia** partners is the strategy of establishing short agreements (of four months) with OZIP to ensure the responsible use of resources and the achievement of targets. This resulted in better follow-up and mentoring by WWF Colombia for the OZIP team as well as the IPO's improved capacities. This strategy was designed thanks to WWF Colombia's long experience in organizational capacity-building processes.

The exchange of experiences between **Peru, Ecuador, and Colombia** during QI FY 2022, led by **NESsT**, was very successful and provided important lessons related to organizing and carrying out exchanges for the project. The meeting helped build more trust between AIRR partners and allies. Several factors contributed to the meeting's success, including its "hybrid" character, with online and in-person attendees. Specifically, the relaxed dynamic in the online and in-person sessions allowed entrepreneurs to feel at ease, and the in-person activities focused on recognition, analysis, and reflection, while the online conferences focused on topics of interest to entrepreneurs (i.e., marketing, business management, administration, and leadership). Thus, entrepreneurs could share their views on the project's development and the opportunities for improvement in an atmosphere of warmth and camaraderie. In addition, participants shared valuable experiences related to leadership, partnerships, branding, and learning from mistakes.

Learning from mistakes:

When strategy planning does not consider all the necessary information, its implementation will most likely fail. Partners reported several cases where this occurred, mentioning that if they had dedicated more time during planning to analysis, reflection, and collection of basic information, the proposed strategies would have been more successful. This was the case with **NESsT** and its difficulty in establishing IE networks in each region; with **COICA** and the regional meeting of territorial monitors and SAT-RR trainings and strategy alignment; with partners in **Colombia** and the lack of participation of OZIP's technical team during the administrative strengthening program; in **Ecuador** and the failed attempt to link paralegals to CONFENIAE's information system; and in **Peru**, where amendments of organizational and community statutes to strengthen indigenous women and youth participation were not achieved.

A problem that is detected and fixed in time can become an innovative strategy. This lesson applies to what occurred in **Ecuador**, namely the delivery of technological equipment (e.g., computers, cameras, cell phones, printers, and projectors) to IEs with no related training to address gaps in technology knowledge needed to effectively use the equipment. Therefore, we arranged visits of university students to two IEs at the end of the FY to train them to use the equipment. This activity should be replicated in FY 2023 for all IEs with the same challenges.

5.3 Feedback from partners

At the August 2021 partner meeting, we compiled recommendations to collectively improve the project's work in nine aspects. As a result, several of these aspects were diligently improved until they practically disappeared, such as shortcomings related to internal communication; intercultural inclusion and the use of the intersectional approach; the complexities of administrative procedures; and online meeting limitations and returning to in-person events. There were others, however, that, despite mitigation measures, did not improve as expected, particularly partner IPOs' limited participation in some project activities owing to schedule conflicts and the limited functionality of some aspects of project governance. Moreover, the armed conflict in Colombia, which has led to insecurity that has spread to certain places in the Peruvian Amazon, has required special strategies.

Regarding the type of activities that worked well this FY, partners recommend maintaining and strengthening the following: in-person presence for trainings, exchanges on various project-related topics (the entrepreneurship meeting was particularly appreciated), periodic online conversations to share concrete experiences that prioritize listening to partner IPOs, PMU country visits to facilitate reflections, and in-person group activities.

6. ANNEXES

Annex 1. Summary of compliance of the FY 2022 work plan

In FY 2022, we planned 189 deliverables that allowed us to move forward to achieve the intermediate results and go towards meeting the objectives according to our results chain.

In the table below we take stock of the progress of the planned outputs by each IR and in total; we have categorized the outputs into:

- **Finished:** products that we completed 100% in the FY.
- **In process:** products that we will continue next FY (they were considered from the beginning).
- **Reprogrammed:** products that we expected to start or finish this FY but did not achieve, therefore, we will realize them in the next FY.
- **Eliminated:** products that during the Pause and Reflection process (March) we evidenced that they did not make sense due to the initial context change.

According to this balance, we advanced as planned in 81% of the total deliverables (counting those that were completed and those that are in process), reprogrammed 11% and eliminated 7%. The reprogramming and eliminations were decisions based on periodic reflections we had during the year with all project partners, under an adaptive management approach.

In terms of budget execution, we executed 95% of the estimated budget for the FY.

Table 3. FY 2022 Work Plan Progress Status Balance

Intermediate Results	Number of planned deliverables FY2022	Progress status of FY2022 deliverables % (# outputs)
RI 1.1. Indigenous partners advocate for their rights and economic interests.	53	49% finished (#26) 36% in process (#19) 9% reprogrammed (#5) 6% eliminated (#3)
RI 1.2. Decision-making is informed by data collected by indigenous monitoring systems.	29	41% finished (#12) 34% in process (#10) 17% reprogrammed (#5) 7% eliminated (#2)
RI 1.3. Indigenous project partners achieve equitable outcomes from negotiations with key stakeholders linked to extractives and infrastructure projects	16	56% finished (#9) 31% in process (#5) 0% reprogrammed (#0) 13% eliminated (#2)
RI 2.1. Marketable goods and services produced in a sustainable manner by indigenous enterprises	25	32% finished (#8) 60% in process (#15) 8% reprogrammed (#2) 0% eliminated (#0)
RI 2.2 Indigenous enterprises/businesses integrated into sustainable value chains	25	32% finished (#8) 20% in process (#5) 28% reprogrammed (#7) 20% eliminated (#5)
Project management or cross-cutting products	41	41% finished (#17) 49% in process (#20) 5% reprogrammed (#2) 5% eliminated (#2)
Balance of total programmed outputs FY 2022	189	42% finished (#80) 39% in process (#74) 11% reprogrammed (#21) 7% eliminated (#14)

Annex 2. Materials Produced

Below, we share a list of materials produced by AIRR project partners and approved by the USAID AOR.

N°	NAME	CATEGORY	DATE	LOCATION
Technical products				
1	Analysis of Environmental Impact Studies, Citizen Participation and Prior Consultation in Ecuador (to be released in Q1 FY 2023)	Technical product	September 2022	https://drive.google.com/file/d/1PJk_UG6hffKBwddEb2FB6B8ZGcK2Owe4F/view?usp=sharing
2	Executive Summary - Analysis of Environmental Impact Studies, Citizen Participation and Prior Consultation in Ecuador (to be released in Q1 FY 2023)	Technical product	September 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZN22.pdf
3	National Advocacy Roadmap on Environmental Impact Assessments and Strategic Environmental Assessments in Peru	Technical product	June 2022	http://isbn.bnp.gob.pe/catalogo.php?mode=detalle&nt=130140
4	National EIA and SEA Diagnosis in Peru (to be released in Q1 FY 2023)	Technical product	June 2022	https://dar.org.pe/wp-content/uploads/2022/10/DiagnosticoEIA_EAE_vf.pdf
5	Regional EIA and SEA Assessment in the Amazon Region (to be released in Q1 FY 2023)	Technical product	April 2022	https://dar.org.pe/wp-content/uploads/2022/09/La-Evaluacion-de-Impacto-Ambiental-1-1.pdf
6	Lessons learned from emblematic environmental certification processes (EIA and SEA) in Colombia, Ecuador, Peru, Brazil and Bolivia (to be released in Q1 FY 2023).	Technical product	March 2022	https://dar.org.pe/wp-content/uploads/2022/09/Lecciones-Aprendidas_EIA-EAE.pdf
7	Study of analysis of the articulation of international, national, and subnational planning instruments with the life plans of indigenous organizations in the Peruvian Amazon.	Technical product	February 2022	https://dar.org.pe/wp-content/uploads/2022/09/144-Estudio-de-analisis-USAID-31-agosto-2022.pdf
8	Applied Political Economy Analysis - APEA	Technical product	November 2021	DEC: https://pdf.usaid.gov/pdf_docs/PA00Z8TG.pdf
Knowledge management products				
29	Infographic - Getting to know the forestry oversight bodies in Peru	Knowledge management product	September 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZN13.pdf
10	Booklet - Result of Environmental Impact Studies, Citizen Participation and Prior Consultation in Ecuador (to be released in Q1 FY 2023)	Knowledge management product	September 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZN1Z.pdf
11	Booklet - Early Warning and Rapid Response System SAT/RR COICA - Portuguese	Knowledge management product	August 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZN24.pdf
12	Infographic - Early Warning and Rapid Response System SAT/RR COICA - Portuguese	Knowledge management product	August 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZN25.pdf
13	Practical guide for the application of the intersectional approach in projects with indigenous peoples of the Amazon - Portuguese	Knowledge management product	August 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZMZF.pdf

14	Booklet - Early Warning and Rapid Response System SAT/RR COICA - Spanish	Knowledge management product	July 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZMZZ.pdf
15	Infographic - Early Warning and Rapid Response System SAT/RR COICA - Spanish	Knowledge management product	July 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZN12.pdf
16	Practical guide for the application of the intersectional approach in projects with indigenous peoples in the Amazon region - Spanish	Knowledge management product	July 2022	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZMZD.pdf
17	PPT Summary on AIRR project for indigenous organization partners	Knowledge management product	October 2021	DEC: https://pdf.usaid.gov/pdf_docs/PA00ZN6D.pdf
Communication products				
18	Video – Progress in the monitoring, control and surveillance of indigenous peoples in Peru	Communication product	September 2022	Spanish: https://www.youtube.com/watch?v=g_JNbRiRbxY English: https://www.youtube.com/watch?v=XIHDFILWOx0
19	Radio podcast "Huellas Ancestrales" of PFGTI Colombia (to be released in Q1 FY 2023)	Communication product	September 2022	https://drive.google.com/open?id=1ZEfGxGnvOW2Fg9ylvmSMne9z7JnON8J5
20	Video on environmental licensing of hydrocarbon projects in Colombia (to be released in Q2 FY 2023)	Communication product	September 2022	https://drive.google.com/open?id=1VRf7FmIOPTNfK9QFUmoq25HtqYJmvpCX
21	Videos on mechanisms of participation of indigenous peoples in Colombia (to be released in Q2 FY 2023)	Communication product	September 2022	https://drive.google.com/open?id=1EmnIMTHXO_CDdwh7ycGNfLCAE-sr3wU-
22	Videos on Indigenous Entrepreneurship in Colombia, Ecuador and Peru (Spanish/Portuguese/English)	Communication product	August 2022	YouTube playlist: https://www.youtube.com/watch?v=dOWxpUBzqOI&list=PLIsAY2ojRYgDxL8mAK5N63DUhqvphTDup Google Drive: https://docs.google.com/document/d/1GiXLLaEpxlIeoYgroxsZqZ6AXoAq3KqNe_4dAHP6sfU/edit?usp=sharing
23	Video – Summary First National Meeting of Indigenous Forestry Oversight, Control and Surveillance in Peru	Communication product	August 2022	https://www.youtube.com/watch?v=vwMhaxnd04
24	“Voces Amazónicas” podcast serie in Peru	Communication product	June 2022	https://soundcloud.com/aidesep/sets/podcast-voces-amazonicas?utm_source=clipboard&utm_medium=text&utm_campaign=social_sharing
25	Video on gender in the framework of the EGIDA indigenous school in Peru	Communication product	June 2022	Spanish: https://www.youtube.com/watch?v=_AY4E40k9xM English: https://drive.google.com/open?id=1KdBJcYvz_N4Y_GUrSI_ZqmWIFRbJ8z3
26	Fact sheets on indigenous entrepreneurship in Peru	Communication product	June 2022	https://drive.google.com/open?id=1dLGCZeknSnU5SZAW_siZlrYFYkcoIBMg
27	Video - Indigenous enterprises that protect the Colombian Amazon	Communication product	May 2022	https://www.youtube.com/watch?v=UMIR2liZMT8&t=2s

28	Pedagogical offprints PFGTI in Colombia	Communication product	April 2022	https://drive.google.com/drive/folders/1MfDZaj8i0OiDWRwS82PI9FL05AgIUowU
29	Video guide to use PFGTI platform in Colombia	Communication product	April 2022	https://drive.google.com/open?id=1sIBLkgcX_NSF-P4ipJ_IFHOzfQZIPX8H
30	Video documentary on paralegals in Ecuador	Communication product	April 2022	https://drive.google.com/open?id=1WGhcSEgDEMvxeljXvR0GN_2339wUp5i0
31	Short videos on Indigenous Peoples' rights in Ecuador (to be released in Q2 FY 2023)	Communication product	April 2022	Spanish: https://drive.google.com/open?id=1lx-6iR2LLf3qNASgHhNmJ8m00xgLIh0K Shuar: https://drive.google.com/open?id=1FMh0BuTTAO7PuelSpaoUP_taIDyS2ONf Kichwa: https://drive.google.com/open?id=1M2Z3h5YDuXYkyNeHJiqv_MLY-DbhLzIS
32	Digital portfolio of indigenous entrepreneurship in Colombia	Communication product	January 2022	https://www.flac.awsassets.panda.org/downloads/portafolio_de_emprendimientos_indigenas.pdf
33	Animated videos about defenders "Learning for the #DefensadeDefensoresxs"	Communication product	January 2022	Minga Regional - videos animados Encuentro Regional - videos animados
34	"Be a defender" animated videos (Brazil)	Communication product	January 2022	https://drive.google.com/open?id=1gCBV9M0Og8NT6iWJ8TuaDPI34uRwFeet
35	Booklet - Human Rights Defenders in Brazil	Communication product	December 2021	https://drive.google.com/open?id=1UZLxAHSavJ2Y-aTGLtYXz4JlhZeaEA6V
36	"Be a defender" animated videos (Colombia)	Communication product	November 2021	https://drive.google.com/open?id=1tVxOo7hlwCx2IfvNIDJYAgOqPMd-UHsX
37	Booklet - Defenders of the Colombian Amazon	Communication product	November 2021	https://drive.google.com/open?id=1HqA2mh_CaDuqK7tpp8TJ9mcZZJ3CG7iW
38	Video Learn about the Alert Indigenous Climate mobile application in Brazil	Communication product	October 2021	https://www.youtube.com/watch?v=cnNhVa_6ntE&t=126s

Annex 3. Performance Indicators Report

Annex 3.1 Monitoring matrix for AIRR indicators (Tracking Table)

Number	INDICATOR	BASELINE	BASELINE DATE	YEAR 2020		YEAR 2021		YEAR 2022		YEAR 2023	YEAR 2024	Final goal of the project
				Target	Actual	Target	Actual	Target	Actual	Target	Target	
AIR01C[EG 10-15]	Number of hectares with forest cover in AIRR intervention areas in the Amazon Basin.	3,127,190	May 2021	-*	-*	3,116,875	3,116,875	3,114,507	4,803,302	4,471,220	4,798,259	4,798,259
AIR03[EG 10-2.2]	Number of hectares in areas of biological significance under improved management as a result of USG assistance [EG.10.2-2].	6,122,027	May 2021	0	0	1,410,334	1,473,149	2,135,526	1,629,470	2,186,560	6,118,654	6,118,654
AIR04[EG 13-5]	Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscapes activities [EG.13-5]	0	Sep 2020	0	0	430	428	1,500	3,853	2000	1,500	5000
AIR05[EG 13-1]	Number of people trained in sustainable landscapes supported by USG assistance [EG.13-1]	1569	Dec 2020 (Col, Ecu, Peru) / May 2021 (Bra)	50	7	200	280	300	794	150	50	450
AIR06C[EG 10-21]	Number of IPOs providing input to decision makers.	4	Dec 2020	0	0	7	5	7	7	10	10	34
AIR07C[EG 10-16]	Number of institutions or decision makers with plans and measures that include IPOs' priorities.	33	May 2021	0	1	1	4	3	9	2	1	7
AIR09C[EG 10-17]	Number of Indigenous enterprises supported to develop their entrepreneurial capacities.	0	May 2021	0	0	20	22	25	29	29	29	30
AIR010C[EG 10-4.3]	Number of indigenous enterprises with new commercial partners.	0	May 2021	0	0	0	0	0	7	10	10	10
AIR011[EG 10-18]	Percentage increase in sales of supported indigenous enterprises	0%	May 2021	0%	0%	0%	0%	0%	0%	35%	35%	35%
AIR012C[EG 10-19]	Amount of additional financing raised for Indigenous enterprises.	0	May 2021	0	0	0	0	0	186,947	300,000	200,000	500.000
AIR013C[CBLD-9]	Percent of USG-assisted organizations with improved performance [CBLD-9]**	0	Sep 2020	N/A	N/A	75%	21%	61%	26% (67% IPO 17% IE)	85%	85%	80%
AIR014[PS-2]	Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives [PS 2].**	0	May 2022	N/A	N/A	N/A	N/A	27	31	32	32	32

Annex 3.2. Summary Table for FY 2022 Indicators Report

Code, indicator name and Target	Analysis of the indicators current and future performance
AIR01C [EG 10-15] AIR01. Number of hectares with forest cover in AIRR intervention areas in the Amazon Basin. FY 2022 target achieved 4,803,302 hectares	The goal achieved exceeds the projected target by more than 10%. However, it is important to clarify that this is not necessarily due to an increase in forest cover but rather to an adjustment in the areas in which it is measured. Throughout FY 2023, the work teams of the four countries have better delimited the areas where the project really works. We built a database with information of each of the areas where we work each topic. Then we adjusted the areas that would be considered for this indicator. This exercise allowed us to identify new areas in Brazil that greatly increased the hectares included in this indicator, and also significantly reduced the areas in Peru and Colombia by limiting the areas to those with territorial incidence. However, there is a tendency to maintain the current deforestation rate. As explained in the limitations of this indicator (described in the PIRS sheet) it is still too early to draw conclusions about the impact of the project on deforestation in indigenous territories and this will only be evaluated in depth at the end of the project. The permanent adjustment of work areas is due to the project dynamics; for example, in FY 2023 new indigenous territorial monitoring areas are included and should be included in the calculation of this indicator. These changes in the areas have an impact on the calculations of deforestation rates with which the forest cover targets are projected. Despite these variations, for this indicator the basis of the projections is conservative and aims to keep the deforestation rate constant, i.e., even if deforestation increases, the deforestation rate does not (by including new areas, the rate changes, but it does not change if it estimates with the same areas over the years). In FY 2023 we will have to make some adjustments to the projected end-of-project goals according to the new adjusted areas.
AIR03 [EG 10-2.2] Number of hectares in areas of biological significance under improved management as a result of USG assistance. FY 2022 target achieved 1,630,683 hectares	The goal achieved is more than 10% lower than the projected goal. This is due to the fact that indigenous territorial monitoring activities have required more time than expected, due to the need for prior organization of the surveillance committees or IPOs in charge of monitoring. In Colombia, indigenous territorial monitoring was reoriented by agreement with OZIP and OPIAC. Only in 2023 will improvements in territorial management by the indigenous enterprises be analyzed. The current performance of this indicator, despite being below the expected performance for FY 2022, does not yet affect the end-of-project results. We expect to achieve the targets with the work in FY 2023 through indigenous territorial monitoring activities and with the management carried out by the indigenous enterprises in their area of influence. We achieved the reported goal through the following improvements in territorial management: • In Peru, through a communal assembly, the communities of the reported areas have decided to participate in monitoring actions in their territories and have a certificate of cession of a space or land for the (local) facilities of the AIDSEP Early Action and Alert System (SAAT). • The following reported areas with improved handling in FY 2021 have continued to improve handling during FY 2022: – In Brazil, thanks to improvements in indigenous territorial monitoring supported by AIRR in the Apiaká do Pontal and Isolados Indigenous Land. – In Colombia, the participation of indigenous peoples of Putumayo improved by direct participation of OPIAC in the sessions of the Amazon Regional Table (MRA by its Spanish acronym) regulated under Decree 3012 of 2005 (https://opiac.org.co/mra). In FY 2023 we will improve the performance of this indicator thanks to indigenous territorial monitoring actions in Peru, Colombia and Brazil. In the

	same way, we expect to add areas of influence of the Indigenous Enterprises where impacts will be monitored.
AIR04 [EG 13-10] Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscapes activities. FY 2022 target achieved 3853 people	The actual performance achieved for the indicator exceeds by more than 10% the projected goal thanks to the inclusion of indigenous enterprises' partners as people benefited by business strengthening. These beneficiaries had not been considered when making goals projections (we had only included people trained in business), however, the detailed analyses led us to include all partners because business improvement implies a benefit for them. It should be noted that people of indigenous enterprises that have participated on trainings are not counted, since they are included in the count of the partners. Women benefiting from FIMA and their families are also counted. Additionally, other people were benefited, but they were not counted: ● In Brazil, 262 people benefited from the care of territory (indigenous territorial monitoring) and from support in the collection of <i>Castaña</i>. However, these were not included in the count because population of the Apiaká do Pontal and Isolados Indigenous Territory was already counted in FY 2021. ● A large number of people benefited from other project support but were not counted in this indicator because they did not have a direct relationship with livelihoods or with actions that have proven their contribution to sustainability at the landscape level. These additional benefits include: (a) persons benefiting from training other than those of indigenous enterprises; b) people who benefited from technological improvements and internet access in their communities. c) indigenous persons benefited from the contracts to implement project activities. This is a standard USAID indicator. One of the guidelines for the indicator to be comparable with other projects, is to include in the count the relatives who benefit from the assistance received by a family member. To do so, the average number of people per family in the area is 4.6 for the Amazon region (according to FAO). Given the progress on this indicator, we do not need to make changes to the methodology for FY 2023. We hope to achieve and even exceed the projected goals if indigenous territorial monitoring achieves verifiable land protection outcomes and thus continue the project's positive impact on people in terms of livelihood benefits.
AIR05 [EG 13-1] Number of people trained in sustainable landscapes supported by USG assistance. FY 2022 target achieved 794 people	The performance achieved for this indicator in year three exceeds the goal projected in the FY 2022 work plan by more than 10%. We incorporate new capacity building themes not initially included in the goal projection. Such is the case of Environmental and Social Safeguards training for IEs in Peru, which was attended by more than 200 people, or the wide range of courses promoted by EGIDA that also reached a figure close to 200 people trained. Within the framework of project's adaptive management, capacity building is becoming increasingly important and processes were multiple in four main topics: 1. Governance: eight courses or training programs, two in Brazil, one in Colombia, one in Ecuador, three in Peru and one at the regional level. In total, the capacities of 163 people (82 women and 81 men) were strengthened. 2. Organizational strengthening: eight courses, three in Brazil, two in Colombia, two in Ecuador and one in Peru. In total, the capacities of 70 people (33 women and 37 men) from various indigenous organizations partner were strengthened on organizational management issues. 3. Indigenous Territorial Monitoring: four courses, one in Brazil, two in Peru and one at the regional level. In total, the capacities of 113 people (15 women and 98 men) were strengthened. 4. Business strengthening: 20 courses on various topics related to business strengthening, including personalized advice according to the needs of each IE supported by the project. Four courses in Brazil, four in Colombia, seven in Ecuador and five in Peru for a total of 448 people (221 women and 227 men) with strengthened entrepreneurial skills.

	In FY 2023 we hope to continue advancing in a similar way, combining virtual and face-to-face training courses. This goal achieved gets us closer to achieving project' final targets.		
AIR06C [EG 10-21] Number of IPO providing input to decision makers. <table><tr><td>FY 2022 target achieved</td></tr><tr><td>7 Indigenous Peoples Organizations</td></tr></table>	FY 2022 target achieved	7 Indigenous Peoples Organizations	The actual indicator performance achieved during FY 2022 is in line with the projected target. Seven indigenous organizations provided inputs to decision makers, advocating for the rights of indigenous peoples: • In Brazil, the Tapió Association of the Apiaká People carried out monitoring and surveillance actions in June. Leaders actively participated in the meetings of the advisory council of Juruena National Park, highlighting the pressures and threats to the territory, discovered during the monitoring. • In Colombia, OPIAC, with financial support from the project, provided information to decision makers in three spaces of political advocacy for territorial defense: a) Preconsultation of the National Development Plan 2022 – 2026; b) Permanent Table of Concertation and in the Amazon Regional Table (MRA); c) construction of a joint agenda for Food Security issues with FAO. • In Peru, AIDESEP shared the results of indigenous oversight meeting (<i>veedurías indígenas</i>) with five government organizations: SERNANP, PNCB, MINCU, MINAM, SERFOR. • At the regional and international level, several organizations provided inputs to strengthen the indigenous vision and rights of Amazonian peoples, in various spaces of international advocacy: – AIDESEP: participated in COP I of the Escazú Agreement, COP 26 and World Bank meeting – COIAB: participated in COP 26 on climate change – COICA: Proposal presented to ECLAC and Proposal presented at the CBD Post 2020 (Regional), Pre-COP and COP I of the Escazú Agreement, World Bank and Peruvian State (Ministry of the Environment), COP 26 on Climate Change. – CONFENIAE: participated in COP I of the Escazú Agreement – COORPIA: World Bank event and meeting with the Peruvian State (Ministry of the Environment) – OPIAC: participated in Pre-COP I and COP I of the Escazú Agreement and in the proposal submitted to ECLAC The importance and high level of the information delivered to decision makers of international level and the impact that was achieved through the management of the IPO with the support of the AIRR are highlighted. In FY 2023 we will continue strengthening incidence and monitoring activities in Peru, Brazil and Colombia, to achive final goals of this indicator.
FY 2022 target achieved			
7 Indigenous Peoples Organizations			
AIR07C [EG 10-16] Number of institutions or decision makers with plans and measures that include IPOs' priorities. <table><tr><td>FY 2022 target achieved</td></tr><tr><td>9 institutions or decision makers</td></tr></table>	FY 2022 target achieved	9 institutions or decision makers	Target achieved is more than 10 per cent higher than projected target. Performance achieved for this indicator exceeded what was projected in this year's goals and even exceeds the final project goal. For the third year of the project we expected to have fewer achievements of IPOs on institutions including in their plans and measures the priorities of the indigenous peoples, however, the opportunity was given increasing the impact of the project with nine institutions: • Instituto Chico Mendes de Conservação da Biodiversidade (ICMBio), manager of the Juruena National Park: acted against illegal events thanks to territorial monitoring and complaints from IPO in the territory. • Brazilian Institute of Natural Resources and Environment (IBAMA): provided training to Environmental Agents in Matrinxã Village, at the request of indigenous peoples, to improve territorial protection and surveillance actions. • Convention on Biological Diversity - Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA): the recommendations made by IPOs at the 24th session of the SBSTTA, in Geneva 2022, were taken into account. • CoP I Escazú (ECLAC): Adoption of decision I/6 on the Group of Environmental Defenders.
FY 2022 target achieved			
9 institutions or decision makers			

	• Inter-American Development Bank (IDB): cooperation agreement that will contribute to strengthening COICA's institutional capacities for actions within the framework of the 80x25 Amazon Motion. • Green Climate Fund (FGC): Cooperation agreement with COICA to support its objectives in the framework of climate change. • Provincial Criminal Prosecutor's Office of Condorcanqui: initiated, thanks to the incidence from AIDESEP, investigation for the crime against personal freedom in the form of kidnapping members of the organization of development of the border communities of Cenepa (ODECOFROC) • Special Prosecutor's Office of Loreto-Iquitos: initiated actions, thanks to AIDESEP, about the oil spill in Cuninico and Chapra Nation territory and ordered to take record and demand that oil company apply the contingency plan. • Special Prosecutor's Office of Loreto-Nauta: initiated actions thanks to AIDESEP complain, about the oil spill in Cuninico and Chapra Nation territory and ordered to take record and demand that oil company apply the contingency plan. These important achievements have been achieved thanks to the IPOs advocacy actions, sometimes with the support of project's NGO partners. In FY 2023, we hope to continue implementing advocacy actions that allow the incorporation of indigenous economic rights and interests in public and private sector development planning. We will need to adjust the targets in the FY 2024 work plan. It is not necessary to modify FY 2023 goals; however, it might be necessary to increase the final project goals, reinforcing advocacy objectives set for territorial governance.
AIR09C [EG 10-17] Number of Indigenous enterprises supported to develop their entrepreneurial capacities. FY 2022 target achieved 29 Indigenous enterprises	Target achieved for this indicator exceeds projected target. For the third year of the project we were conservative in the goal foreseeing the difficulties in the calls that were still pending in the FY 2022 (Brazil), however, we not only managed to select the 29 Indigenous Enterprises (IE) that we had proposed (seven in Brazil, six in Colombia, six in Ecuador and ten in Peru). But we managed to support all of them in various ways. Some improved their infrastructure or machinery, others received training or built investment plans. Among the trainings are: • IE of Ecuador: received training in the legal, accounting and financial modules. • IE of Colombia: received training in the legal, accounting and financial module. • IE of Peru: received training in the financial, legal, accounting and sales and business narrative module. and safeguards • IE of Brazil: received training in the financial module. We look forward to continuing to support business growth in FY 2023 and achieve the projected targets for AIRR indicators 10, 11, 12 and 13 that measure business development. There is no need to modify the FY 2023 targets, nor the methodologies used to achieve them.
AIR010C [EG 10-4.3] Number of indigenous enterprises with new commercial partners. FY 2022 target achieved 7 indigenous enterprises	Target achieved is more than 10 per cent higher than the projected target. In FY 2022 we did not expect IE to achieve yet an increase in their commercial partners, however, their own strengths and the support of some IPO, NESsT and WWF, made the following seven ventures increase their commercial partners and brings us closer to the project's final goal: • Three Indigenous ventures of Colombia: Bioincos, Achalay Ethnoartistic Center and Colibrí Art • Four Indigenous enterprises of Ecuador: Andi Wayusa, Shuar Cultural Center Association, Association of Cofánes Women of Dureno SOKU and Community Entrepreneurship El Pilchi Lodge and Mandi Wasi We will continue supporting business growth in FY 2023 testing the business development achieved. There is no need to modify the FY 2023 targets, nor the methodologies used to achieve them.

AIR011 [EG 10-18] Percentage increase in sales of supported indigenous enterprises. <table><tr><td>FY 2022 target achieved</td></tr><tr><td>0%</td></tr></table>	FY 2022 target achieved	0%	According to projections, no progress is reported towards the end-of-project goals for this indicator. This does not imply that indigenous enterprises have not increased their sales, but that the methodologies are designed so that only in 2023 will the comparative analysis of the increase in sales be made, thus giving time to incorporate the learnings into their business practices. We will continue supporting business growth in FY 2023 and expect to achieve the projected goals for this indicator by demonstrating the business development achieved. For now, there is no need to modify the FY 2023 targets, nor the methodologies used to achieve them.
FY 2022 target achieved			
0%			
AIR012C [EG 10-19] Amount of additional financing raised for Indigenous enterprises. <table><tr><td>FY 2022 target achieved</td></tr><tr><td>\$186,947</td></tr></table>	FY 2022 target achieved	\$186,947	Target achieved is more than 10 per cent higher than projected target. In FY 2022 we did not expect IE to raise additional funding, however, their strengths, added to the support of some IPO, NESsT and WWF made 12 Indigenous enterprises already raise funds through investments, credits or contributions (donations). For security reasons, privacy and confidentiality, detailed data is not provided on the amounts raised per enterprise, nor on the funders, beyond the totals by country reported in the table above. We look forward to continuing to support business growth in FY 2023 and achieve the projected targets for this indicator, which has even greater challenges for FY23, testing their ability to continue raising funds. There is no need to modify the FY 2023 targets, nor the methodologies used to achieve them.
FY 2022 target achieved			
\$186,947			
AIR013C [CBLD-9] Percent of USG-assisted organizations with improved performance. <table><tr><td>FY 2022 target achieved</td></tr><tr><td>26% (67% of IPOs, 17% of IE)</td></tr></table>	FY 2022 target achieved	26% (67% of IPOs, 17% of IE)	Goal achieved is below the projected goal, however, if we analyze indigenous organizations and enterprises separately we can understand the reasons for this panorama: 67% of the Indigenous Peoples Organizations (IPO) supported this year have a done performance measurement that allows validating their improvements. These organizations are: AIDSESP, OPIAC, OZIP and FEPOIMPT). The two organizations that are not counted to reach 100% are COIAB and CONFENIAE, but it is worth clarifying that they are not counted, not because they have not improved their performance, but because there have been delays in organizational diagnoses and therefore we do not have a measurement at the date of this report. COICA is not included in the count due to the lack of response regarding the progress of its diagnosis at the close of this report and given that the projection was to have diagnoses of 6 IPO in FY 2022. 17% of the indigenous enterprises supported show significant progress in their performance. This percentage, although it seems low, has a reason: a large number of trainings were given in FY2022 and will see their result in FY 2023, once the enterprises apply the knowledge acquired and the measurements in their performance indexes can show the progress. The enterprises that show improvement from now on are five of the indigenous enterprises of Colombia (Econawa, Shinyak, Arte Colibrí, Bioincos and Centro Etnoartístico Achalay) in which it was observed that they improved their performance in terms of the number of commercial partners and sales generated during the evaluated period. The performance diagnostics of the IPO have been a challenge for the project because some feel prevented from being measured or do not see a concrete use. In FY 2023 we will strengthen performance measures (organizational diagnoses and business performance indicators) to have greater clarity on how performance gaps have been overcome in all the organizations with which the project works and thus measure the real progress of the work done.
FY 2022 target achieved			
26% (67% of IPOs, 17% of IE)			

AIR014
[PS-2]

Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives

FY 2022 target
achieved

31 private sector
companies

Current performance of this indicator exceeds the projected goal by more than 10% and brings us closer to the end of the project goals, thanks to:

- 29 indigenous enterprises supported by the project have committed to working towards sustainable development that provides economic benefits for communities, thus reducing the likelihood of them getting involved in activities with a high environmental impact such as extractive activities.
- The leverage of private sector funds for two of these IE was achieved through two private investors who granted grants/loans during the current fiscal year: Sall Family Foundation and Beneficial Returns.

We hope to continue in FY2023 with the actions to strengthen the 29 indigenous enterprises and increase the number of private investors who support them.

Annex 3.3. USAID Standard Indicator Annual Report Templates (PPR and PMP)

Indicator data						
Indicator code:	AIR03 [EG 10.2-2]					
Indicator name:	Number of hectares in areas of biological significance under improved management as a result of USG assistance					
Type of indicator:	Standard					
Indicator values	Baseline Date (MM/YYYY)	Baseline Value	FY 2022 Goal	FY 2022 Result	FY 2023 Goal	FY 2024 Goal
	May 2021	6,122,027	2,135,526	1,630,683	2,186,560	6,118,654
Disaggregation						
Coastal-marine	May 2021	-		-		
Terrestrial-freshwater	May 2021	6,122,027	2,135,526	1,630,683	2,186,560	6,118,654
Wildlife trafficking	May 2021	-		-		
Illegal logging and associated trade	May 2021	-		-		
Illegal, unreported and unregulated fishing	May 2021	-		-		
Indigenous territories in priority landscape: Marañon (Peru)	May 2021	34,873		157,534		
Indigenous territories in priority landscape: Putumayo (Peru)	May 2021	4,512		-		
Indigenous territories in priority landscape: Putumayo (Colombia)	May 2021	490,394		490,396		
Indigenous territories in priority landscape: Putumayo (Ecuador)	May 2021	-		-		
Indigenous territories in priority landscape: Tapajos (Brazil)	May 2021	5,592,248		982,753		
Objective of the Activity or Mechanism:	Obj.1. Indigenous rights and economic interests incorporated into private and public sector development planning; Obj.2. Indigenous enterprises equitably and sustainably scaled to local, regional, and global markets.					
Date of last data quality analysis:	August 2021					
Narrative						
How the indicator relates to the Expected Result of the Activity	The monitoring of this indicator is relevant to understanding the contribution of project activities to the improvement of land management, either through: a) increasing the participation of indigenous peoples in planning processes; (b) the use of good conservation practices; (c) improving indigenous monitoring; (d) the sustainability of land use by indigenous enterprises. As outlined by AIRR's ToC, this indicator corresponds to Objectives 1 (rights) and 2 (resources) due to the fact that a number of actions carried out under their guise can trigger improvements in territorial management and therefore contribute to reducing the negative impacts of large-scale infrastructure projects, extractive activities, and climate change on the Amazonian forest and water resources (AREP GOAL).					
Analysis of the current and future performance of the indicator	The current performance of this indicator, despite being below the expected performance for FY 2022, does not yet affect the end-of-project results. We expect to achieve the targets with the work in FY 2023 through indigenous territorial monitoring activities and with the management carried out by the indigenous enterprises in their area of influence. The reported goal is achieved through the following improvements in territorial management: In Peru, through a communal assembly, the communities of the reported areas have decided to participate in monitoring actions in their territories and have a certificate of cession of a space or land for the (local) facilities of the AIDSEP Early Action and Alert System (SAAT).					

	- The following reported areas with improved handling in FY 2021 have continued to improve handling during FY 2022: - In Brazil, thanks to improvements in indigenous territorial monitoring supported by AIRR in the Apiaká do Pontal and Isolados Indigenous Land. - In Colombia, the participation of the indigenous peoples of Putumayo improved and with the direct participation of OPIAC in the sessions of the Amazon Regional Table (MRA by its Spanish acronym) regulated under Decree 3012 of 2005 (https://opiac.org.co/mra). In FY 2023 we will improve the performance of this indicator thanks to indigenous territorial monitoring actions in Peru, Colombia and Brazil. In the same way, we expect to add areas of influence of the Indigenous Enterprises where impacts will be monitored.
Explanations	
Deviation	Performance achieved is below projected target. This is because work on indigenous territorial monitoring has required more time than expected, in some cases due to the need for prior organization of the vigilance committees or IPOs in charge of monitoring or by necessary structural definitions prior to implementation. Also, in Colombia, the indigenous territorial monitoring component was reoriented due to difficulties in implementation by the IPO in charge (OZIP), and an agreement was reached with the partner organizations (OZIP and OPIAC) to reformulate the actions to OPI's priority, an Amazonian Geographic Information System managed by OPIAC. Similarly, only until FY 2023 will it be possible to analyze the impact of improvements in management by indigenous enterprises supported in the project. A better performance of this indicator is expected next year, when the actions are reflected in a better management of the territory and this can be measured more satisfactorily.

Indicator data						
Indicator code:	AIR04 [EG 13-5]					
Indicator name:	Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscapes activities					
Type of indicator:	Standard					
Indicator values	Baseline Date (MM/YYYY)	Baseline Value	FY 2022 Goal	FY 2022 Result	FY 2023 Goal	FY 2024 Goal
	Sept. / 2020	0	1500	3853	2000	1500
Disaggregations:						
Male	Sept. / 2020	0	-	1926		
Female	Sept. / 2020	0	-	1927		
Non-indigenous	Sept. / 2020	0	-	0		
Indigenous	Sept. / 2020	0	-	3853		
Peru	Sept. / 2020	0	-	1037		
Colombia	Sept. / 2020	0	-	56		
Ecuador	Sept. / 2020	0	-	506		
Brazil	Sept. / 2020	0	-	2254		
Other countries	Sept. / 2020	0	-	0		
Objective of the Activity or Mechanism:	Obj.1. Indigenous rights and economic interests incorporated into private and public sector development planning; Obj.2. Indigenous enterprises equitably and sustainably scaled to local, regional, and global markets.					
Date of last data quality analysis:	August 2021					
Narrative						
How the indicator relates to the Expected Result of the Activity	Quantifying the number of people receiving livelihood co-benefits from AIRR's intervention is one way to measure its impacts on human well-being, especially that of IP, which is the primary interest of the project's ToC. Increasing benefits, both monetary and non-monetary, is a key ingredient to ensure the sustainability of project outcomes while reducing pressure on natural resources. This indicator measures the impact of AIRR activities in terms of the number of people who have benefited from capacity-building related to livelihoods, technological innovation related to livelihoods, monitoring and advocacy with proved benefits on landscape sustainability (related to Objective 1), and in terms of increased profits of indigenous enterprises/businesses					

	(Objective 2).
Analysis of the current and future performance of the indicator	The actual performance achieved for the indicator exceeds the projected target thanks to the inclusion of indigenous enterprises' partners as people benefited by business strengthening. This benefit could be direct (training) or indirect due to business strengthening. It should be noted that the people in the training of indigenous enterprises are not counted, since they are included in the count of the partners. Women benefiting from FIMA and their families are also counted. Additionally, other people who were not counted benefited: • In Brazil, 262 people benefited from the care of the territory (indigenous territorial monitoring) and from the support in the collection of Brazil nuts, however, these were not included in the count because this population of the Apiaká do Pontal and Isolados Indigenous Territory was already counted in FY 2021. • Additionally, a large number of people was benefited from other project support but were not counted in this indicator because they did not have a direct relationship with livelihoods or with actions that have proven their contribution to sustainability at the landscape level. Among these additional benefits are: a) people benefited from training other than indigenous enterprises (not counting families); b) people benefited from technological improvements and internet access in their communities. c) IPs benefited from having been contracted to implement project activities (not counting families). This is a standard USAID indicator and one of the guidelines for the indicator to be comparable with other projects, is to use the data of the number of people per family in the area, and accordingly, include in the count the relatives who benefit from the assistance received by a family member (4.6 average of people per family for the Amazon region according to FAO). Given the progress on this indicator, we do not need to make changes to the methodology for FY 2023. We hope to achieve and even exceed the projected goals if indigenous territorial monitoring achieves verifiable land protection outcomes and thus continue the project's positive impact on people in terms of livelihood benefits.
Explanations	
Deviation	Actual performance achieved exceeds by more than 10% the projected goal thanks to the inclusion of indigenous enterprises' partners as people benefited by business strengthening. This methodology was recently used and had not been considered when projecting targets. For the calculation of the projection we had only included people trained in business issues, however, the detailed analyses led us to include all partners because business improvement implies a benefit for them.

Indicator data						
Indicator code:	AIR05 [EG 13-1]					
Indicator name:	Number of people trained in sustainable landscapes supported by USG assistance					
Type of indicator:	Standard					
Indicator values	Baseline Date (MM/YYYY)	Baseline Value	FY 2022 Goal	FY 2022 Result	FY 2023 Goal	FY 2024 Goal
	Dec 2020 (Col, Ecu, Per) and May 2021 (Bra)	1569	300	794	150	50
Male	-	-	-	443	-	-
Female	-	-	-	351	-	-
Non-indigenous	-	-	-	59	-	-
Indigenous	-	-	-	572	-	-
Peru	Dec 2020	959	-	408	-	-
Colombia	Dec 2020	153	-	33	-	-
Ecuador	Dec 2020	249	-	123	-	-
Brazil	May 2021	208	-	221	-	-
Other countries	May 2021	0	-	9	-	-

Belonging to an IPO	-	-	-	622	-	-
Objective of the Activity or Mechanism:	Obj.1. Indigenous rights and economic interests incorporated into private and public sector development planning; Obj.2. Indigenous enterprises equitably and sustainably scaled to local, regional, and global markets.					
Date of last data quality analysis:	The first data quality analysis (DQA) that includes this indicator: August 2021.					
Narrative						
How the indicator relates to the Expected Result of the Activity	The relevance of the indicator <i>Number of people trained in sustainable landscapes supported by USG assistance [EG.13-1]</i> in the AIRR project, is based on the need to foster capacity-building processes to empower Indigenous Peoples with knowledge about their rights and the skills, tools, as well as the access needed to assert those rights. It also focuses on strengthening mechanisms to advocate for community development and capacity building for indigenous enterprises. With these approaches the indicator contributes to Objective 1 "Indigenous rights and economic interests incorporated into private and public sector development planning" by strengthening advocacy skills; and to Objective 2 "Indigenous enterprises equitably and sustainably scaled to local, regional, and global markets" by strengthening the entrepreneurial and development capacities of communities in a sustainable manner. Strengthened partners will continue to implement relevant interventions after AIRR support has ended.					
Analysis of the current and future performance of the indicator	The performance achieved for this indicator in year three of the project exceeds by 10% the goal projected in the FY 2022 work plan, because, within the framework of project's adaptive management, capacity building is becoming increasingly important and processes were multiple in four main topics: 1. Governance: eight courses or training programs, two in Brazil, one in Colombia, one in Ecuador, three in Peru and one at the regional level. In total, the capacities of 163 people (82 women and 81 men) were strengthened. 2. Organizational strengthening: eight courses, three in Brazil, two in Colombia, two in Ecuador and one in Peru. In total, the capacities of 70 people (33 women and 37 men) from various indigenous organizations partner were strengthened on organizational management issues. 3. Indigenous Territorial Monitoring: four courses, one in Brazil, two in Peru and one at the regional level. In total, the capacities of 113 people (15 women and 98 men) were strengthened. 4. Business strengthening: 20 courses on various topics related to business strengthening, including personalized advice according to the needs of each IE supported by the project. Four courses in Brazil, four in Colombia, seven in Ecuador and five in Peru for a total of 448 people (221 women and 227 men) with strengthened entrepreneurial skills.					
	In FY 2023 we hope to continue advancing in a similar way, combining virtual and face-to-face spaces in training courses. This goal achieved allows us to get closer to achieving the objectives of the project more quickly.					
Explanations						
Deviation	The performance achieved for this indicator in year three of the project exceeds by more than 100% the goal projected in the FY 2022 work plan, due to the fact that we increased training by incorporating new capacity building topics not initially included in the goal projection. Such is the case of the trainings on Environmental and Social Safeguards for Indigenous Enterprises in Peru, which were attended by more than 200 people.					

Indicator data						
Indicator code:	AIR013 [CBLD-9]					
Indicator name:	Percent of USG-assisted organizations with improved performance					
Type of indicator:	Standard					
Indicator values	Baseline Date (MM/YYYY)	Baseline Value	FY 2022 Goal	FY 2022 Result	FY 2023 Goal	FY 2024 Goal
	Sep 2020.	0	62%	26%	85%	85%

Numerator	Sep 2020.	0	20	9		
Denominator	Sep 2020.	0	32	35		
Education (higher education, secondary, primary)	-	-		-		
Research institutions (non-degree granting)	-	-		-		
Cooperative	Sep 2020.	0	27	5		
Producer group (informal, unregistered group of producers who aggregate product to access markets)	-	-		-		
Faith based organizations	-	-		-		
Governmental agencies (at the national or sub-national levels)	-	-		-		
Health Service Delivery Sites	-	-		-		
Private sector firms	-	-		-		
Non-governmental and not-for profit organizations	-	-		-		
Other (Indigenous People Organizations)	Sep 2020.	0	5	5		
Peru	Sep 2020.	0	8	1		
Colombia	Sep 2020.	0	8	6		
Ecuador	Sep 2020.	0	6	1		
Brazil	Sep 2020.	0	7	0		
Regional	Sep 2020.	0	1	1		
Objective of the Activity or Mechanism:	Obj.1. Indigenous rights and economic interests incorporated into private and public sector development planning; Obj.2. Indigenous enterprises equitably and sustainably scaled to local, regional, and global markets.					
Date of last data quality analysis:	The first data quality analysis (DQA) to include this indicator: August 2021					
Narrative						
How the indicator relates to the Expected Result of the Activity	To strengthen indigenous peoples' rights, it is necessary that we strengthen IPO capacities, along with the capacity and access to sustainable business development. Strengthened IPOs and IEs will continue to implement relevant interventions after USG support has ended.					
Analysis of the current and future performance of the indicator	Goal achieved is below the projected goal, however, if we analyze indigenous organizations and enterprises separately we can understand the reasons for this panorama: • 67% of the Indigenous Peoples Organizations (IPO) supported this year have a done performance measurement that allows validating their improvements. These organizations are: AIDSESP, OPIAC, OZIP and FEPOIMPT). The two organizations that are not counted to reach 100% are COIAB and CONFENIAE, but it is worth clarifying that they are not counted, not because they have not improved their performance, but because there have been delays in organizational diagnoses and therefore we do not have a measurement at the date of this report. COICA is not included in the count due to the lack of response regarding the progress of its diagnosis at the close of this report and given that the projection was to have diagnoses of 6 IPO in FY 2022. • 17% of the indigenous enterprises supported show significant progress in their performance. This percentage, although it seems low, has a reason: a large number of trainings were given in FY2022 and will see their result in FY 2023, once the enterprises apply the knowledge acquired and the measurements in their performance indexes can show the progress. The enterprises that show improvement from now on are five of the indigenous enterprises of Colombia (Econawa, Shinyak, Arte Colibrí, Bioincos and Centro					

	Etnoartístico Achalay) in which it was observed that they improved their performance in terms of the number of commercial partners and sales generated during the evaluated period.
	In FY 2023 we will strengthen performance measures (organizational diagnoses and business performance indicators) to have greater clarity on how performance gaps have been overcome in all the organizations with which the project works and thus measure the real progress of the work done.
Explanations	
Deviation (4000 character limit - minimum 1000 characters)	The target achieved in this indicator is below the projected target by more than 10% due to two factors: On the one hand, the work to strengthen the IEs advanced a lot in FY2022 but is still recent and in process and we hope that in FY 2023 this strengthening will be reflected in a concrete increase in performance measures through concrete indicators such as number of jobs, or income, among others. On the other hand, although we work with many Indigenous Organizations, it has been a challenge for the project to measure the performance of the organizations. Some of them feel prevented from being measured or do not see a concrete use. We hope that in FY2023 we will be able to overcome these difficulties and take advantage of organizational diagnostics to measure the performance gaps of the organizations we work with.

Indicator data						
Indicator code:	AIR014 [PS.2]					
Indicator name:	Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives					
Type of indicator:	Standard					
Indicator values	Baseline Date (MM/YYYY)	Baseline Value	FY 2022 Goal	FY 2022 Result	FY 2023 Goal	FY 2024 Goal
	May 2022	0	27	31	32	32
Disaggregations:						
For-profit commercial entities (excluding financial enterprises and social enterprises)	May 2022	0		6		
Private financial enterprises (excluding social enterprises)	May 2022	0		2		
Private social enterprises	May 2022	0		0		
Corporate foundations and corporate philanthropic entities	May 2022	0		0		
Private grant-making foundations	May 2022	0		0		
Business, Trade and Industry Associations (including Chambers of Commerce)	May 2022	0		0		
Private Cooperatives	May 2022	0		23		
Other	May 2022	0		0		
US-Based	May 2022	0		2		
Host Country-Based	May 2022	0		29		
Third Country-Based	May 2022	0		0		
Large (100+ employees)	May 2022	0		7		
Medium (50-100 employees)	May 2022	0		3		
Small (10-50 employees)	May 2022	0		14		
Micro (less than 10 employees)	May 2022	0		7		

Objective of the Activity or Mechanism:	Obj.1. Indigenous rights and economic interests incorporated into private and public sector development planning; Obj.2. Indigenous enterprises equitably and sustainably scaled to local, regional, and global markets.
Date of last data quality analysis:	The first data quality analysis (DQA) has not been performed because this indicator was incorporated in May 2022.
Narrative	
How the indicator relates to the Expected Result of the Activity	Among expected results of AIRR project are: a) on one hand, the impact of political advocacy of IPO on the private sector, especially the extractivist sector; and b) on the other hand to strengthen capacity and access to sustainable indigenous business development. This indicator allows us to measure the relationship with the private sector, either in terms of impact of the incidence, or in the partnership to support sustainable economic activities of indigenous peoples. Indigenous enterprises that demonstrate a contribution to the objectives of the memorandum of understanding formed with AIRR and the new private sector companies involved each year, both those that support the IE, as well as financial institutions or companies that incorporate indigenous priorities or good practices, are considered here as part of the private sector. safeguards and indigenous rights thanks to AIRR's actions.
Analysis of the current and future performance of the indicator	Current performance of this indicator exceeds the projected goal and brings us closer to the end-of-project goals. On one hand, the 29 indigenous enterprises supported by the project have committed to working towards sustainable development that provides economic benefits for communities, thus reducing the likelihood of them getting involved in activities with a high environmental impact such as extractive activities. The 29 Ventures are: 1. Frutiawajún S.A.C. 2. Esperanza Natural Forest Management Association (ABNME) 3. Shipibo Konibo Xetebo Multi-Service Cooperative (KOSHICOOP) 4. Association of Producers of Medicinal Plants Ampik Sacha 5. Choco Warmis Organized Women's Association 6. Nuwas Forest Association 7. Social Association of Artisanal Fishermen of Paiche Puitsatawarakana Kukama (Aspappuku) 8. Association of Charapi Women Producers of the Musakarusha Native Community - Pastaza River 9. Kemito Ene Producers Association 10. Madre de Dios Indigenous Forest Association - AFIMAD 11. Comaiji 12. Econawa 13. Achalay Ethno-Artistic Center 14. Bioincos (former Amazon of Colombia) 15. Art Hummingbird Crafts 16. Shinyak Association 17. Andi Wayusa 18. Shuar Cultural Center Association 19. Association of Women Cyofans of Dureno SOKU 20. Challuwa Mikuna Association 21. Ila Kucha Community Tourism Center 22. Community Reservoir El Pilchi Lodge and Mandi Wasi 23. Munduruku Institute 24. Associação Indígena Kawaiwete 25. Cooperativa de Produção e Desenvolvimento do Povo Indígena Paiter Suruí (COOPAITER) 26. Associação Bebô Xikrin do Bacajá - ABEX 27. Associação Indígena Xavante Ripá de Produtividade e Etnodesenvolvimento - AIRE 28. Karajá House of Culture 29. Associação de Moradores Agroextrativista e Indígenas do Tapajós - AMPRAVAT On the other hand, the leverage of private sector funds for two of these IE was achieved through two private investors who granted grants/loans during the current fiscal year: 30. Sall Family Foundation 31. Beneficial Returns

	We hope to continue in FY2023 with the actions to strengthen the 29 IE and increase the number of private investors who support them.
Explanations	
Deviation	The result of the indicator exceeds by 14% the projected goal thanks to the fact that all the 29 IE supported by the project managed to continue with business strengthening and increasingly commit to sustainable business development. Additionally, it was possible to leverage funds from financiers for two of these IE, a goal that we only expected to achieve in FY 2023, thus anticipating the fulfillment of the expected results of the end of the project.

Annex 4. Virtual Learning Library (BiVA)

This FY 2022 we produced ten new BiVA cards:

June 2022

Good Practices and Lessons Learned
in the context of Indigenous Economic Initiatives

Contributed by
OPIAC, NESST and WWF Colombia

BiVA - Virtual Learning Library / Good Practices 5

Good Practices

Guarantee the ongoing participation of the local or regional indigenous organization where processes are being carried out to convene, select, and support indigenous economic initiatives.

This is one way to ensure that these initiatives are aligned with the political and strategic agenda of the organizations. When we make sure that the initiatives have the necessary support, we can avoid or manage conflicts that may arise during the selection and support processes.

Amazon Indigenous Rights and Resources (AIIR)

USAID FROM THE AMERICAN PEOPLE DAR PERIODO AMBIENTE Y RECURSOS NATURALES NESST COICA AIDESEP OPIAC Organización Nacional de los Pueblos Indígenas de la Amazonia Colombiana ICV Instituto Centro de Vida OPAN 50 AÑOS IPAM WWF

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November 2021

EGIDA
School for Indigenous Governance and Amazon Development, by AIDESEP

BiVA - Virtual Learning Library / Good Practices 4

Good practices inspired by EGIDA
School for Indigenous Governance and Amazon Development, by AIDESEP

Flexibility

To carry out the training program and its complementary activities, EGIDA developed an effective strategy to address difficulties related to technology, connectivity, and Internet access that were encountered during the pandemic.

This strategy involved striking a balance between planning and flexibility. This flexibility was applied in various ways to facilitate the training process:

- Combining the teaching format so that sometimes students and teachers are connected at the same time (synchronous classes) and others allow students to access class materials at their own pace and time (asynchronous classes).
- Class schedules were coordinated with students to take into account their day-to-day lives, understanding that some of them are mothers or have household chores or responsibilities that do not allow them to connect.
- We made it viable to reorganize activities. Rigid scheduling, not open to change, would likely have resulted in eliminating courses altogether because they could not have been carried out within the scheduled time. Instead, there was flexibility and openness to postpone, extend, or scale back activities. This allowed these courses to be carried out differently than planned, while still meeting the goal of serving the participants in their training process.

Karla Zafra
Apoyo pedagógico EGIDA

Amazon Indigenous Rights and Resources (AIIR)

WWF All In for Development DAR PERIODO AMBIENTE Y RECURSOS NATURALES NESST COICA AIDESEP OPIAC Organización Nacional de los Pueblos Indígenas de la Amazonia Colombiana ICV Instituto Centro de Vida OPAN 50 AÑOS IPAM WWF USAID FROM THE AMERICAN PEOPLE

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Good practices inspired by EGIDA

School for Indigenous Governance and Amazon Development, by AIDESEP

Co-creating concepts

- It is important that during the training sessions we dedicate time and space to work together, in a horizontal way, to develop the key concepts related to each topic.
- We try to keep in mind that each participant has his or her own valid way of understanding the concepts from his or her individual and collective experience.
- In the context of EGIDA's teaching and learning process, working together to develop concepts such as government, governance, leadership, development, communications, politics and indigenous economy has proven invaluable. It has reinforced the students' sense of ownership of the shared knowledge and their recognition of its relevance.



From the inside out and the outside in

EGIDA's educational approach involves beginning the reflection on each thematic module from the students' perspectives, from the problems that their communities and organizations experience. They analyze and seek solutions to difficulties in their territories from different perspectives. One way of enriching this critical perspective has been through seminars with international guests, who have contributed ideas from a global perspective to the analysis of the students' own context.

Karla Zafra
Educational support EGIDA

Illustration, Design and Layout: Renique Calder

Amazon Indigenous Rights and Resources (AIRR)



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June 2022



Good Practices and Lessons Learned
in the context of Indigenous Economic Initiatives

Contributed by
OPIAC, NESST and WWF Colombia

BiVA - Virtual Learning Library / Lesson 15



Three things that should never be done:

1.

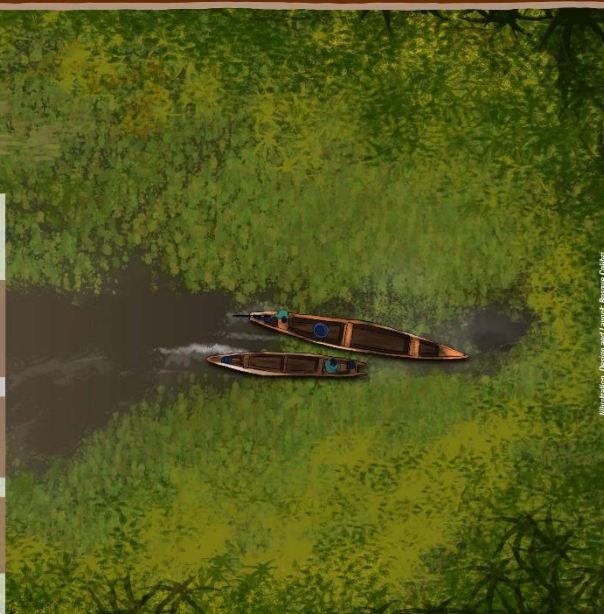
Do not leave the initiative without support, yet at the same time, avoid generating dependency. Seek the independence of the supported initiatives.

2.

Do not promote businesses or activities that violate human rights or that are related to illegal actors or activities.

3.

Do not promote the commercialization of traditional elements with spiritual significance, such as ceremonial plants or visits to sacred sites.



Illustration, Design and Layout: Renique Calder

Amazon Indigenous Rights and Resources (AIRR)



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Key aspects for a successful mentoring process:

Once the economic initiatives to be supported have been selected, the support or mentoring process must guarantee the following:

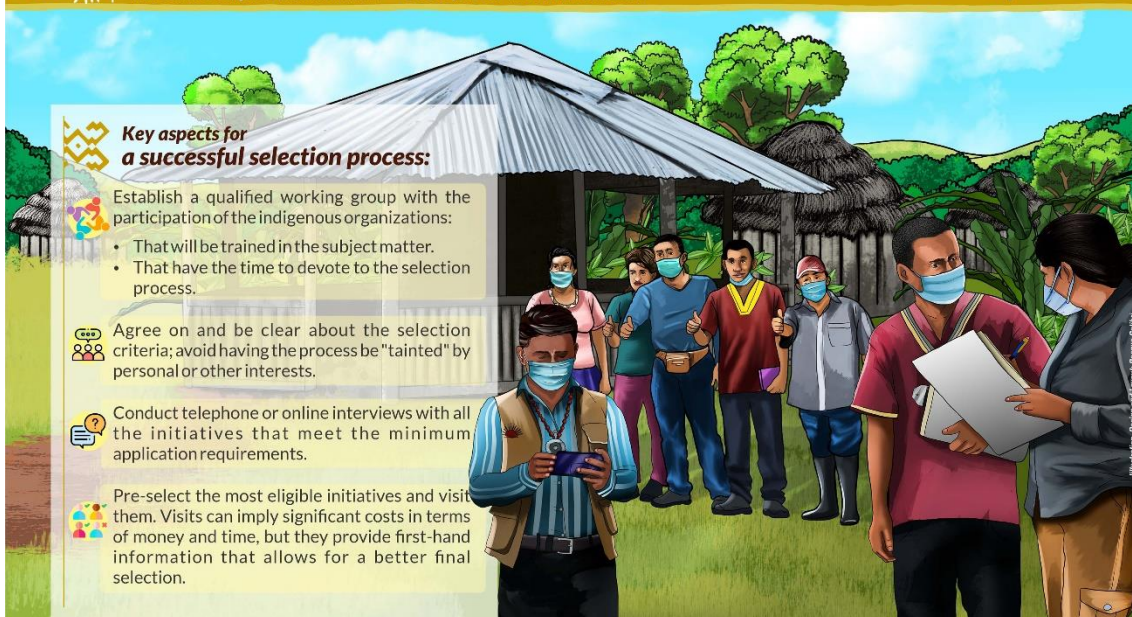
-  Mentoring must be comprehensive: technical, organizational, political, financial, and administrative.
-  It must involve the regional and community organizational structures where the economic initiative is based.
-  The mentoring team must have mechanisms and tools to resolve conflicts from the outset; and be prepared to detect if conflicts arise between communities, villages, families, or organizations in relation to the economic initiatives and have the ability to manage them.
-  Clarify from the beginning that the mentoring process has a defined duration and an assigned budget. This must be jointly planned with clear objectives and timelines; detailed investment budgets; and clear procurement and contracting processes.

Illustration: Design and Layout: Biquini Colibri

Amazon Indigenous Rights and Resources (AIRR)



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Key aspects for a successful selection process:

-  Establish a qualified working group with the participation of the indigenous organizations:
 - That will be trained in the subject matter.
 - That have the time to devote to the selection process.
-  Agree on and be clear about the selection criteria; avoid having the process be "tainted" by personal or other interests.
-  Conduct telephone or online interviews with all the initiatives that meet the minimum application requirements.
-  Pre-select the most eligible initiatives and visit them. Visits can imply significant costs in terms of money and time, but they provide first-hand information that allows for a better final selection.

Illustration: Design and Layout: Biquini Colibri

Amazon Indigenous Rights and Resources (AIRR)



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Key aspects for a successful call for proposals:

-  Develop a database of the indigenous economic initiatives that exist in the territories.
-  Ensure the requirements for participation in the call for proposals are clear from the beginning and appropriate for the context. They must include a request for endorsement from the relevant indigenous authority(ies).
-  Ensure the language and channels used to promote the call for proposals are appropriate for diverse audiences (women, adult men, youth from different indigenous groups) as well as for those with different levels of access to information (radio, posters, WhatsApp, Facebook, among others).
-  Once the call for proposals is launched, there must be regular follow-up.
-  Indigenous and ally organizations' support teams must have a good understanding of the application process and manage the necessary information to provide guidance to those who want to present their initiatives.



Amazon Indigenous Rights and Resources (AIRR)



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What should be taken into account when conducting online or face-to-face trainings with indigenous peoples?



We must first identify participants' technical and technological limitations, as well as their living conditions (How far do they have to travel? Can they access the internet? Do they have access to a computer?).

In cases where the participants are leaders who have other responsibilities, there should be flexibility in terms of schedules, methods, and activities. Homework assignments do not work due to packed schedules, so assignments should be developed into "in-class" exercises.

Training courses should have a maximum duration of 6 months. If the process is prolonged for too long, it may lead to participants having more and more activities and responsibilities that interfere with the training.

Attention and energy should be focused on those who actively participate in the classes, instead of trying to "retain" people who are unmotivated to participate, especially when the conditions for their participation have been met.

Karla Zafra
Educational support EGIDA

Amazon Indigenous Rights and Resources (AIRR)



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November 2021
Lessons Learned from EGIDA
School for Indigenous Governance and Amazon Development, by AIDESEP
BiVA - Virtual Learning Library
Lesson 10
Learning from virtuality

Online training processes need simple procedures to improve interaction among the students and EGIDA staff

WhatsApp, email, and Zoom worked well for meetings with facilitators. It was also useful to have storage space for videos and materials to use if a student could not connect to the classes. In contrast, Google Classroom did not work well because students' cell phones and computers did not have the necessary capacity and because several participants were unfamiliar with the platform.

Karla Zafra
Educational support EGIDA

Amazon Indigenous Rights and Resources (AIRR)
WWF, All In for Development, DAR, DERECHO AMBIENTE Y RECURSOS NATURALES, NESST, COICA, AIDESEP, OPIAC, Instituto Centro de Vida, ICV, OPAN 50 AÑOS, IPAM, USAID

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November 2021
Lessons Learned from EGIDA
School for Indigenous Governance and Amazon Development, by AIDESEP
BiVA - Virtual Learning Library
Lesson 9
Learning from virtuality

Financially supporting participatory action-research training projects motivates students and allows them to strengthen connections with their organizations.

From EGIDA grants were awarded to a group of students from each of the participating indigenous organizations to carry out a specific project within the scope of the Research and Practice course.

This experience was of great educational value and allowed the students to strengthen and put into practice their skills and strengthen ties with their organizations.

The following two elements should be improved for the next edition:

- It is important that the projects are incorporated into the planning of the training course so that there is consistency between the focus of the project and the contents covered in the course.
- The exercise of budgeting, managing funds, and accountability should be integrated into the course, so that it becomes part of the training and does not become a burdensome task for all those involved.

Karla Zafra
Educational support EGIDA

Amazon Indigenous Rights and Resources (AIRR)
WWF, All In for Development, DAR, DERECHO AMBIENTE Y RECURSOS NATURALES, NESST, COICA, AIDESEP, OPIAC, Instituto Centro de Vida, ICV, OPAN 50 AÑOS, IPAM, USAID

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Annex 5. Success stories

Course led by three of the largest Indigenous Organizations in Brazil will be held in Alta Floresta (MT)



©ICV

An important step was taken to begin training managers of indigenous organizations. More than 40 representatives of indigenous organizations from Pará and Mato Grosso gathered in Cuiabá (MT) for the introductory seminar of the course “Strengthening the Management Skills of Indigenous Leaders.” Classes are scheduled to start in Alta Floresta in Q2 FY 23.

Both the seminar and the course are initiatives led by the Coordination of Indigenous Organizations of the Brazilian Amazon (COIAB, in Portuguese), the Federation of Indigenous Peoples and Organizations of Mato Grosso (FEPOIMT, in Portuguese), the Federation of Indigenous Peoples of Pará (FEPIPA, in Portuguese), and Life Center Institute (ICV, in Portuguese), in partnership with the Federal Institute of Mato Grosso (IFMT, in Portuguese)-Alta Floresta campus and with the support of WWF Brazil and USAID, through the AIRR project.

For Crisanto Rudzö Tseremey'wá, president of FEPOIMT, training helps the organizations achieve greater autonomy. Classified as “initial and continuing training,” the course is organized to bring students up to date and improve their abilities with regards to their productive and social lives, including timely and efficient responses to market demands. *“The course Strengthening the Management Skills of Indigenous Leaders will prepare students to participate and compete in many kinds of public bidding processes and thus make an impact in protecting their people and territories.”*

Deroní Mendes, coordinator of the ICV Socio-Environmental Rights Program, explained that the course will benefit 20 indigenous organizations from Pará and Mato Grosso, with two slots per organization. In all, 40 students will be trained. *“The course is divided into five modules of five days each and learning content will range from organization formation to project development and implementation to legislation and other topics. The process will provide a leap forward in the way these organizations can advance in their work.”*

During the seminar, participants validated the educational plan and finalized preparations for the five modules. These include the situation of Indigenous Peoples and their organizations, as well as their structure and sustainability and the development and negotiation of community-based projects, among others.

All produced for Indigenous Peoples and by Indigenous Peoples, said Puyr Tembê, president of FEPIPA. *“For FEPIPA, this is the first time we've participated in the construction of an educational plan. This is innovative and necessary for people who are vulnerable because of public policies.”*

The need to strengthen these organizations' management skills is longstanding, said Toya Manchineri, COIAB's political advisor. *"When the first associations began to emerge, we tried to create cooperatives, but the bottleneck was always management because not everyone understands how the government works, so this course meets a real need; organizations will be able to work safely and transparently, creating partnerships that believe in these collectives and the people they represent."*

These organizations comprise Indigenous Peoples who work for a common goal, providing services to the community to improve its social, environmental, economic, and cultural aspects.

Discovering the means and tools that enhance organizational activities is an ongoing process that will be reinforced by the "Strengthening the Management Skills of Indigenous Leaders" course.

Read more at: <https://www.icv.org.br/2022/07/curso-liderado-por-tres-das-maiores-organizacoes-indigenas-do-brasil-sera-realizado-em-alta-floresta-mt/>

Women take the lead in diploma course to strengthen indigenous governance in the Amazon

Since 2017, the Capacity-Building Program on Indigenous Territorial Governance (PFGTI) has been working to strengthen the capacities of indigenous communities in Putumayo. For its third cohort, 21 women from various indigenous groups participated and strengthened their capacity to protect their territories.



©Luisa Ortiz / WWF Colombia

Since becoming an indigenous leader, Diana Patricia Piaguafe has wanted to support the female heads of household in her territory; many of them have been affected by forced displacement, armed conflict, and territorial disputes caused by illegal activities, fossil fuel exploitation, and coca crop expansion. In fact, the indigenous reserve where she lives, Piñuña Blanco, on the banks of the Putumayo River, is one of the regions most affected by these threats in Peru.

Diana has several ideas to help improve the living conditions of the women in her territory. For example, she dreams of implementing a project on the use and transformation of medicinal plants to develop cosmetic products. *"This way, I could involve and help many women from the reserve who need to earn a living to support their families,"* she said.

She is one of the 21 indigenous women who are part of the third cohort of the PFGTI. This program—started in 2017 by WWF Colombia, the Putumayo Indigenous Zonal Organization (OZIP), the National Organization of the Indigenous Peoples of the Colombian Amazon (OPIAC), and the Putumayo Technological Institute—seeks to strengthen the capacities of the department's indigenous communities so they can protect their territories and address their socio-environmental problems.

Currently, around 29 students from the Siona, Inga, Koreguaje, Kamentsá, and Murui indigenous groups are participating in the training program; most of these are women who seek to continue empowering themselves as leaders, which contributes to reducing the gaps in education and political representation between men and women.

"We have learned a lot of important things in this program, for example, how to conduct participatory research to strengthen the knowledge of our communities and our own projects. It is important to learn how to do these things and, above all, to show our communities that this work is important and that it's possible to do it," added Diana.

This year, the training program is continuing with its third group of students with the support of USAID and WWF through the AIRR project; it aims to continue strengthening these communities—via dialogue between their cultural knowledge and that of Western culture—on issues such as indigenous territorial governance, the indigenous economy, communications, and political advocacy.

To implement this third year, the program has had to overcome several difficulties, such as having to plan and implement it during the COVID-19 pandemic. Nevertheless, new strategies, including a

methodology combining in-person meetings with virtual follow-ups, and new tools, like the online platform *Google Classroom* for interacting virtually with students, have allowed the program to continue. Thus far, the third cohort has had two in-person meetings as well as in-person advisory visits, during which students have made progress on research projects that use their own knowledge to contribute to solving socio-environmental problems in their territories. The program will have three more in-person meetings from now until its finalization in June 2023.

Comaiji: an indigenous enterprise based on the knowledge of the Murui-Muina Indigenous Peoples

Thirteen families are involved in this enterprise, focused on the use of oil extracted from the fruit of the milpes palm, which has been part of their ancestral knowledge for generations. Strengthening of the enterprise is progressing with the Amazon Indigenous: Right and Resources project support.



©Sebastián Galvis Forero / WWF Colombia.

The Comaiji group, comprised of families of the Murui-Muina Indigenous Peoples, dreams of utilizing its ancestral knowledge of milpes oil to benefit their own and other peoples' health and find income-generating alternatives in their territory. Its members, led by the community's grandmother, started the indigenous enterprise (IE) with the support of OZIP's "Mother Earth" project. IE members adapted a plant for oil extraction to improve yields; they then used the resulting oil, extracted via artisanal methods, for self-consumption and sold the surplus on the national market.

Since the end of 2020, Comaiji has been part of the IEs strengthened with USAID and WWF's support through the Amazon Indigenous: Right and Resources project (AIRR). The IE has improved the social fabric and knowledge among its members through activities such as a workshop held on August 12 in the Monaide Jitoma community on the banks of the Putumayo River.

In this workshop, 13 members of Comaiji met to share lessons learned about their craft, which served as a step toward strengthening their collective work and improving their IE. They also learned more about ancestral practices, such as Murui songs, during the oil extraction process from one of the elders of the community.

Furthermore, workshop attendees learned to appreciate the knowledge involved in each step of oil extraction, which they did together as a team. The process begins with the harvesting of the milpes palm fruit: the Murui-Muina people climb the palms, remove the fruit bunches, and then take them to the community to let them ripen for six to eight days. Once ripe, the oil extraction process begins: the fruit is submerged in hot water for 15 minutes and then crushed with a wooden mallet; the seed is then separated from the pulp using a sieve. The pulp is cold pressed using a long, thin mat and goes through a decanting process in which the water is separated from the oil. This is then put in a wood-burning stove to be refined, after which it is filtered and left to cool. This arduous process results in milpes oil.

During the workshop, oil samples were collected to analyze their components and determine the best way to use the oil. For Johanna Guerrero, workshop facilitator and part of the WWF Colombia AIRR team, this event was key for transmitting ancestral and spiritual knowledge on the use of the milpes palm fruit, which allows an ancestral practice of the Murui people to endure. It also provided the members of Comaiji the opportunity to reflect on teamwork and the responsibility involved with sustaining the economic initiative they have chosen.

Women defending their rights and the conservation of their territories: female community paralegals in the Amazon



Female Community Paralegals in the Amazon | ©WWF Ecuador

In commemoration of International Women's Day, WWF Ecuador recognized the importance of women's participation in biodiversity conservation, in the fight against climate change, and for sustainable development. This year, the contribution of women and girls from all over the world who are leading efforts of response, mitigation, and adaptation to climate change, reducing biodiversity loss, and defending the rights of people and nature to build a more sustainable future for all was highlighted.

Mayra Ponce, 29, a Siona indigenous woman from Ecuador's northern Amazon region, is a community paralegal. Together with 11 other women and 12 men from multiple indigenous groups, she completed the training process on rights and territories in September 2021.

The Community Paralegal program, implemented by WWF and CONFENIAE with the support of Ecolex, involves training, research, and action in the theoretical and practical management of laws concerning Indigenous Peoples' collective rights in relation to infrastructure projects. Through this process, young people have the opportunity to support their organizations in legal processes and to strengthen their indigenous communities.

"I was happy when I was chosen for the paralegal course; I knew it was an opportunity. To give back what I learned to the community, I had to ask permission from the elders. I got very nervous and was shaking, but I remembered what they taught us in the gender workshop about our rights and that we are not alone. I worked up the courage, and, although I was trembling, I spoke. I never imagined that they would congratulate me. The elders told me that they were proud of me and that they wanted me to continue studying and helping the women in my community. I cried a lot, I couldn't hold it in, it gave me joy. Now, I'm a paralegal, and I want to continue disseminating information and helping Siona women understand their rights."

One cross-cutting theme of the program is the focus on gender, aimed at improving women's participation and exercise of rights in indigenous organizations and communities.

"I was a very young mother, like most women in my community. [...] In my indigenous community, women don't speak in assemblies, and we're not allowed to address the Council of Elders. [...] We are already changing this [...]"

Through paralegal training, young people have access to opportunities to support their communities in defending their rights, as well as their own personal and professional growth. The UN's theme this year for International Women's Day is "Gender equality today for a sustainable tomorrow," which aims to promote the leadership role of women and girls for a just transition toward models of society that are more resilient, low-carbon, and respectful of natural cycles. Participation and leadership are

key, as they generate more effective climate actions and greater gender equality to explore both the opportunities and limitations regarding women and girls participating equally in environment-related decision-making. Without gender equality today, a sustainable and egalitarian future will remain out of reach.

Community paralegal training is part of the AIRR project implemented by WWF Ecuador. It is an example of applying the inclusive conservation approach, which respects human rights and seeks to strengthen leadership capacities of young people to achieve significant changes for the protection of the Amazon and Indigenous Peoples. Women's active and equal participation in decision-making is fundamental for efficient and sustainable conservation. Together it is possible!

Read more at: <https://www.wwf.org.ec/?375631/paralegalesmujeres>⁸⁰

⁸⁰ Article published in March 2022 as part of an institutional message for Women's Day.



Jakelina Sandoval, student in the second cohort of the EGIDA diploma course | ©Stephany Cadenillas/AIDSEP AIDSEP

Jakelina Sandoval is a student in the School for Indigenous Government and Amazonian Development (EGIDA) diploma course. After the initial online classes, she had to travel four days to meet her fellow professors and colleagues for the first in-person meeting. She is a young Secoya woman whose community is located on Peru's border with Ecuador and Colombia and who had to travel to Pucallpa (Ucayali) to reach the meeting.

She remembers her initial nervousness, wanting to make a good impression by speaking and presenting in classes. However, after eight months, this young woman became more confident. Jakelina was also juggling her diploma course studies with those at her regional university. Today, she is a young university student, a graduate of the EGIDA diploma course in governance, advocacy, and political communication, and on her way to being an outstanding leader for her people.

In addition to Jakelina, 12 other students are part of the second graduating class of the EGIDA diploma course, which has a total of 23 graduates. Most of the female students, and their male classmates as well, traveled several hours, even days, to participate in the in-person classes, but not before ensuring their tasks in the communities and families were taken care of.

“To attend the classes, I had to organize my childcare responsibilities with my husband, as well as those related to my enterprise,” said Lluli Chávez, representative of San Martín, who is also a partner in the Chocowarmis IE and participated in different fairs and events while attending online classes.



Women graduates during the closing ceremony of the second EGIDA diploma course in Tarapoto last August | ©AIDESEP

Women and student mothers

Sexism still exists in Amazon communities; thus, female student participation would be impossible without the School's policy to guarantee equal participation of men and women. In this way, EGIDA sought to contribute to strengthening more women leaders to facilitate their later involvement in communal-level decision-making and in their representative organizations.

Being a mother should not impede participating in urban or rural training. Understanding some students' complicated situations, the EGIDA team gave them the option of traveling with their children and set up a nursery to care for them while the mothers were in class. Marie Flores, representative of Loreto, said that the option of taking her son to class enabled her to continue her education and to later share what she learned with the community.

These indigenous women are leaders representing their communities and organizations who, through their active participation in online and in-person diploma course classes, created bonds of companionship and made their voices heard so that their ideas and proposals are considered.

About EGIDA

EGIDA is an initiative of AIDESEP that, since 2020, develops academic courses aimed at strengthening indigenous leaders' capacities through diploma courses in governance, advocacy, and communication, as well as specialized courses on the Amazonian indigenous reality, governance, leadership, and rights. EGIDA is supported by USAID and WWF Peru through the AIRR project.

Annex 6. Capacity-building of Indigenous Enterprises:

PERU	
Overview:	During FY 2022, training workshops were carried out for the legal, accounting, and financial modules, totaling 29 theory-focused sessions and 438 personalized mentoring sessions of two hours each. In the legal module, eight theory sessions and up to eight personalized mentoring sessions were delivered to each IE; in the accounting module, 11 theory and up to eight personalized sessions were delivered; and in the finance module, 10 theory and up to eight personalized sessions were delivered.
Comments/Observations	The IEs have started applying the tools provided during trainings. Now, every IE understands the importance of managing their information in an orderly and detailed manner. Personalized mentoring has made it possible to strengthen the foundations for IE management, as well as: a) verify each IE's legal status, bringing it into compliance when necessary; b) assure IEs understand the importance of information in financial statements and how to calculate it, and; c) confirm that IEs incorporate revenue, expense, unit cost, and inventory control tools into their regular administration activities. Further, each IE's team has identified responsibilities among its members and, in cases where they were not clearly defined, they assigned recording and accounting/financial information management tasks. This is a significant progress because it provides organization based on people's skills and responsible parties for administrative activities are clearly defined. Although online training sessions' participation records do not always reflect the full participation of all team members, we can confirm that IEs are using these tools to improve their operations. IEs' participation in activities has been difficult at times owing to operational and commercial responsibilities, particularly for enterprises with small teams. Moreover, we have seen a decrease in IE participation in training activities, due to weather conditions and related connectivity problems. Absences from online trainings have persisted due to health problems, possibly related to COVID-19.

Peru	
Category I (Up to \$10,000)	
IE Name	Cooperativa de Servicios Múltiples Shipibo Konibo Xetebo (KOSHICOOP) (Shipibo Konibo Xetebo Multi-Service Cooperative)
Sector	Agroforestry
Location/Ethnic Group	Ucayali, Pucallpa/Shipibo Konibo
Manager	Male
Strengthened Capacities⁸¹	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused sessions and eight personalized mentoring sessions; 32 hours total, 16 and 16, respectively. Six IE members participated, all men, of whom two participated in over 75% of all sessions; two men. 2. Accounting: 11 theory-focused and eight mentoring sessions; 38 hours total, 22 and 16, respectively. Four IE members participated, all men, of whom only one participated in more than 75% of all sessions, one man.

⁸¹ In Peru, WWF organized training activities for all 10 IEs on the implementation of social and environmental safeguards: 16 hours of training with participation of 213 members of the 10 IEs; 111 men and 102 women.

	3. Financial: 10 theoretical and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Four IE members participated, all men, of whom none met the minimum participation of 75% of all sessions. 4. Sales Narrative: two people trained in Chachapoyas, two men.
Results Achieved and Documents Developed	The following workshops were held to improve the IE's business model and strengthen commercial operations: - CANVAS for social enterprises and commercial management for customer identification. - Sales and business narrative workshop. The following activities were conducted regarding legal matters: - Identification of main corporate documents. Bylaw-, constitutional-, and modification-related elements. - Identification of main contractual needs. - Identification of contract elements, types of contracts, and contract creation. After completing mentoring sessions, the following accounting documents were developed: - Accounting costs, records, and books; financial statements; and taxes. Progress was also made related to the contribution margin and break-even point. - Sales and purchase record templates. After completing mentoring sessions, the following financial documents were developed: - Production cycle - Daily cash flow (start) - Product quality structure - Income statement (projection)
Financing and/or Mentoring	To date, the budgeted \$10,000 has been disbursed. The funds were used to pay for equipment and team fees.

Peru	
Category I (Up to \$10,000)	
IE Name	Asociación de Productores de Plantas Medicinales Ampik Sacha (Medicinal Plants Ampik Sacha Producers' Association)
Sector	Agroforestry, non-timber forest products
Location/Ethnic Group	San Martin, El Dorado/Kichwa
Manager	Female
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and seven mentoring sessions; 30 hours total, 16 and 14, respectively. Four IE members participated, two women and two men, of whom one participated in more than 75% of all sessions, one woman. 2. Accounting: 11 theoretical and eight mentoring sessions; 38 hours total, 22 and 16, respectively. Two IE members participated, two women, both of whom participated in more than 75% of all sessions. 3. Financial: 10 theoretical and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Two IE members participated, two women, both of whom participated in more than 75% of all sessions. 4. Sales Narrative: two people trained in Chachapoyas, two women.
Results Achieved and Documents Developed	The following workshops were held to improve the IE's business model and strengthen commercial operations: - CANVAS for social enterprises and commercial management for customer identification. - Sales and business narrative workshop. The following workshops were held to improve the IE's business management and strengthen its operations: Organizational chart, member roles, and SWOT.

	The following activities were conducted regarding legal matters: -Identification of main corporate documents. Bylaw-, constitutional-, and modification-related elements. -Identification of main contractual needs. -Identification of contract elements and types of contracts and example contract creation. After completing the mentoring sessions, the following accounting documents were developed: - Accounting costs, records, and books; progress in the preparation of financial statements and taxes. - Sales and purchase record templates. After completing the mentoring sessions, the following financial documents were developed: - Product inventory cycle - Cat's claw production cycle - Production cycle of aromatic plants - Tax calculation
Financing and/or Mentoring	To date, the total \$4,876 of funding has been disbursed.
Summary of implemented mitigation measures	Ampik Sacha made progress on the implementation of measures to minimize potential impacts. In September, the IE improved its partners' capacities in areas such as: 1. Stocking, receiving, and good practices for raw material processing in the plant. 2. Use of processing equipment and machinery (training provided by Agroideas, Takiwasi Laboratories, and the equipment and machinery supplier⁸²). 3. Safe use of electricity, good use of personal protective equipment (training by the Civil Defense of the Municipality of San José de Sisa). 4. Good manufacturing practices (taught by Takiwasi Laboratories). Through the Avanza Rural program, the IE included the use of composters in its processing plant (November 2022) and a training session on organic and inorganic solid waste management (March 2023) in its work plan.

Peru	
Category I (Up to \$10,000)	
IE Name	Asociación de Mujeres Organizadas Choco Warmis (Association of Organized Women Choco Warmis)
Sector	Agro-industry
Location/Ethnic Group	San Martín, Lamas/Kichwa
Manager	Female
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and eight mentoring sessions; 32 hours total, 16 and 16, respectively. Three IE members participated, two women and one man, of whom one participated in more than 75% of all sessions, one woman. 2. Accounting: 11 theory-focused and six mentoring sessions; 34 hours total, 22 and 12, respectively. Three IE members participated, two women and one man, of whom one participated in more than 75% of all sessions, one woman. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Three IE members participated, two women and one man, of whom one participated in more than 75% of all sessions, one woman. 4. Sales Narrative: two people trained in Chachapoyas, two women.

⁸² Acquired through the Agroideas competitive fund.

Results Achieved and Documents Developed	The following workshops were held to improve the IE's business model and strengthen commercial operations: - CANVAS for social enterprises and commercial management for customer identification. - Sales and business narrative workshop. The following workshops were held to improve the IE's business management and strengthen its operations: - Organizational chart and member roles. The following activities were conducted regarding legal matters: -Identification of main corporate documents. Bylaw-, constitutional-, and modification-related elements. -Identification of main contractual needs. -Identification of contract elements, types of contracts, and contract creation. After completing the mentoring sessions, the following accounting documents were developed: - Determination of accounting costs, records, and books; progress in the preparation of financial statements and taxes. Templates to record sales and purchases. After completing the mentoring sessions, the following financial documents were developed: - Balance sheet. - Updated product costs. - Records of income and expenses.
Financing and/or Mentoring	To date, \$7,000 of the budgeted \$10,000 has been disbursed. The funds were used to hire a manager, for product packaging, to purchase supplies (butter, cocoa beans), plant equipment (refrigerator, molds, trays), office equipment (laptop, projector, printer, desk), and land purchase. In addition, the shelling machine was repaired. The remaining balance can be verified in the administrative closure reports (AIDSESP).

Peru	
Category I (Up to \$10,000)	
IE Name	Asociación Bosque de las Nuwas (Nuwas Forest Association)
Sector	Tourism and related services
Location/Ethnic Group	San Martín, Rioja/Awajún
Manager	Female
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and seven mentoring sessions; 30 hours total, 16 and 14, respectively. Three IE members participated, three women, none of whom participated in more than 75% of all sessions. 2. Accounting: 11 theory-focused and six mentoring sessions; 34 hours total, 22 and 12, respectively. Two IE members participated, two women, none of whom participated in more than 75% of all sessions. 3. Financial: The IE did not participate in this module. 4. Sales Narrative: two people trained in Chachapoyas, two women.

Results Achieved and Documents Developed	The following workshops were held to improve the IE's business model and strengthen commercial operations: - CANVAS for social enterprises and commercial management for customer identification. - Sales and business narrative workshop. The following workshops were held to improve the IE's business management and strengthen operations: - Organizational chart and member roles. - Interpretive script to improve tourism services; association members reviewed the script in a workshop. The following activities were conducted regarding legal matters: - Development of mission, vision, and values statements. - Development of quality, integrity, and social responsibility policy. - Identification of main contractual needs. In terms of accounting, after completing the mentoring sessions, accounting books, fixed asset inventories, and supplies and/or stock inventory were assessed. The lack of accounting records was identified. After completing the mentoring sessions, templates to record sales and purchases were developed.
Financing and/or Mentoring	To date, the total amount of funding, \$6,842, has been disbursed. The funds were used for: administrator and president fees; consultancy for the development of an interpretive script; purchase of furniture for exhibiting handicrafts; and purchase of office equipment (laptop, printer, mobile phone). The remaining balance can be verified in the administrative closure reports (AIDSESP).
Summary of implemented mitigation measures	In September, Nuwas Forest Association made progress on implementing measures to minimize potential impacts, as follows: 1. They consulted association members on their interest in continuing to participate in the association and received training on social safeguards that emphasized gender and participation. Members' husbands also participated in awareness-raising talks to encourage their support of their wives. 2. Members have been improving their capacity to implement and maintain their plots of land with technical support from Takiwasi. 3. They reviewed the IE's activities during the communal assembly; the association also has a book of minutes that details the meetings, workshops, trainings, and agreements discussed in the assemblies. 4. Furthermore, the IE is planning to expand and improve its medicinal plant plots with funding from Avanza Rural. In November, Takiwasi will fund an internship for 17 members, who will exchange experiences with El Ampik Sacha.

Peru	
Category I (Up to \$10,000)	
IE Name	Asociación Social de Pescadores Artesanales de Paiche Puitsatawarakana Kukama (ASPAPPUKU) (Social Association of Artisanal Paiche Fishers Puitsatawarakana Kukama)
Sector	Sustainable fisheries and aquaculture
Location/Ethnic Group	Loreto/Kukama Kukamiria
Manager	Male

Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and five mentoring sessions; 26 hours total, 16 and 10, respectively. Three IE members participated, three men, none of whom participated in more than 75% of all sessions. 2. Accounting: 11 theory-focused and four mentoring sessions; 30 hours total, 22 and 8, respectively. Two IE members participated, two men, none of whom participated in more than 75% of all sessions. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Three IE members participated, all men, of whom one participated in more than 75% of all sessions, one man. 4. Sales Narrative: two people trained in Chachapoyas, one woman and one man.
Results Achieved and Documents Developed	The following workshops were held to improve the IE's business model and strengthen commercial operations: - CANVAS for social enterprises and commercial management for customer identification. - Sales and business narrative workshop. The following workshops were held to improve the IE's business management and strengthen its operations: - Organizational chart and member roles. The following activities were conducted regarding legal matters: - Identification of main corporate documents. Bylaw-, constitutional-, and modification-related elements. - Identification of main contractual needs. - Identification of contract elements and types of contracts and example contract creation. After completing the mentoring sessions, the following accounting documents were developed: - Determination of costs; progress was also made in the preparation of financial statements. - Templates for recording sales and purchases. After completing the mentoring sessions, the following financial documents were developed: - Production analysis. - Updated product costs. - Records of Income and expenses.
Financing and/or Mentoring	To date, \$3,794.58 of the total \$6,739 has been disbursed. The funds were used to refurbish the processing plant, obtain health registration, create technical fact sheets and sales catalogs, and purchase communication equipment.
Summary of implemented mitigation measures	ASPAPPUKU made progress on implementing measures to minimize potential impacts as follows: 1. They updated the members list of the Achual Tipishc Native Community's paiche management committee. This group of women was assigned a cage with 150 paiches. 2. CORPI-SL delivered cages and feed to each committee, and monthly maintenance was carried out. 3. Members were trained in biometrics (paiche length and weight) and monthly support was provided to all ASPAPPUKU-affiliated committees. 4. Paiche alevins with a certificate of origin were purchased through a DIREPRO-accredited supplier. 5. Paiche were fed with balanced food containing 45% protein. Moreover, the IE banned catching lake fish to feed paiche. 6. A CORPI-SL technician reinforced training for IE members in the use of protective equipment at the plant for all paiche meat processing steps. 7. ASPAPPUKU-affiliated breeding committees obtained aquaculture reserve permits, Environmental Impact Declarations granted by DIREPRO, and administrative resolutions from the Tamarate, Atahualpa, Achual Tipishca, and Bellavista Native Communities.

Peru	
Category 2 (up to \$20,000)	
IE Name	Frutiawajún S.A.C.
Sector	Non-timber forest products
Location/Ethnic Group	San Martin, Moyobamba/Awajún
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and eight mentoring sessions; 32 hours total, 16 and 16, respectively. Two IE members participated, one woman and one man, of whom one participated in more than 75% of all sessions, one man. 2. Accounting: 11 theory-focused and eight mentoring sessions; 38 hours total, 22 and 16, respectively. One IE member participated, one man, who participated in more than 75% of all sessions, one man. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. One IE member participated, one man, who participated in more than 75% of all sessions, one man. 4. Sales Narrative: two people trained in Chachapoyas, one woman and one man.
Results Achieved and Documents Developed	The following workshops were held to improve the IE's business model and strengthen commercial operations: - CANVAS for social enterprises and commercial management for customer identification. - Sales and business narrative workshop. After completing the mentoring sessions, the following accounting documents were developed: -Inventory preparation, petty cash control, production cost structure, and cost determination. In addition, templates to record sales and purchases were created. The following activities were conducted regarding legal matters: - Development of quality, integrity, and social responsibility policy. - Identification of main contractual needs. -Identification of contract elements and types of contracts, and example contract creation.
Financing and/or Mentoring	To date, the whole \$7,156 has been disbursed. Funds were used to purchase materials to refurbish the processing plant.

Peru	
Category 2 (up to \$20,000)	
IE Name	Asociación de Manejo de Bosques Naturales Esperanza (ABNME) (Esperanza Natural Forest Management Association)
Sector	Non-timber forest products
Location/Ethnic Group	Loreto, Nauta/Kukama Kukamiria
Manager	Male

Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and five mentoring sessions; 26 hours total, 16 and 10, respectively. Three IE members participated, one woman and two men, none of whom participated in more than 75% of all sessions. 2. Accounting: 11 theory-focused eight mentoring sessions; 38 hours total, 22 and 16, respectively. One IE member participated, one woman, who participated in more than 75% of all sessions, one woman. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Two IE members participated, one woman and one man, none of whom participated in more than 75% of all sessions. 4. Sales Narrative: two people trained in Chachapoyas, one woman and one man.
Results Achieved and Documents Developed	The following activities were conducted regarding legal matters: - Identification of main corporate documents. Bylaw-, constitutional-, and modification-related elements. - Identification of main contractual needs. - Identification of contract elements, types of contracts, and contract creation. After completing the mentoring sessions, the following accounting documents were developed: - Inventory of fixed assets and supplies and voucher printing. In addition, templates to record sales and purchases were created. After completing the mentoring sessions, the following financial documents were developed: - Production cycle of aguaje oil. - Price change scenarios. - Movement in accounts receivable. - Advances in daily cash flow.
Financing and/or Mentoring	\$11,117.89 of the total \$15,218 has been disbursed. The remaining balance can be verified in the administrative closure reports (AIDSESP).
Summary of implemented mitigation measures	The IE has made progress in implementing measures to minimize potential impacts, including training 22 people in the design of equipment to climb and collect aguaje. The IE's management plan for aguaje use expired in July 2022, but with support from IBC, it updated the plan, which is pending approval by SERNANP. To identify and geolocate the palm trees with seeds, WWF, WCS, and AMBNE planned a survey to determine the potential of harvestable aguaje fruits, their locations, and the percentage of seed trees (to be conducted between April and July 2023).

Peru	
Category 2 (up to \$20,000)	
IE Name	Asociación de Mujeres Productoras Charapi de La Comunidad Nativa Musakarusha - Río Pastaza (Association of Women Charapi Producers from the Musakarusha Native Community - Pastaza River)
Sector	Sustainable fisheries and aquaculture
Location/Ethnic Group	Loreto/Kandozi
Manager	Female

Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and six mentoring sessions; 28 hours total, 16 and 12, respectively. Four IE members participated, two women and two men, none of whom participated in more than 75% of all sessions. 2. Accounting: 11 theory-focused and eight mentoring sessions; 38 hours total, 22 and 16, respectively. Three IE members participated, one woman and two men, none of whom participated in more than 75% of all sessions. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. One IE member participated, one man, who participated in more than 75% of all sessions, one man. 4. Sales Narrative: The IE did not participate in this workshop.
Results Achieved and Documents Developed	During the personalized legal sessions, and to strengthen the governance structure, the following documents were drafted: the mission, vision, and values statements. In addition, we worked with female leaders to change legal representatives since the treasurer could not sign documents because she did not have a signature nor literacy skills. The following workshops were held to improve the IE's business model and strengthen commercial operations: CANVAS for social enterprises and commercial management for customer identification. Regarding legal matters, the bylaws were reviewed, and consultations were made concerning the status of the RUC in the Superintendency of Customs and Tax Administration (SUNAT). The lack of basic accounting records and physical and/or virtual archives of sales invoices was identified. After completing the mentoring sessions, templates to record sales and purchases were developed. Additionally, it was determined that the first sales were made through a credit to the president's personal account. At the end of the mentoring sessions, the concept of "entity" (i.e., the separation of the organization and the partners) was discussed, and it was recommended that the IE open its own accounts. Finally, financial statement and costing templates were created.
Financing and/or Mentoring	\$14,000 of the total \$20,000 has been disbursed. Funds were used to pay administrative and technical support staff to implement/update a PGMF and its corresponding reports. In addition, the RUC number was activated, and changes were made to the Directive Board. Finally, resources were also used to cover representatives' participation in regional fairs and visits to potential customers. The remaining balance can be verified in the administrative closure reports (AIDSESEP).
Summary of implemented mitigation measures	The Asociación de Mujeres Productoras Charapi made progress on implementing measures to minimize potential impacts, as follows: 1. According to the 2022 technical report, members complied with the guidelines established in the management plan. They managed 1,415 taricaya (yellow-spotted Amazon river turtle) nests and collected 51,717 eggs (of which 2,812 were non-viable). Of these 48,905 eggs, 37,884 hatched, 364 died, and 8,949 eggs did not hatch. From the hatched eggs, 1,708 hatchlings were killed by animals, 17,558 were released or returned to their natural habitat, and 20,320 were traded (six hatchlings killed in transport). 2. During the field visit, we observed that the cut grass was deposited at the edges of the nesting plots, leaving the area clean for taricaya nesting; there was no evidence of burning of vegetation. In 2022, the IE had a 77% hatching success rate and sold 3,500 eggs (120 nests), which benefitted 19 IE members, whose income ranged from 1,500 to 5,600 PEN⁸³ (taricaya eggs and hatchlings). 3. The IE was registered with the National Superintendence of Public Records (SUNARP) and SUNAT. The IE has invoices mainly for the sale of taricaya hatchlings and prepares tax returns for retail sales of taricaya eggs.

⁸³ Local currency used in Peru.

Peru	
Category 3 (up to \$30,000)	
IE Name	Asociación de Productores Kemito Ene (Kemito Ene Producers Association)
Sector	Agricultural products
Location/Ethnic Group	Junín, Satipo/Ashaninka
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and six mentoring sessions; 28 hours total, 16 and 12, respectively. Eight IE members participated, four women and four men, of whom three participated in more than 75% of all sessions, one woman and two men. 2. Accounting: 11 theory-focused and eight mentoring sessions; 38 hours total, 22 and 16, respectively. Six IE members participated, three women and three men, of whom three participated in more than 75% of all sessions, two women and one man. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Six IE members participated, three women and three men, of whom two participated in more than 75% of all sessions, one woman and one man. 4. Sales Narrative: two people trained in Chachapoyas, two women.
Results Achieved and Documents Developed	The following workshops were held to improve the IE's business model and strengthen commercial operations: - CANVAS for social enterprises and commercial management for customer identification. - Sales and business narrative workshop. During the personalized legal sessions, to strengthen the governance structure, the following documents were drafted: the mission, vision, and values statements and quality, integrity, and sustainability policy documents. We identified the need to improve labor contracts, mainly "model work contracts for specific services" and adjust other contracts. After the mentoring sessions, these contracts were developed. After completing the mentoring sessions, the following accounting documents were developed: - Financial statements, accounting records and books, PDFs for digital invoices, taxes, contribution margin, and break-even point. Regarding financial matters, the following deliverables were developed: - Annual budget, strategic plan (limited), review of market information, strategic alliances with state agencies.
Financing and/or Mentoring	\$15,000 of the total \$30,000 has been disbursed. The transferred amounts can be verified in the administrative closure reports (AIDSESEP). The funds have been used to cover the costs of personnel (stock, plant assistant), catalog design, and purchase of a motor for river transportation.
Summary of implemented mitigation measures	KEMITO ENE made progress implementing six measures to minimize potential impacts. In September, we held a training session to strengthen the technical capacities related to harvest, post-harvest, and value-added cocoa at the facilities in the Quempiri Native Community and the Kemito processing plant in Satipo. The post-harvest training led to participants recognizing the importance of women's participation in cocoa selection, which promoted their involvement in this process as part of the mitigation measures (gender safeguards). In addition, the IE technical team was trained in filling out and using the formats for geolocating and monitoring the plots for renewing the IE's organic certification; the information collected will be uploaded to the computer application created by the IE. Further, the audit of the plots and renewal of the plant's certification to maintain organic certification are in process (during the October-December 2022 quarter). The KEMITO team (one member of the board of directors and two chocolate plant production specialists) is also strengthening their skills in marketing and administrative processes for revenue and expense management.

Peru	
Category 3 (up to \$30,000)	
IE Name	Asociación Forestal Indígena Madre de Dios (AFIMAD) (Madre de Dios Indigenous Forestry Association)
Sector	Non-timber forest products
Location/Ethnic Group	Madre de Dios, Tarapoto/Ese-eja, Shipibo Conibo, Kichua Runa, Yine, Harabut, Machiguenga
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: eight theory-focused and seven mentoring sessions; 30 hours total, 16 and 14, respectively. Five IE members participated, one woman and four men, of whom one participated in more than 75% of all sessions, one woman. 2. Accounting: 11 theory-focused and eight mentoring sessions; 38 hours total, 22 and 16, respectively. Three IE members participated, one woman and two men, of whom one participated in more than 75% of all sessions, one woman. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Three IE members participated, one woman and two men, of whom one participated in more than 75% of all sessions, one woman. 4. Sales Narrative: two people trained in Chachapoyas, one woman and one man.
Results Achieved and Documents Developed	The following workshops were held to improve the IE's business model and strengthen commercial operations: - CANVAS for social enterprises and commercial management for customer identification. - Sales and business narrative workshop. During the personalized legal sessions to strengthen the governance structure, the following documents were drafted: the mission, vision, and values statements and quality, integrity, and sustainability policy documents. In addition, the contracts of staff on the payroll and those under service contracts were reviewed. Staff roles and functions were also reviewed, and a functions manual was created. After completing the mentoring sessions, the following accounting documents were developed: - Determination of accounting costs, records, and books; preparation of financial statements. - Templates for recording sales and purchases. Regarding financial matters, the following deliverables were developed: - Annual budget, analysis of the production process, review of market information.
Financing and/or Mentoring	\$15,000 of the total \$30,000 has been disbursed.
Summary of implemented mitigation measures	AFIMAD made progress implementing five measures to minimize potential impacts. The following activities were carried out in August and September: 1. Brazil nut committees were trained in the application of the forestry law for the harvesting of non-timber products; they also monitored the collection areas in communities during the beginning of the Brazil nut harvest. For this purpose, they conducted training focused on using good practices that guarantee the implementation of social and environmental safeguards to comply with current legislation. 2. During September, we held trainings in the communities of Puerto Arturo and Boca Pariamanu. We also visited a Brazil nut grove in the community of Boca Pariamanu as well as the collection centers in the communities of Boca Pariamanu and Puerto Arturo and AFIMAD's main collection center in Triunfo Las Piedras to determine what maintenance needs to be done. AFIMAD is finalizing the management plans to be submitted to the forestry authority to renew its Brazil nut harvesting permit and begin the 2023 harvest.

COLOMBIA	
Overview:	During FY 22, 19 theory-focused workshops and 88 mentoring sessions (two hours each) for the legal, accounting, and financial modules were conducted with the Colombian IEs (except Comaiji). A total of 13 people from the IEs participated in the different sessions and workshops: six men and seven women. In total, IEs participated in 517 hours of training during FY 2022: 272, 170, and 136 hours in the financial, accounting, and legal modules, respectively.
Comments/Observations	Accounting-related topics included: tax accounting, management, recording of sales, issuance of vouchers, recording of inventory, and determination of fixed and variable costs and the break-even point. Regarding legal matters, IEs increased their knowledge of tax obligations and benefits, contracts with suppliers and customers, social benefit settlements, and aspects of formalization and legal status. Finally, concerning financial matters, the IEs learned about financial statements, financial analysis, cash flow, financial indicators, and investment project evaluation. It is important to note that, since the trainings ended in Q3, the IEs began applying the tools learned in workshops and mentoring sessions. Every IE currently understands the importance of managing information related to their IE in an orderly and detailed manner. This has been verified based on the joint preparation of investment models and memoranda with each IE, starting in Q4. IEs are applying accounting management tools such as sales, expense, and inventory records (among others) and they understand the importance of this information in financial statements as it relates to their performance and growth strategy. Further, as activities have progressed, each IE team has identified and assigned responsibilities among its members, including designating someone in charge of the management tools they have learned. This is a significant step forward: roles and responsibilities are being defined according to each member's skills, and activities have someone responsible for their execution.

Colombia	
Category I (Up to \$10,000)	
IE Name	Comaiji
Sector	Non-timber forest products
Location/Ethnic Group	Putumayo, Puerto Leguizamo/Murui Muina
Manager	Female
Strengthened Capacities⁸⁴	During this period, the IE could not participate in the training activities because they were in-person for the most part. The lack of internet connectivity and adequate equipment, as well as the country's law and order emergency, prevented Comaiji's capacity-building activities. However, in Q4, together with partners from OPIAC and WWF, an oil production workshop led by Comaiji was held, during which oil samples were collected for detailed analysis.
Results Achieved and Documents Developed	Based on what was recorded during the workshop in the territory, partners are moving forward with the development of a flow chart of the oil production process including times, movement, and costs. This chart will serve as the basis for developing a booklet on the process. Further, the results of the analysis of Comaiji-produced milpes palm oil are also pending. Finally, pulp samples were sent to a restaurant in Mocoa, for an eventual business relationship.

⁸⁴ With all Colombian IEs, WWF organized trainings on the following topics:

I. IE strengthening: 12 to 16 hours of training in which five members from five IEs participated (all except Comaiji); two men and three women.

Financing and/or Mentoring	At the end of Q4, \$4,490 (26%) of allocated funds were used to pay for the workshop, sample analyses, and field trips to identify and study the milpes palm in Comají's surrounding areas.
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Colombia	
Category 1 (Up to \$10,000)	
IE Name	Econawa
Sector	Tourism and related services
Location/Ethnic Group	Putumayo, Puerto Caicedo/Awá
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: five theory-focused and four mentoring sessions; 18 hours total, 10 and 8, respectively. Two IE members participated, one man and one woman. None completed a minimum of 75% of training hours. 2. Accounting: four theory-focused and five mentoring sessions; 18 hours total, 8 and 10, respectively. Two IE members participated, one man and one woman. Only one member (male) attended more than 75% of the total hours. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Two IE members participated, one man and one woman. None completed the minimum of 75% of training hours.
Results Achieved and Documents Developed	In FY 22, the main formats and tools the IE learned and gradually incorporated into its business management were: sales and inventory records, determination of fixed and variable costs and the break-even point, SWOT matrix, strategic map, and organizational chart. In particular with Econawa, we emphasized identifying the unit cost of the services it offered to determine the minimum number of people needed to provide the service, as well as the final sales price according to various expected profit margins. All these tools and concepts were applied to jointly prepare the investment memorandum and financial model during Q4, with which the understanding and use of said concepts and formats was reinforced. At the same time, together with WWF, we made progress on identifying and accessing new customers and markets and on digital marketing strategies.
Financing and/or Mentoring	To date, the majority of the budgeted resources, approximately \$14,600 (86%), has been used to purchase equipment and supplies and to pay for services to strengthen the marketing strategy. Additionally, owing to the low flow of income, it was agreed to pay a monthly allowance to the entrepreneur to support himself and encourage his dedication to the project's activities.
Summary of implemented mitigation measures	Econawa decided not to carry out the "Civil project for infrastructure adaptation (tourist cabins)" based on market test results and company-end customer and company-company tests, which found little interest in the four days/three-night tour offer (with accommodation). Thus, there will be no monitoring of infrastructure-related measures corresponding to the potential impacts of: (a) poor disposal of solid waste by Econawa staff and tourists, (b) poor disposal of domestic wastewater from bathrooms, sinks, and kitchen, and (c) misuse of insecticides for pest control and disposal of packaging.

Colombia	
Category 2 (up to \$20,000)	
IE Name	Centro Etnoartístico Achalay (Achalay Ethno-Artistic Center)
Sector	Tourism and related services
Location/Ethnic Group	Putumayo, Villagarzón/Pastos

Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: five theory-focused and four mentoring sessions; 18 hours total, 10 and 8, respectively. Two IE members participated, one man and one woman. Only one member (male) attended more than 75% of the total hours. 2. Accounting: four theory-focused and five mentoring sessions; 18 hours total, 8 and 10, respectively. Three IE members participated, two men and one woman. Only one member (female) attended more than 75% of the total hours. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Two IE members participated, one man and one woman. Only one member (male) attended more than 75% of the total hours.
Results Achieved and Documents Developed	In FY 22, the main formats and tools the IE learned and gradually incorporated into its business management were: sales and inventory records, determination of fixed and variable costs and the break-even point, SWOT matrix, strategic map, and organizational chart. With Achalay, the cost per night of the various rooms offered was determined to establish a basis for adjusting final prices according to the level of operating expenses expected in the medium term. All these tools and concepts were applied to jointly prepare the investment memorandum and financial model during Q4, with which the understanding and use of said concepts and formats was reinforced. At the same time, together with WWF, we made progress on identifying and accessing new customers and markets and on digital marketing strategies.
Financing and/or Mentoring	By the end of FY 2022, approximately \$15,300 (52%) of funds have been used to purchase equipment and supplies for the business. Only investment related to infrastructure adaptation is pending.

Colombia	
Category 2 (up to \$20,000)	
IE Name	Bioincos – Bioingredientes Amazónicos SAS ZOMAC BIC (Bioincos - Amazonian Bioingredientes SAS ZOMAC BIC)
Sector	Non-timber forest products
Location/Ethnic Group	Putumayo, Villagarzón/Pastos
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: five theory-focused and four mentoring sessions; 18 hours total, 10 and 8, respectively. Two IE members participated, two women. Only one attended more than 75% of the training hours. 2. Accounting: four theory-focused and six mentoring sessions; 20 hours total, 8 and 12, respectively. Three IE members participated, one man and two women. Only one member (female) attended more than 75% of the total hours. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Two IE members participated, one man and one woman. Only one member (male) attended more than 75% of the total hours.
Results Achieved and Documents Developed	In FY 22, the main formats and tools the IE learned and gradually incorporated into its business management were: sales and inventory records, cost flow management, payroll management, labor contract models, determination of fixed and variable costs and the break-even point, SWOT matrix, strategic map, and organizational chart. We made a flowchart of the cacay oil production process with Bioincos and determined the respective unit cost, calculating the plant's maximum production capacity per year and per month. These data can be used to determine how to organize the use of the plant, i.e., considering oil production from fruit with harvest periods that are complementary to that of cacay so as to maximize the use of fixed assets. All these tools and concepts were applied to jointly prepare the investment memorandum and financial model during Q4, with which the understanding and use of said concepts and formats was reinforced. At the same time, together with WWF, we made progress on identifying and accessing new customers and markets and on digital marketing strategies.

Financing and/or Mentoring	Bioincos has used 100% of the budget in this period to purchase equipment, supplies, and services to improve the business.
Summary of implemented mitigation measures	BIONCOS made progress on its industrial operations involving purchasing, extracting, and selling cacay, canangucha, and sachu inchi oils. During this period, we drafted the cacay management plan and its subsequent filing with the environmental authority as part of the application process for the harvesting permit. It should be noted that the supply of cacay, Bioincos' main raw material, was low: its stock decreased by 50%. This decrease is apparently due to climate change-associated variations in rainfall; however, the company made progress in the oil production process and sales.

Colombia	
Category 3 (up to \$30,000)	
IE Name	Asociación Shinyak (Shinyak Association)
Sector	Handicrafts and sustainable fashion
Location/Ethnic Group	Putumayo, Sibundoy/Kamëntša Biya
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: five theory-focused and four mentoring sessions; 18 hours total, 10 and 8, respectively. Two IE members participated, one man and one woman. 2. Accounting: four theory-focused and five mentoring sessions; 18 hours total, 8 and 10, respectively. Two IE members participated, one man and one woman. 3. Financial: 10 theory-focused and mentoring sessions; 36 hours total, 20 and 16, respectively. Two IE members participated, one man and one woman. Team leader, Miguel Chasoy, and administrative assistant, Jasmin Mejía, each attended more than 95% of total training hours and are considered qualified in all modules.
Results Achieved and Documents Developed	In FY 22, the main formats and tools the IE learned and gradually incorporated into its business management were: sales, raw material, and inventory records, cost flow management, determination of fixed and variable costs and the break-even point, SWOT matrix, strategic map, and organizational chart. Shinyak updated and analyzed its inventory and implemented a unit analysis of homogeneous product categories to determine which had the highest turnover and profitability. All these tools and concepts were applied to jointly prepare the investment memorandum and financial model during Q4, with which the understanding and use of said concepts and formats was reinforced. At the same time, together with WWF, we made progress on identifying and accessing new customers and markets and on digital marketing strategies.
Financing and/or Mentoring	To date, Shinyak has executed almost 100% of its investment plan, receiving equipment and machines to grow and diversify its business, valued close to \$53,000 (96% of its budget).

Colombia	
Category 3 (up to \$30,000)	
IE Name	Arte Colibrí Artesanías (Arte Colibrí Crafts)
Sector	Handicrafts and sustainable fashion
Location/Ethnic Group	Putumayo, Sibundoy/Kamëntsa Biya
Manager	Female

Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: five theory-focused and four mentoring sessions; 18 hours total, 10 and 8, respectively. Three IE members participated, two women and one man. All attended more than 80% of the training. 2. Accounting: four theory-focused and six mentoring sessions; 20 hours total, 8 and 12, respectively. Three IE members participated, one man and two women. Only one member (female) attended more than 75% of the total hours. 3. Financial: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Three IE members participated, two women and one man. Two members (one woman and one man) attended more than 75% of the total hours.
Results Achieved and Documents Developed	In FY 22, the main formats and tools the IE learned and gradually incorporated into its business management were: sales, raw material, and inventory records, cost flow management, determination of fixed and variable costs and the break-even point, SWOT matrix, strategic map, and organizational chart, among others. Arte Colibrí updated and analyzed its inventory and implemented the unit analysis of homogeneous product categories to determine which had the highest turnover and profitability. All these tools and concepts were applied to jointly prepare the investment memorandum and financial model during Q4, with which the understanding and use of said concepts and formats was reinforced. At the same time, together with WWF, we made progress on identifying and accessing new customers and markets and on digital marketing strategies.
Financing and/or Mentoring	To date, \$41,700 (76%) has been used to purchase raw material, technological equipment, small machines for wood carving, and other services. Investment in infrastructure adaptation is pending.

Ecuador	
Overview:	During FY 2022, training workshops were carried out for the legal, accounting, and financial modules, totaling 27 theory-focused sessions and 133 personalized mentoring sessions of two hours each. In the legal module, nine theory-focused and eight mentoring sessions were delivered to each IE; in the accounting module, 10 theory and up to eight mentoring sessions were delivered to each IE; and in the finance module, eight theory and up to nine mentoring sessions were delivered to each IE. Progress was also made regarding the execution of consultancies and purchase of machinery and equipment for the six IEs, led by WWF Ecuador.
Comments/Observations	IEs began applying the tools provided during training activities. Every IE currently understands the importance of managing its information in an orderly and detailed manner. Personalized mentoring has made it possible to strengthen the foundations for IE management, as well as: a) verify each IE's legal status, bringing it into compliance when necessary; b) ensure IEs understand the importance of information in financial statements and how to calculate it, and; c) confirm that IEs incorporate revenue, expense, unit cost, and inventory control tools into their regular administration activities. Further, each IE team has identified responsibilities among its members and, in cases where they were not clearly defined, assigned recording and accounting/financial information management tasks. This is significant progress because it provides organization based on people's skills and more clearly defines managers for administrative activities. Although participation records of online training sessions do not always reflect the full participation of all team members, we can confirm that the IEs are using these tools to improve their operations.

Ecuador	
Category 1 (Up to \$10,000)	
IE Name	Asociación de Mujeres Cofanes de Dureno SOKU (Association of Cofan Women of Dureno SOKU)
Sector	Handicrafts and sustainable fashion
Location/Ethnic Group	Sucumbíos/Cofan
Manager	Female
Strengthened Capacities⁸⁵	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: nine theory-focused and eight mentoring sessions; 34 hours total, 18 and 16, respectively. Four IE members participated, all women. 2. Accounting: 10 theory-focused and seven mentoring sessions; 34 hours total, 20 and 14, respectively. Eight IE members participated, all women. 3. Financial: eight theory-focused and nine mentoring sessions; 34 hours total, 16 and 18, respectively. Five IE members participated, all women. None achieved the minimum 75% participation to be considered qualified in any of the modules. However, three women participated in more than 50% of the personalized mentoring sessions, where they learned to understand and recognize items in balance sheets and daily journals and to determine the amount of taxable income for calculating income tax.
Results Achieved and Documents Developed	During the mentoring sessions, the following activities were implemented in each module: 1. Legal: documents to reform and correct IE bylaws that should be submitted to SEPS. 2. Accounting: creation of balance sheets, profit and loss statements, and daily journal entries and determination of taxable income for calculating income tax, which involved calculating personal and IE income and expenses. 3. Financial: daily record sheet for IE income and expenses.
Financing and/or Mentoring	By the end of FY 2022, purchases/disbursements totaled \$7,391 of the budgeted \$10,000. Purchasing machines and materials for the textile and handicraft plant, as well as technological equipment, was prioritized.

Ecuador	
Category 2 (up to \$20,000)	
IE Name	Andi Wayusa
Sector	Agricultural products
Location/Ethnic Group	Sucumbíos/Kichwa
Manager	Female
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: nine theory-focused and eight mentoring sessions; 34 hours total, 18 and 16, respectively. Five IE members participated, three women and two men, of whom only one participated in more than 75% of all sessions, one woman. 2. Accounting: 10 theory-focused and seven mentoring sessions; 34 hours total, 20 and 14, respectively. Six IE members participated, three women and three men, of whom two participated in more than 75% of all sessions, two women.

⁸⁵ To this end, WWF organized trainings on the following topics:

1. Handicrafts workshop: 24 hours of in-person training in which 15 IE members participated; all women.
2. Use of textile machinery: 20 hours of in-person training in which 19 IE members participated; all women.

	3. Financial: eight theory-focused and nine mentoring sessions; 34 hours total, 16 and 18, respectively. Four IE members participated, three women and one man, of whom only one participated in more than 75% of all sessions, one woman. Two women can be considered fully trained: the IE leader and the treasurer.
Results Achieved and Documents Developed	During the personalized sessions, the following activities were implemented in each module: 1. Legal: no special documents were produced. 2. Accounting: creation of balance sheets, profit and loss statements, and daily journal entries and determination of taxable income for calculating income tax, which involved calculating personal and IE income and expenses. 3. Financial: unit costing of products and IE sales records, inventory records, and financial statements.
Financing and/or Mentoring	By the end of FY 2022, purchases/disbursements totaled \$11,6191 of the budgeted \$20,000. Purchasing machines for the guayusa production plant (infusion tank + packaging machine) and technological equipment was prioritized.

Ecuador	
Category 2 (up to \$20,000)	
IE Name	Asociación Shuar Cultural Center (Shuar Association Cultural Center)
Sector	Tourism and related services
Location/Ethnic Group	Orellana/Shuar
Manager	Male
Strengthened Capacities⁸⁶	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: nine theory-focused and eight mentoring sessions; 34 hours total, 18 and 16, respectively. Four IE members participated, three men and one woman, of whom only one participated in more than 75% of all sessions, one man. 2. Accounting: 10 theory-focused and seven mentoring sessions; 34 hours total, 20 and 14, respectively. Four IE members participated, one woman and three men, of whom two participated in more than 75% of all sessions, one woman and one man. 3. Financial: eight theory-focused and nine mentoring sessions; 34 hours total, 16 and 18, respectively. Five IE members participated, three women and two men, of whom only one participated in more than 75% of all sessions, one man. Two people can be considered fully trained: the IE leader (male) and the treasurer (female).
Results Achieved and Documents Developed	During the personalized sessions, the following activities were implemented in each module: 1. Legal: no special documents were produced, but support was given to the IE to register its tourism and production operations in one ministry. 2. Accounting: creation of balance sheets, profit and loss statements, and daily journal entries and determination of taxable income for calculating income tax, which involved calculating personal and IE income and expenses. 3. Financial: unit costing of products and IE sales records, inventory records, and financial statements.
Financing and/or Mentoring	By the end of FY 2022, purchases/disbursements totaled \$4,944 of the budgeted \$20,000. Purchasing technological equipment, as well as consultancies for web page development and branding, were prioritized.
	Construction projects were canceled due to flooding from the overflowing of the Napo River during Q4. The budget will be reallocated in Q I of FY 23.

⁸⁶ To this end, WWF organized trainings on the following topics:

I. Website and social media management: nine hours of in-person training in which four IE members participated, three men and one woman.

Ecuador	
Category 2 (up to \$20,000)	
IE Name	Centro de Turismo Comunitario Ila Kucha (Ila Kucha Community Tourism Center)
Sector	Tourism and related services
Location/Ethnic Group	Orellana/Kichwa
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: nine theory-focused and eight mentoring sessions; 34 hours total, 18 and 16, respectively. Eight IE members participated, four men and four women, of whom only one participated in more than 75% of all sessions, one man. 2. Accounting: 10 theory-focused and mentoring sessions; 36 hours total, 20 and 16, respectively. Seven IE members participated, three women and four men. None achieved the minimum 75% participation to be considered qualified. 3. Financial: eight theory-focused and five mentoring sessions; 26 hours total, 16 and 10, respectively. Four IE members participated, all men, of whom none achieved the minimum 75% participation to be considered qualified. However, IE members learned to understand and recognize items in balance sheets and daily journals, to determine the amount of taxable income for calculating income tax, to determine unit costs, and register IE income and expenses.
Results Achieved and Documents Developed	During the mentoring sessions, the following activities were implemented in each module: 1. Legal: no special documents were produced, but support was given to the IE regarding decision-making for its incorporation as an association (it is currently operating with the same RUC as the Parutu Yacu community). 2. Accounting: creation of balance sheets, profit and loss statements, and daily journal entries and determination of taxable income for calculating income tax, which involved calculating personal and IE income and expenses. 3. Financial: unit costs of tourist services, monthly expense records and financial statements.
Financing and/or Mentoring	By the end of FY 2022, purchases/disbursements totaled \$12,443 of the budgeted \$20,000. Purchasing equipment for the restaurant kitchen (refrigerators, water dispenser, blender, etc.) and technological equipment, as well as fiber optic cable installation for community internet service, was prioritized. A consultancy to train women artisans in handicraft production was also carried out.

Ecuador	
Category 3 (up to \$30,000)	
IE Name	Asociación Challuwa Mikuna (Challuwa Mikuna Association)
Sector	Non-timber forest products
Location/Ethnic Group	Orellana/Kichwa
Manager	Female
Strengthened Capacities	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: nine theory-focused and eight mentoring sessions; 34 hours total, 18 and 16, respectively. Ten IE members participated, seven women and three men, of whom two participated in more than 75% of all sessions, one woman and one man. 2. Accounting: 10 theory-focused and eight mentoring sessions; 36 hours total, 20 and 16, respectively. Eleven IE members participated, eight women and three men. None achieved the minimum 75% participation to be considered qualified.

	3. Financial: eight theory-focused and seven mentoring sessions; 30 hours total, 16 and 14, respectively. Eleven IE members participated, eight women and three men, of whom only one participated in more than 75% of all sessions, one man. IE members learned to understand and recognize items in balance sheets and daily journals, to determine the amount of taxable income for calculating income tax, and to create monthly financial statements.
Results Achieved and Documents Developed	During the personalized mentoring sessions, the following activities were implemented in each module: 1. Legal: documents were prepared to adjust and correct the IE's bylaws with SEPS and to register the new board of directors and association members. 2. Accounting: creation of balance sheets, profit and loss statements, and daily journal entries and determination of taxable income for calculating income tax, which involved calculating personal and IE income and expenses. 3. Financial: monthly financial statements were created for the IE.
Financing and/or Mentoring	By the end of FY 2022, purchases/disbursements totaled \$23,454 of the budgeted \$30,000. Purchasing technological equipment and the machinery and equipment required for the chontaduro production plant was prioritized.

Ecuador	
Category 3 (up to \$30,000)	
IE Name	Empresa Comunitaria El Pilchi Lodge y Mandi Wasi (The Pilchi Lodge and Mandi Wasi Community Company)
Sector	Tourism and related services
Location/Ethnic Group	Sucumbíos/Kichwa
Manager	Female
Strengthened Capacities⁸⁷	Regarding AIRR-related training, the IE participated in the following sessions in the respective modules: 1. Legal: nine theory-focused and eight mentoring sessions; 34 hours total, 18 and 16, respectively. Five IE members participated, three women and two men. None achieved the minimum 75% participation to be considered qualified. 2. Accounting: 10 theory-focused and three mentoring sessions; 26 hours total, 20 and 6, respectively. Six IE members participated, three women and three men, of whom one participated in more than 75% of all sessions, one woman. 3. Financial: eight theory-focused and six mentoring sessions; 28 hours total, 16 and 12, respectively. Five IE members participated, two women and three men. None achieved the minimum 75% participation to be considered qualified. The IE president can be considered trained in the accounting module; however, IE members learned to understand and recognize items in balance sheets and daily journals, to determine the amount of taxable income for calculating income tax, and to prioritize registering IE sales and expenses.
Results Achieved and Documents Developed	During the personalized sessions, the following activities were implemented in each module: 1. Legal: no special documents were produced, but the IE was supported in decision-making for its unification into a single association (it is currently two separate associations under one project managed by the El Pilchi community). 2. Accounting: creation of balance sheets, profit and loss statements, and daily journal entries and determination of taxable income for calculating income tax, which involved calculating personal and IE income and expenses. 3. Financial: registration of monthly IE income and expenses.
Financing and/or Advising	By the end of FY 2022, purchases/disbursements totaled \$10,149 of the budgeted \$30,000. Priority was given to the purchase of equipment for the kitchen (refrigerator, blender, etc.), a solar generator for 24-hour internet access, and technological equipment.

⁸⁷To this end, WWF organized trainings on the following topics:

I. Computers: 14 hours of in-person training in which six IE members participated, four men and two women.

Brazil	
Overview:	During this period, the Project Management, Financial Management, Communications and Marketing, Certification and Traceability, Product Development, and Business Plan modules, were conducted; each module had a total of eight hours and included theory-based sessions and personalized mentoring. Each IE was visited, and these visits included meetings, capacity assessments, and financial management training. Additionally, the Indigenous Economy Meeting was held during this period in Alter do Chão/PA.
Comments/Observations	Financial management training was carried out during IE visits by the NESsT Brazil team; sessions were also attended by the WWF Brazil team.

Brazil	
Category I (Up to \$10,000)	
IE Name	Associação Indígena Xavante Ripá de Produtividade e Etno-desenvolvimento - AIRE (Xavante Ripá Indigenous Association for Productivity and Ethno-Development)
Sector	Non-timber forest products
Location/Ethnic Group	MT - Leste/Araguaia
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in eight-hour training sessions for each module. Training sessions included: Project Management with personalized follow-up sessions; Communications and Marketing with Commercial Management; Certification and Traceability and Product Development; Financial Management, delivered during visits to the IEs; and Business Plans, provided at the Indigenous Economy Meeting. The latter encouraged interaction between IEs and gave them the opportunity to meet potential investors and partners, as well as introduced one AIRR-supported IE, Ampravat. Three IE members participated in customized sessions.
Results Achieved and Documents Developed	A work plan was developed during follow-up sessions for the use of AIRR project resources, best project management practices, monitoring, and accountability.
Financing and/or Mentoring	\$4,186 (17,850 BRL) was disbursed and spent to purchase two laptops, install a satellite internet antenna and purchase an annual internet plan, and purchase installation materials for the irrigation system. After the proper use of the initial disbursement was verified, according to the action plan, the second disbursement of \$1,945 (9,999 BRL) was used to install a water tank, irrigation system, and hydraulic pump; purchase tarpaulins to cover a seedling nursery, two mobile phones, and six baru nut crackers; and cover training in baru nut processing.

Brazil	
Category I (Up to \$10,000)	
IE Name	Casa de Cultura Karajá (Karajá Cultural Center)
Sector	Handicrafts and sustainable fashion
Location/Ethnic Group	MT - Leste/Araguaia
Manager	Male

Strengthened Capacities	Regarding AIRR-related training, the IE participated in eight-hour training sessions for each module. Training sessions included: Project Management with personalized follow-up sessions; Communications and Marketing with Commercial Management; Certification and Traceability and Product Development; Financial Management, delivered during visits to IEs; and Business Plans, delivered during the Indigenous Economy Meeting. The latter encouraged interaction between IEs and gave them the opportunity to meet potential investors and partners, as well as introduced one AIRR-supported IE, Ampravat. Two IE members participated in customized sessions.
Results Achieved and Documents Developed	A work plan was developed during follow-up sessions for the use of AIRR project resources, best project management practices, monitoring, and accountability.
Financing and/or Mentoring	\$2,972 (14,200 BRL) out of a total of \$4,186 (20,000 BRL) was disbursed and used to purchase a small logistic support vessel and fuel and to cover immediate, short-term needs. In addition, the association hired an indigenous salesperson for its physical and online stores for three months and hired a consultant to train this person on online operations. After the proper use of the initial disbursement was verified, according to the action plan, the second disbursement of 13,972 BRL was made to continue paying the indigenous employee to work on sales and enhance social media presence, purchase a support tool for operational control, provide training in product pricing, hire an indigenous communicator, and purchase an air conditioner and glass door for the store. This plan is ongoing.

Brazil	
Category I (Up to \$10,000)	
IE Name	Associação Bebô Xikrin do Bacajá (Bebô Xikrin do Bacajá Association)
Sector	Handicrafts and sustainable fashion
Location/Ethnic Group	PA - Sul/Altamira
Manager	Female
Strengthened Capacities	Regarding AIRR-related training, the IE participated in eight-hour training sessions for each module. Training sessions included: Project Management with personalized follow-up sessions; Communications and Marketing with Commercial Management; Certification and Traceability and Product Development; Financial Management, provided during visits to the IEs; and Business Plans, provided during the Indigenous Economy Meeting. The latter encouraged interaction between IEs and gave them the opportunity to meet potential investors and partners, as well as introduced one AIRR-supported IE, Ampravat. Two IE members participated in customized sessions.
Results Achieved and Documents Developed	A work plan was developed during follow-up session for the use of AIRR project resources, best project management practices, monitoring, and accountability.
Financing and/or Mentoring	\$4,186 (20,000 BRL) was disbursed and used to hire a sewing consultant to train the associated indigenous artisans in person for one month; to purchase supplies (paint, beads, fabric) to manufacture bags, fabric, bracelets, and necklaces; and to cover immediate, short-term needs. According to the action plan, the second disbursement of 19,191.32 BRL was made to purchase six sewing machines, an operational management system, training material, and training sessions in product creation and finalization.

Brazil	
Category I (Up to \$10,000)	
IE Name	Associação de Moradores Agroextrativistas e Indígenas do Tapajós - AMPRAVAT (Association of Agroextractivist and Indigenous Residents of Tapajós)
Sector	Agricultural products

Location/Ethnic Group	PA - Oeste/Tapajós
Manager	Female
Strengthened Capacities	Regarding AIRR-related training, the IE participated in eight-hour training sessions for each module. Training sessions included: Project Management with personalized follow-up sessions; Communications and Marketing with Commercial Management; Certification and Traceability and Product Development; Financial Management, provided during visits to the IEs; and Business Plans, provided during the Indigenous Economy Meeting. The latter encouraged interaction between IEs and gave them the opportunity to meet potential investors and partners, as well as introduced one AIRR-supported IE, Ampravat. Two IE members participated in customized sessions.
Results Achieved and Documents Developed	A work plan was developed during follow-up sessions for the use of AIRR project resources, best project management practices, monitoring, and accountability. During the visit to the community and the IE's production base, where the financial management training took place, NESsT's Talent Tool was also applied with the association's president; next steps were also planned.
Financing and/or Mentoring	\$4,186 (20,000 BRL) was disbursed and used to purchase equipment, including a freezer, mixer, grater, and industrial press, for the agribusiness under construction and to pay administrative expenses. The initial intended use of the funds was to install a solar energy system for the agribusiness, but it was determined double the funds would be needed to meet the high energy demand. Fortunately, another partner provided this system to the association. The use of the first disbursement was verified, and an action plan was made for the second disbursement of 12,093.33 BRL, which included an operational management workshop, hiring a saleswoman to sell products, producing personalized aprons and hats, creating the QR code, improving and printing new labels, making the dryer/dehydrator, and holding meetings. This action plan is underway.

Brazil	
Category 2 (up to \$20,000)	
IE Name	COOPAITER
Sector	Non-timber forest products
Location/Ethnic Group	MT - Noroeste/sete de setembro
Manager	Female
Strengthened Capacities	Regarding AIRR-related training, the IE participated in eight-hour training sessions for each module. Training sessions included: Project Management with personalized follow-up sessions; Communications and Marketing with Commercial Management; Certification and Traceability and Product Development; Financial Management, provided during visits to the IEs; and Business Plans, provided during the Indigenous Economy Meeting. The latter encouraged interaction between IEs and gave them the opportunity to meet potential investors and partners, as well as introduced one AIRR-supported IE, Ampravat. Two IE members participated in customized sessions.
Results Achieved and Documents Developed	A work plan was developed in follow-up sessions for the use of AIRR project resources, best project management practices, monitoring, and accountability.
Financing and/or Mentoring	The disbursement of \$8,371 (40,000 BRL) was used to purchase equipment such as freezers, sealing tables, precision scales, and sifting containers for the cooperative's agribusiness, as well as to pay an electrician to connect the new equipment. COOPAITER also used the funds to hire a consultant to develop a self-monitoring plan and to create and print packaging for Brazil nuts. Funding use was verified, and an action plan was drawn up for the second disbursement of 13,388.19 BRL, which was used to purchase a vacuum sealer, create graphic material for coffee packaging, print coffee packaging, and design a website. This action plan is underway.

Brazil	
Category 2 (up to \$20,000)	
IE Name	Instituto Munduruku (Munduruku Institute)
Sector	Non-timber forest products
Location/Ethnic Group	MT – Noroeste/Apiaká - Karabi
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in training sessions for a total of eight hours for each module. Training sessions included: Project Management with personalized follow-up sessions; Communications and Marketing with Commercial Management; Certification and Traceability and Product Development; Financial Management, provided during visits to the IEs; and Business Plans, provided during the Indigenous Economy Meeting. The latter encouraged interaction between IEs and gave them the opportunity to meet potential investors and partners, as well as introduced one AIRR-supported IE, Ampravat. Two IE members participated in customized sessions.
Results Achieved and Documents Developed	A work plan was developed during follow-up sessions for the use of AIRR project resources, best project management practices, monitoring, and accountability.
Financing and/or Mentoring	The disbursement of \$8,371 (40,000 BRL) was used to purchase a motorcycle to support logistics, outsource the creation of a trail along the nut route to facilitate collection and production, and purchase the equipment needed for this activity. Some of the funds were also allocated to working capital and to create personalized T-shirts with the institution's logo for resale; the remainder was used to pay administrative expenses, such as accounting and bank fees and transportation, accommodation, and food expenses related to resolving bureaucratic issues. Munduruku Institute did not apply for additional funds due to internal conflicts.

Brazil	
Category 2 (up to \$20,000)	
IE Name	Associação Indígena Kawaiwete (Kawaiwete Indigenous Association)
Sector	Non-timber forest products
Location/Ethnic Group	MT – Noroeste/Apiaká - Karabi
Manager	Male
Strengthened Capacities	Regarding AIRR-related training, the IE participated in eight-hour training sessions for each module. Training sessions included: Project Management with personalized follow-up sessions; Communications and Marketing with Commercial Management; Certification and Traceability and Product Development; Financial Management, provided during visits to the IEs; and Business Plans, provided during the Indigenous Economy Meeting. The latter encouraged interaction between IEs and gave them the opportunity to meet potential investors and partners, as well as introduced one AIRR-supported IE, Ampravat. Two IE members participated in customized sessions.
Results Achieved and Documents Developed	A work plan was developed during follow-up sessions for the use of AIRR project resources, best project management practices, monitoring, and accountability.

Financing and/or Advising	The disbursement of \$8,371 (40,000 BRL) was used to purchase Brazil nuts for storage and resale. The association also set aside 10% of the funds for administrative expenses, such as an accountant and bank fees and travel expenses for transportation, accommodation, and food. In addition, the association purchased a boat using the returns of working capital to facilitate collection logistics. An accounting report has been submitted, and an action plan has been prepared for the second disbursement of 11,396.41 BRL to hire a consultant for the financial and operational management of the nut value chain, train the board of directors in commercial management, create a new association logo, and hire a salesperson. This action plan is underway.
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