



AMAZON INDIGENOUS: RIGHTS AND RESOURCES (AIRR)

Final report
August 2019 – June 2024



JUNE 2024

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: Illustrations of Amazonian biodiversity and indigenous peoples ©El Bando Creativo/ WWF Colombia

This report was prepared by:

World Wildlife Fund, Inc.
1250 24th Street NW
Washington, DC 20037

WWF Contact:

Heidi Rubio Torgler
Director
Email: Heidi.Rubio@wwfperu.org

Dafna Camila Angel E.
MEL PoC
Email: dcangel@wwf.org.co

USAID Contact:

Mónica Romo
Agreement Officer's Representative (AOR)
Email: mrromo@usaid.gov

PROJECT INFORMATION

PROJECT NAME:	Amazon Indigenous Rights and Resources (AIRR)
START AND END DATE:	23 de agosto de 2019 al 22 de agosto de 2024
NAME OF PRIME IMPLEMENTING PARTNER:	World Wildlife Fund Inc. (WWF) – United States
AGREEMENT NUMBER:	72052719CA00004
NAME OF PARTNERS (in alphabetical order):	- Asociación Interétnica de Desarrollo de la Selva Peruana (AIDESEP) - 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- Brasil (WWF Brasil) - World Wildlife Fund - Colombia (WWF Colombia) - World Wildlife Fund, Inc. - Ecuador, Perú, 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:	August 2019 - June 2024

¹ Ten sub-national IPOs participated in the project (Associação Tapi'ô, Associação Uruwí, CODEPISAM, CORPI-SL, FEIPA, FEPOINT, ORAU, ORPIAN, ORPIO, and OZIP).

TABLE OF CONTENTS

PROJECT INFORMATION	II
LIST OF FIGURES	IV
LIST OF MAPS	V
LIST OF TABLES	V
ACRONYMS AND ABBREVIATIONS	VI
PROLOGUE	IX
EXECUTIVE SUMMARY	I
1. INTRODUCCIÓN	5
2. PROJECT DESCRIPTION	7
BACKGROUND	7
CONTEXT	7
PROJECT DESCRIPTION	8
PARTNERS	9
3. RESULTS AND SUSTAINABILITY	12
Objective 1: Indigenous rights and economic interests incorporated into private and public sector development planning	12
IR 1.1 Achievements related to enhancing the capacities of indigenous partners to advocate for their rights and economic interests:	12
a. Organizational Strengthening:	12
b. Capacity-Building for Indigenous Leadership and Governance.	19
IR 1.2 Achievements towards informed decision-making processes based on data collected by indigenous territorial monitoring:	26
IR 1.3 Achievements related to indigenous partners achieving equitable outcomes from negotiations with key stakeholders:	36
Objective 2: Indigenous Enterprises Equitably and Sustainably Scaled to Local, Regional, and Global Markets	46
4. CROSS-CUTTING ISSUES AND PROJECT MANAGEMENT	70
4.1. Results From the Inclusion of the Intersectional Approach (Including the Gender and Youth Approach)	70
4.2. Contributions to Conservation	75
4.3 Private Sector Engagement	76
4.4. Project Governance	77
4.4. Summary of Compliance with Mitigation Plans for Potential Environmental and Social Impacts of Indigenous Enterprises (EMMR)	79
4.5. Mid-Term Evaluation	81
5. LESSONS LEARNED	81
5.1. Lessons Gathered and Shared	81
6. RECOMMENDATIONS	84
7. ANNEXES	i
Annex 7.1 Performance indicator report	i
Annex 7.2. Success Stories	iv
Annex 7.4 Assets acquired by and for indigenous partners.	ix

LIST OF FIGURES

Figure 1. AIRR Project Theory of Change.....	8
Figure 2. AIRR Project Objectives and Intermediate Results	8
Figure 3. AIRR Project Partners at the Regional and National Levels	10
Figure 4. Summary of Grants Implemented by IPOs.....	12
Figure 5. Number of participants in training processes related to governance and rights, by gender, age group, and indigenous group, n=628.	19
Figure 6. COICA's SAT-RR Infographics	26
Figure 7. Left: Number of Participants Trained in Monitoring by Gender and Age Group. Right: Percentage of Participants by Ethnic Group (n=194).	27
Figure 8. Indigenous environmental agreements of the National Development Plan of Colombia.....	41
Figure 9. Business Sectors of Indigenous Enterprises Supported by the Project.....	46
Figure 10. Milestones on Indigenous Enterprises Strengthening	52
Figure 11. Number of Participants in Training Processes Related to Economics and Business Topics, by Gender, Age Group, and Indigenous Group (n=587)	54
Figure 12. Strengthening of Entrepreneurial Capacities of the 29 IEs. Percentage of IEs Using Each of the 23 Business Tools (Before and at the End of AIRR).	56
Figure 13. Additional Funds Raised to Support IEs and Enterprises that Accessed Impact Investor Funds.....	59
Figure 14. Growth in Client Base - Total Clients as of 2024 and Percentage Growth Over the Life of the Project.....	60
Figure 15. Indigenous Enterprise (IE) Sales. Top: Percentage growth in sales over the life of the project, with respect to the baseline. Bottom: Total sales in USD of the 29 IEs by country from 2021 to 2024, compared with and without Kemito Ene and AFIMAD.	61
Figure 16. Left: Participation of Young Women and Men in the Total Number of Training Processes (n=383). Right: Participation of Youth (under 30) Women and Men Under 30 Years of Age Categorized by Training Topics (n=340)	70
Figure 17. Percentage of survey responses regarding changes in number of participants according to age and gender (Source: Self-Assessment Survey on the Application of the Intersectional Approach and its Impacts)	71

LIST OF MAPS

Map 1. Project Intervention Areas at the Community Level.....	9
Map 2. Indigenous Territories Being Monitored in Brazil with AIRR support.....	28
Map 3. Indigenous Territories Being Monitored in Colombia with AIRR support.....	30
Map 4. Indigenous Territories Being Monitored in Peru with AIRR support	32

LIST OF TABLES

Table 1. Topics Covered in Business Development Training and Number of Participants per Country	53
Table 2. Description of the 23 Business Tools Assessed and Strengthened in the IEs Within the Project Scope.....	54
Table 3. Improvement opportunities for Investors and Enterprises.....	58
Table 4. Number of Hectares under Improved Management Implemented by the 29 Project-Supported IEs.....	63
Table 5. Analysis and Recommendations Regarding the AIRR Project's Governance Bodies	77
Table 6. Annex 7.4a Assets acquired by indigenous organizations with the support of the project as part of their organizational strengthening.	ix
Table 7. Annex 7.4b Goods and services acquired by Indigenous Enterprises	x

ACRONYMS AND ABBREVIATIONS

ABEX	Associação Bebô Xikrin do Bacajá
ABNME	Asociación de Manejo de Bosques Naturales Esperanza
ACI	Alerta Clima Indígena (Indigenous Climate Alert)
AIDSEP	Asociación Interétnica de Desarrollo de la Selva Peruana (Interethnic Association for the Development of the Peruvian Amazon)
AIRE	Associação Indígena Xavante Ripá de Produtividade e Etno-desenvolvimento
AIRR	Amazon Indigenous Rights and Resources - USAID Project
AFIMAD	Asociación Forestal Indígena Madre de Dios (Indigenous Forestry Association of Madre de Dios)
AMPRAVAT	Associação de Moradores Agroextrativista e Indígenas do Tapajós (Association of Agroextractivist and Indigenous Peoples of Tapajós)
ANMIGA	Articulação Nacional das Mulheres Indígenas Guerreiras da Ancestralidade (National Articulation of Indigenous Women Ancestrality Warriors)
ASPAPPUKU	Asociación Social de Pescadores Artesanales de Paiche “Putsatawarakana kukama”
BAU	Business as Usual
BiVA	Biblioteca Virtual de Aprendizajes (Virtual Learning Library)
CAFI	COIAB's Amazonian Center for Indigenous Training
CBD	Convention on Biological Diversity
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 Territorial AIDSEP (AIDSEP's National Information and Planning Center)
CODEPISAM	Coordinadora de Desarrollo de los Pueblos Indígenas de la región San Martín (Coordinator for the Development of the Indigenous Peoples of San Martin)
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)
COP	Conference of the Parties
CONFENIAE	Confederación de Nacionalidades Indígenas de la Amazonía Ecuatoriana (Confederation of Indigenous Nationalities of the Ecuadorian Amazon)
CORPIAA	Coordinadora Regional de los Pueblos Indígenas AIDSEP Atalaya (m)
CORPI-SL	Coordinadora Regional de los Pueblos Indígenas de San Lorenzo (Coordinator for the Indigenous Peoples of San Lorenzo)
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
EDF	Environmental Defense Fund
EGIDA	Escola de Gobierno Indígena y Desarrollo Amazónico (School for Indigenous Governance and Amazonian Development)
EIA	Environmental Impact Assessment
EMMP	Environmental Monitoring and Mitigation Plan
EMMR	Environmental Monitoring and Mitigation Report
FEPIPA	Federação dos Povos Indígenas do Estado do Pará (Federation of Indigenous Peoples of Pará)
FEPOIMT	Federação dos povos e organizações indígenas do Mato Grosso (Federation of Indigenous Peoples and Organizations of Mato Grosso)
FIMA	Fondo Indígena Mujer Amazónica (Amazon Woman Indigenous Fund)
FUNAI	Fundação Nacional dos Povos Indígenas (National Indian Foundation)
FY	Fiscal Year
GIS	Geographic Information System

IACHR	Inter-American Commission on Human Rights
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 (The Life Center Institute)
IDB	Inter-American Development Bank
IE	Indigenous Enterprise
IPAM	Instituto de Pesquisa Ambiental da Amazônia (Amazon Environmental Research Institute)
IP	Indigenous Peoples
IPO	Indigenous Peoples Organization
IR	Intermediate Result
KOSHICOOP	Cooperativa de Servicios Múltiples Shipibo Konibo Xetebo
MEL	Monitoring, Evaluation, and Learning
MINAM	Ministerio del Ambiente de Perú (Peru's Ministry of the Environment)
MINCUL	Ministerio de Cultura de Perú (Peru's Ministry of Culture)
NESsT	Non-profit Enterprise and Self-Sustainability Team
NGO	Non-governmental organization
OIRA	Organización Indígenas Regional de Atalaya (Atalaya Regional Indigenous Organization)
OPAN	Operação Amazônia Nativa (Operation Native Amazon)
OPIAC	Organización de los Pueblos Indígenas de la Amazonia Colombiana (Indigenous Peoples Organization of the Colombian Amazon)
ORAU	Organización Regional AIDESEP Ucayali (Regional Organization of AIDESEP Ucayali)
ORPIO	Organización Regional de Pueblos Indígenas del Oriente (Indigenous Peoples Organization of the Eastern Amazon)
ORPIAN	Organización Regional de Pueblos Indígenas de la Amazonía Norte del Perú (Indigenous Peoples Organization of the Northern Amazon of Peru)
OSINFOR	Agency for the Supervision of Forest Resources and Wildlife
OZIP	Organización Zonal Indígena del Putumayo (Putumayo Indigenous Zonal Organization)
PARNAJu	Parque Nacional Jurueña (Jurueña National Park)
PIACI	Pueblos Indígenas en Aislamiento y Contacto Inicial (Indigenous Peoples in Isolation or Initial Contact)
PFGTI	Programa de Formación en Gobernanza Territorial Indígena (Capacity-Building Program on Indigenous Territorial Governance)
PMU	Project Management Unit
PND	Plan Nacional de Desarrollo de Colombia (Colombia's National Development Plan)
Q	Quarter
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SAAT	Sistema de Alerta y Acción Temprana de AIDESEP (AIDESEP's Early Warning Early Action System)
SAT-RR	Sistema de Alerta Temprana de Amenazas a los Pueblos Indígenas y sus Respuestas Rápidas de COICA (System for Early Warning and Rapid Response to Threats to Indigenous Peoples)
SEA	Strategic Environmental Assessment
SERFOR	Servicio Nacional Forestal y de Fauna Silvestre (Peru's National Forestry and Wildlife Service)
SERNANP	Servicio Nacional de Áreas Naturales Protegidas por el Estado (Peru's 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)
SPDA	Sociedad Peruana de Derecho Ambiental (Peruvian Society for Environmental Law)
TNC	The Nature Conservancy
ToC	Theory of Change

UNIA	Universidad Nacional Indígena Amazónica (National Indigenous Amazonian University)
USAID	U.S. Agency for International Development
USG	United States Government
WWF	World Wildlife Fund

PROLOGUE

The Amazon is a living tapestry, with interwoven fibers that form a complex relationship between the cultural, social, and ecological dimensions. In this territory, the *tšombiach*, a traditional sash made by the Inga and Kamentsä women of the Colombian Amazon during pregnancy, is an intricate weaving that preserves the collective memory and knowledge of their communities, passed down from generation to generation.

Like the *tšombiach*, the Amazon Indigenous Rights and Resources (AIRR) project embodies the metaphor of weaving by working to strengthen and integrate the organizational, territorial monitoring, and political advocacy capacities of Indigenous Peoples Organizations (IPOs). This empowers them to lead their own governance and territorial management processes, advocate for Indigenous Peoples' (IP) rights, and scale up their initiatives. The project also emphasizes the importance of promoting the indigenous economy as a viable alternative that strengthens communities and ensures the well-being of IP, while maintaining a balance with the natural environment.

The relationship between the *tšombiach* fabric and AIRR's objectives is reflected in the importance given to incorporating fundamental cross-cutting elements for the success of any conservation initiative. One such element is the gender approach, where fostering the effective participation of indigenous women is essential, recognizing and valuing their roles as leaders and guardians of knowledge and culture. Additionally, intercultural respect and an intersectional approach should be foundational pillars in the planning and implementation of any initiative in the Amazon.

Like the *tšombiach*, each of AIRR's actions and strategies were designed to amplify the voices of indigenous partners, who were integral to decision-making and whose insights greatly enriched the project's outcomes. This publication not only documents the project's journey and achievements but also calls for recognition and support of IP's invaluable contributions in building a more just and sustainable future for the Amazon. May this web of efforts and commitments continue to grow, robust and vibrant, like the sashes woven by the Inga and Kamentsä women, preserving and strengthening the memory and rights of indigenous communities



This prologue was inspired by Alda Muchavisoy representing OZIP, whose intervention during the Pause and Reflect meeting in February 2024 prompted us to reflect on what the AIRR project represented for her as an indigenous woman and for her organization.

EXECUTIVE SUMMARY

The Amazon Indigenous Rights and Resources (AIRR) project's goal was to increase the participation of Indigenous Peoples (IP) in sustainable economic, cultural, political, and environmental development. The premise was that advances in sustainable development are possible if we value and care for biodiversity and its guardians: the Indigenous Peoples of the Amazon region.

The results achieved over the past five years have strengthened the capacities of both Indigenous Peoples Organizations (IPOs) and their leaders, enhanced the surveillance and protection of indigenous territories, and increased the impact of IP in decision-making forums at international and national levels. We also contributed to more effective IP participation in negotiations on the indigenous economy and to greater autonomy and economic benefits for 29 indigenous enterprises (IEs). These outcomes support the conservation of indigenous territories and the well-being of IP.

We worked in Amazonian territories at both regional and country levels in Brazil, Colombia, Ecuador, and Peru, under WWF's leadership and in consortium with 15 indigenous organizations (at the regional level: Coordinadora de las Organizaciones Indígenas de la Cuenca Amazónica - COICA; at the national level: Asociación Interétnica de Desarrollo de la Selva Peruana - AIDESEP; Coordenação das Organizações Indígenas da Amazônia Brasileira - COIAB; Confederación de Nacionalidades Indígenas de la Amazonía Ecuatoriana - CONFENIAE; and Organización de Pueblos Indígenas de la Amazonia Colombiana - OPIAC; along with 10 sub-national IPOs²) and six NGOs (at the regional level: NESsT, DAR, All In; and in Brazil: IPAM, ICV, and OPAN).



Leadership training is one of IP's primary concerns. By designing and strengthening programs, schools, and training courses in Brazil, Colombia, Ecuador, and Peru, we were able to strengthen the capacities of 628 indigenous leaders³ (39% women) representing over 50 indigenous groups.

Furthermore, to achieve favorable outcomes for IP, indigenous organizations aim to continually improve their capacities and directly manage funds to implement their agendas. Through the project, 15 partner IPOs were strengthened in aspects such as administration, communications, leadership, and advocacy, among others. Seven of them managed funds directly through annual grants with WWF, and five managed subgrants with national IPOs to carry out their work plans within the framework of the project's expected results.

² CODEPISAM, CORPI-SL, FEPIPA, FEPOINT, ORAU, ORPIAN, ORPIO, OZIP and Tapió and Uruwí Associations.

³ Training in business strengthening is not included in this count, as it is accounted for under the achievements of Objective 2.



The defense of territory and people is an urgent issue that is gaining increasing importance for IP. The project helped strengthen territorial monitoring and protection mechanisms for two indigenous lands in Brazil (1,091,032 hectares) and 21 native communities in Peru (185,785 hectares), benefiting 11,344 peoples. Moreover, 16 institutions (12 in Peru and four in Brazil) responded to alerts issued by IP regarding threats to indigenous territories or people, marking significant progress in the impact of monitoring and advocacy efforts.



Advocacy is key for IPO negotiations to have an impact. Through AIRR, we supported IPOs based on their political agendas and the regional and country context. In total, 15 IPOs implemented advocacy actions, providing input or demanding actions from various decision-makers. Furthermore, 32 institutions or decision-makers responded to these demands, incorporating IPO's visions or requests into their policies. IPOs were also able to participate in 17 international forums and approximately 30 at the national level.



IPOs developed the concept of indigenous economy -which was key for their advocacy actions- leading to the establishment of permanent economy teams within their organizational structures. This initiative stemmed from collaborating with indigenous enterprises (IEs). As a result, 29 IEs strengthened their entrepreneurial capabilities and improved their environmental and social standards, benefiting 3,830 enterprise partners. The project provided \$461,914 in grants, and 18 indigenous enterprises secured an additional \$788,611 for business development. Twenty-four IEs experienced sales growth, and 22 expanded their client base compared to baseline data collected in 2021. The

territorial impact of these 29 IEs is evidenced by 86,358 hectares under improved management thanks to sustainable practices.

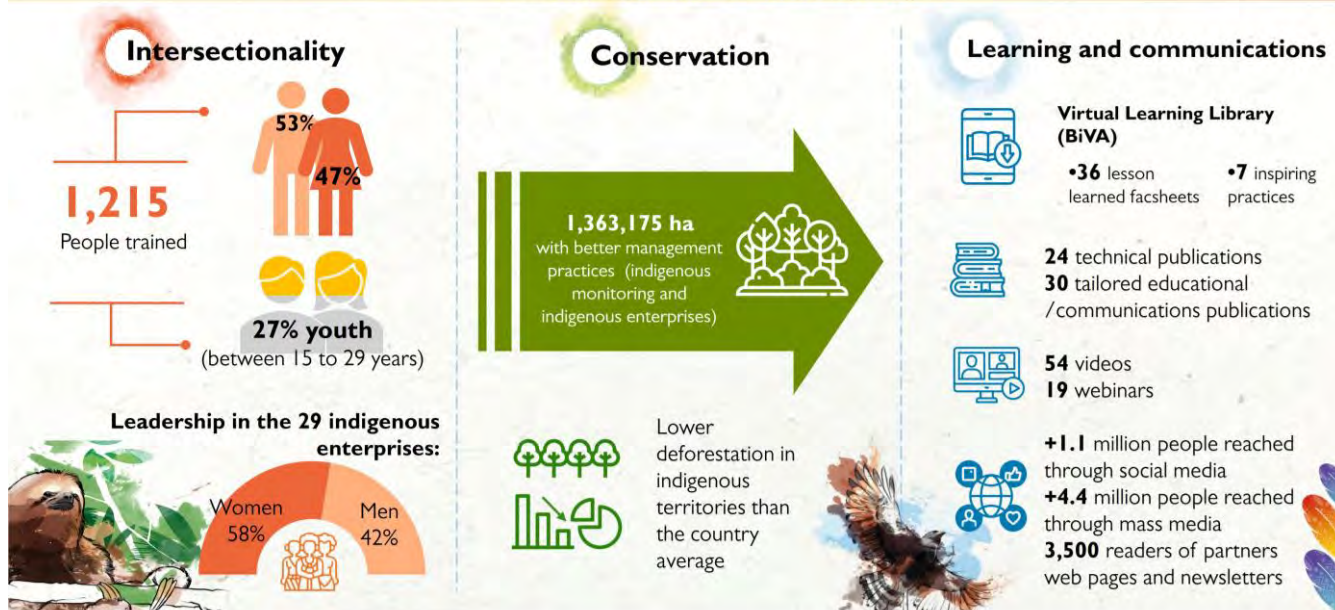


We implemented various initiatives, adopting an intersectional approach, to promote gender equality and enhance the meaningful participation of women and youth in project activities. We successfully increased the representation of women and youth in project governance committees, as well as in training programs, advocacy platforms, and indigenous entrepreneurship endeavors. Forty-seven percent of the participants in these activities were women, while 41% were young people aged 15 to 25. Although women's participation was lower in territorial monitoring (6.2%), it was higher in indigenous enterprises, with 16 out of the 29 IEs being led by women. Additionally, the project facilitated a rights-based perspective with a focus on gender differentiation, ensuring that women's perspectives were integrated into participation opportunities.

Our contributions to the conservation of the Amazon region have been significant, stemming from the monitoring and territorial protection efforts within the communities, as well as the work implemented by indigenous enterprises. Our findings revealed that the deforestation rate experienced a slight decline in indigenous territories where our project was active. We cannot take credit for these results, but we do contribute with additional evidence supporting the well-established notion that deforestation rates in indigenous territories are lower than the national average.

On the other hand, we created a Virtual Learning Library (BiVA, in Spanish); produced technical publications, informational materials, and videos; promoted networking; and conducted webinars, among other activities. These efforts enabled us to disseminate key information to our partners, government authorities, NGOs, and the wider public. In total, we produced 36 factsheets and seven replicable lessons learned (BiVA), 24 technical publications, 30 tailored educational/communications publications, 54 videos, and conducted 19 webinars. We reached more than 1,100,000 people through social networks, garnered an audience of more than 4,492,100 via traditional media, and attracted 3,500 readers to our digital publications on project partner websites and newsletters.

Cross-cutting topics in the AIRR project



To achieve these outcomes, we collaborated closely across countries and regions, adhering to shared objectives and expected results. We tailored our approaches to each specific context, employing a differentiated and adaptive strategy crucial for our work with partners, IPO leaders, communities, and IEs.

From the outset, our project embraced a partnership approach, steering clear of the traditional "donor-recipient" dynamic. This stance fostered more equitable collaboration among partners, allowing us to integrate diverse perspectives, particularly those of IP, into all project activities. This endeavor called for institutional and personal attitude adjustments, acknowledging that while not everything was flawless, there was a collective commitment and openness to foster intercultural dialogue throughout the project.

I. INTRODUCCIÓN

This report presents the outcomes of our efforts spanning from 2019 to 2024 across the Amazon regions of Brazil, Colombia, Ecuador, and Peru. Within this document, you will find the project's description, contextual backdrop, theory of change (ToC), and the key stakeholders involved. The core of the report outlines the accomplishments aligned with our two objectives and anticipated intermediate results (IRs).

Furthermore, we describe the strategies employed to ensure the sustainability of processes and impacts achieved or strengthened by the project. We provide details about our intersectional approach, analyze the project's contributions to conservation efforts, and explore the collaboration between supported enterprises and the private sector.

Moreover, we provide an analysis of the project's governance structures and summarize our adherence to environmental and social mitigation measures concerning potential impacts from IEs. Lastly, we distill the lessons gleaned from the project and offer recommendations for the future.

We have included several key annexes to provide additional insights into our work. These are as follows: 1) Performance Indicators Report: Outlines the initially planned targets and the achievements realized by the project's conclusion. 2) Materials Produced: Compilation of materials produced during the project duration, encompassing technical documents, informational resources, videos, infographics, and more. 3) A highlight of some of our Success Stories. 4) Inventory of Goods Procured: A comprehensive list of goods procured for and by our indigenous partners. 5) Partner List: Details of our partner organizations, their roles, and contact information.

Additionally, this report is complemented by an [analysis document examining the impact of our support to IEs named Fortalecimiento de Emprendimientos Indígenas Amazónicos \(Strengthening Indigenous Amazonian Enterprises\)](#). It contains key insights for IEs, IPOs, and individuals interested in further supporting the indigenous economy.

The purpose of this report is to update USAID and other stakeholders on the outcomes, challenges, and insights gained throughout the implementation of the Amazon Indigenous Rights and Resources (AIRR) project from August 2019 to June 2024. Adhering to USAID protocols, financial details not meant for public disclosure are excluded from this report. USAID may also share this report with governmental counterparts in Peru.

A close-up photograph of three indigenous women from the Yasuní National Park area in Ecuador. They are wearing traditional white blouses with colorful geometric patterns in red, yellow, and green. The woman in the center is smiling broadly, looking towards the right. The woman on the left is partially visible, wearing a large, colorful beaded necklace. The woman on the right is also smiling and looking towards the center. The background is a blurred green wall.

“We are women living in the Yasuní National Park. In the past, outsiders saw us Amazonian people as less important. We once thought it was impossible to get along with other cultures. But now, we see that's not true. We feel like brothers and sisters with other Amazonian indigenous people. I want to thank the [AIRR] project for helping us make these connections.”

**Fernanda Balladares, chef and partner
Challuwa Mikuna Association, Ecuador**

2. PROJECT DESCRIPTION

BACKGROUND

The AIRR project's purpose is to improve the participation of IP in sustainable economic development that respects their culture, politics, and environment, while also conserving their territories and the biodiversity they harbor. The conservation of indigenous territories is at the core of the well-being of IP and other populations in the Amazon. 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. The project operates within the framework of USAID's Regional Environmental Program for the Amazon and its Biodiversity and Indigenous Peoples Policy.

At the outset of the project, we acknowledged the ongoing loss and degradation of indigenous territories, recognizing the urgent need for IP to be heard. We focused initially on the impacts of extractive industries and infrastructure projects. However, based on IPO specific contexts and priorities, we expanded our focus to address other threats such as climate change, biodiversity loss, and violations against indigenous defenders' rights.

To achieve our objectives, we adopted a unified approach, based on our ToC (Figure 1) across countries and regions, while also customizing our strategies to suit the specific contexts of each country. We closely aligned ourselves with the agendas of our main partners - IPOs - and the needs of IEs.

CONTEXT

We approached the project with adaptable vision and methodologies to navigate the evolving contexts in which we worked. The onset of the COVID-19 pandemic in late 2019 posed significant challenges, halting activities and complicating communication with indigenous organizations and communities. We had to swiftly implement new communication methods to launch the project and continued to operate in this manner for approximately two years.

Beyond the pandemic, each country and the region faced its own unique challenges. At the regional level, there was a surge in violence and criminalization against indigenous defenders, along with increased deforestation of the Amazon for illegal activities such as gold mining, illicit crops, and the construction of secondary roads associated with these activities and land trafficking.

In Brazil, the rise of the extreme right-wing government represented a setback in indigenist and environmental policies until 2023, when the new government began to open dialogue and advocacy opportunities, although with persisting challenges.

In Colombia, while opportunities arose to influence the inclusion of IP in decision-making processes, such as the National Development Plan (PND, in Spanish), threats to the territory emerged due to growing demand for resources like copper and other materials for the global energy transition.

In Ecuador, the adverse effects of climate change and international extractivist policies exacerbated environmental degradation in the Amazon region, leading to social conflicts that weakened community cohesion. Additionally, internal divisions caused by inequality and state discrimination, national strikes, and security concerns disrupted our activities, while reduced tourist flows impacted IEs.

In Peru, political instability with five different presidents during the project implementation period directly affected negotiations and agreements with indigenous leaders, resulting in delays and obstacles in implementing measures to protect the rights of IP and the environment.

The pandemic and the war between Russia and Ukraine significantly affected some production chains associated with the Amazon, such as the export of cocoa and Brazil nuts, as well as tourism. Disruptions in transportation and logistics, coupled with global inflation, negatively impacted these exports and the provision of crucial services for some IEs, including tourism and handicraft sales.

PROJECT DESCRIPTION

Throughout the life of the project, we periodically reviewed and slightly adjusted our ToC. This was our guide:

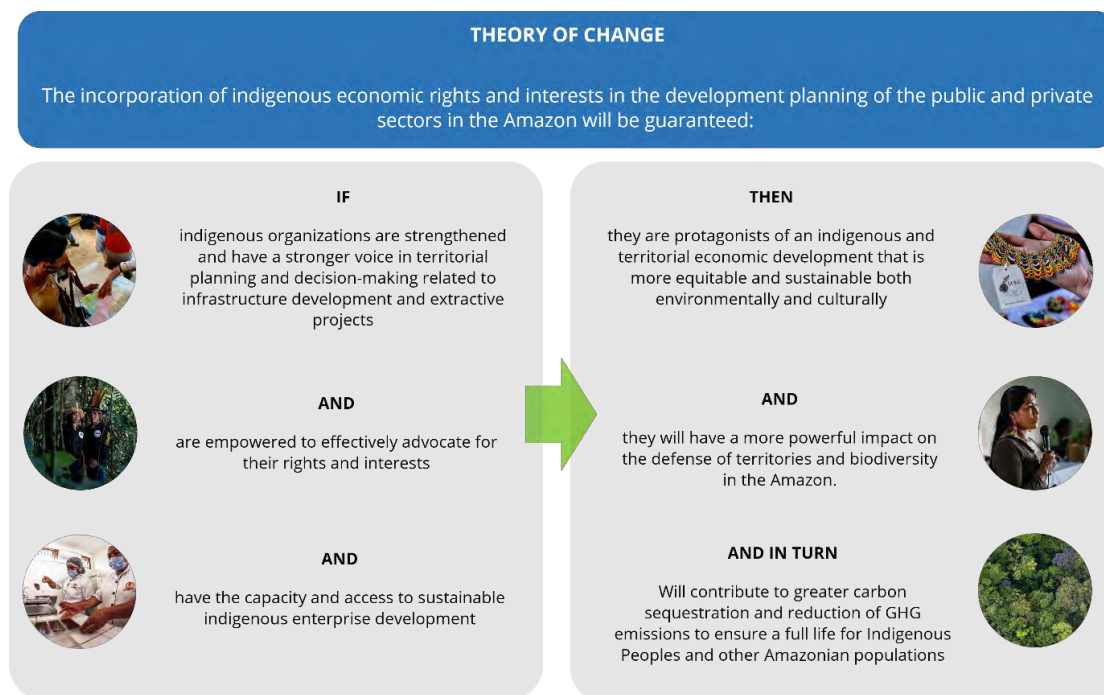


Figure 1. AIRR Project Theory of Change

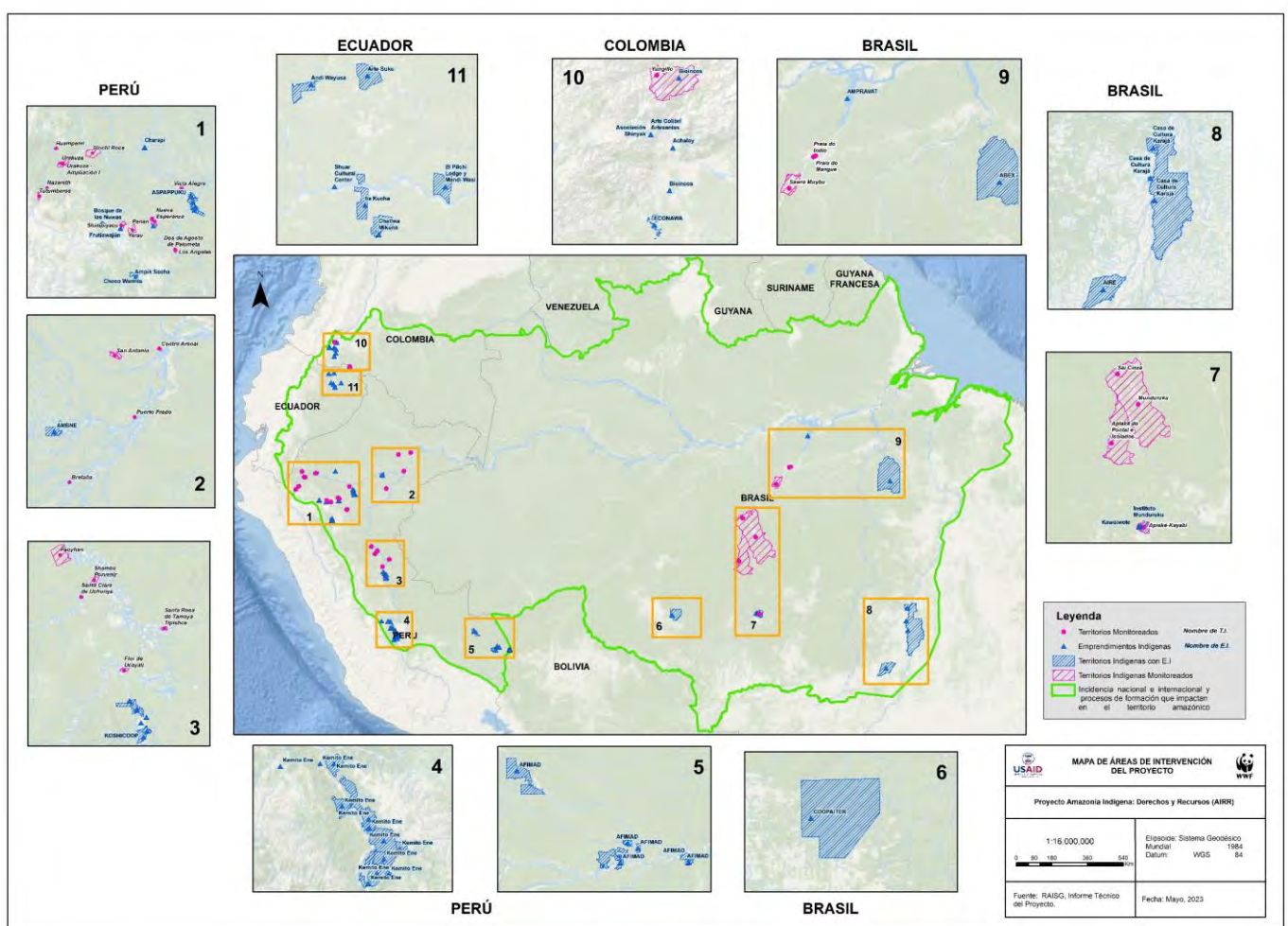
To address our ToC, we established two objectives with their respective IRs as shown in the following figure.



Figure 2. AIRR Project Objectives and Intermediate Results

The three IRs from Objective 1 contributed to: a) improving the capacities of both IPOs and their leaders; b) improving the surveillance and protection of indigenous territories; and c) strengthening the advocacy of IPOs in decision-making opportunities at the international and national levels. The two IRs from Objective 2 contributed to increasing the capacities of IP to participate effectively in negotiations within the framework of the indigenous economy concept and for IEs to obtain economic benefits, promote food security, and increase the well-being of IP.

We operated both at the regional level and within specific Amazonian territories in four countries. The following maps illustrate the indigenous territories where we focused on territorial monitoring (see achievements under IR 1.2) and indigenous entrepreneurship (see achievements under Objective 2). Additionally, the maps highlight the Amazonian indigenous territories that were impacted by our advocacy processes, both nationally and internationally, promoting policies that favor IP and their territories (see achievements under IR 1.3).



Map I. Project Intervention Areas at the Community Level.

PARTNERS

We implemented the project under WWF's leadership in consortium with 15 Indigenous Organizations (at the regional level: COICA; at the national level: AIDSEP in Peru, COIAB in Brazil,

CONFENIAE in Ecuador, and OPIAC in Colombia; and ten IPOs at the subnational level)⁴ and six NGOs (at the regional level: NESsT, DAR, All In; and in Brazil: IPAM, ICV, and OPAN).

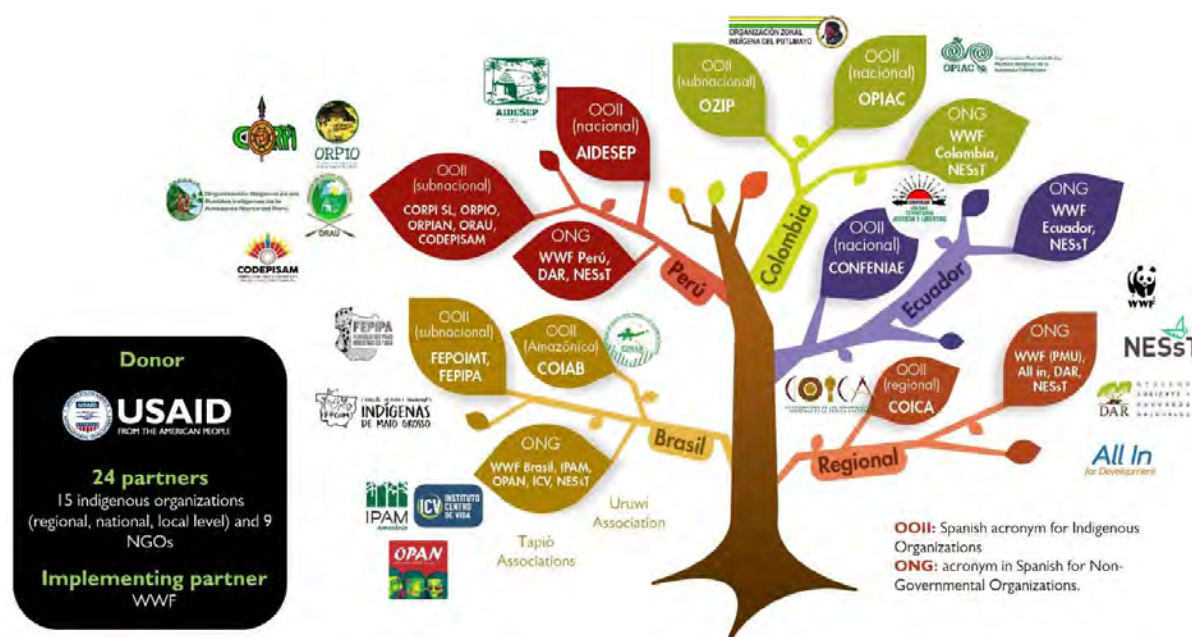


Figure 3. AIRR Project Partners at the Regional and National Levels

The key stakeholders were our partners from these 15 IPOs, the 29 IEs, indigenous leaders, and more than 25 communities involved in territorial monitoring. We worked with them daily, considering their agendas, priorities, and needs. The NGOs (WWF, NESsT, DAR, ICV, IPAM, OPAN, and All In) played a technical support role and contributed to coordination with various international actors (such as the Inter-American Development Bank - IDB and the World Bank, among others) and country authorities. We also collaborated with academic institutions like the National Intercultural University of the Amazon (Peru) and the Technological Institute of Putumayo (Colombia), providing support to indigenous training processes

The approach of working as partners, where each voice contributed to decision-making, was a defining characteristic of the AIRR project. We aimed to move away from the "benefactors and beneficiaries" relationship to ensure that the IP vision was reflected through project actions and that results genuinely supported the interests and strengthening of IPOs. This approach required changes in attitudes at both the organizational and personal levels, requiring more complex but essential processes for consensual decision-making, and an openness to adaptive management and inclusive conservation.

⁴ CODEPISAM, CORPI-SL, FEPIPA, FEPOIMT, ORAU, ORPIAN, ORPIO, OZIP and the Tapió and Uruwí Associations.



“From the beginning, we understood that we are partners in the AIRR project, building its paths together as equals. It was co-creation, not a one-way transfer of knowledge.”

Mateo Estrada, OPIAC Technical Coordinator, Colombia

3. RESULTS AND SUSTAINABILITY

This section presents the most significant achievements throughout the project's duration and each part concludes with a sustainability analysis.

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

IR 1.1 Achievements related to enhancing the capacities of indigenous partners to advocate for their rights and economic interests:

a. **Organizational Strengthening:**

IPOs are the primary channel for indigenous partners to advocate for their rights and economic interests. The project, therefore, focused its results chain on organizational strengthening. We employed four strategies to achieve this:

 **Direct execution of funds:** Signing grant agreements with IPOs as a method for strengthening organizational capacities proved to be an effective strategy. Through the implementation of these agreements, the organizations were strengthened by addressing real-world situations and finding solutions to tackle them. The grant agreements signed between WWF and IPOs (refer to Figure 4) enabled them to progress independently with project activities, thereby enhancing their management and resource utilization skills. Furthermore, the project supported implementation of IPOs' agenda by expanding their workforce for technical, administrative, and accounting operations. The IPOs executed a total of \$2,272,615 US

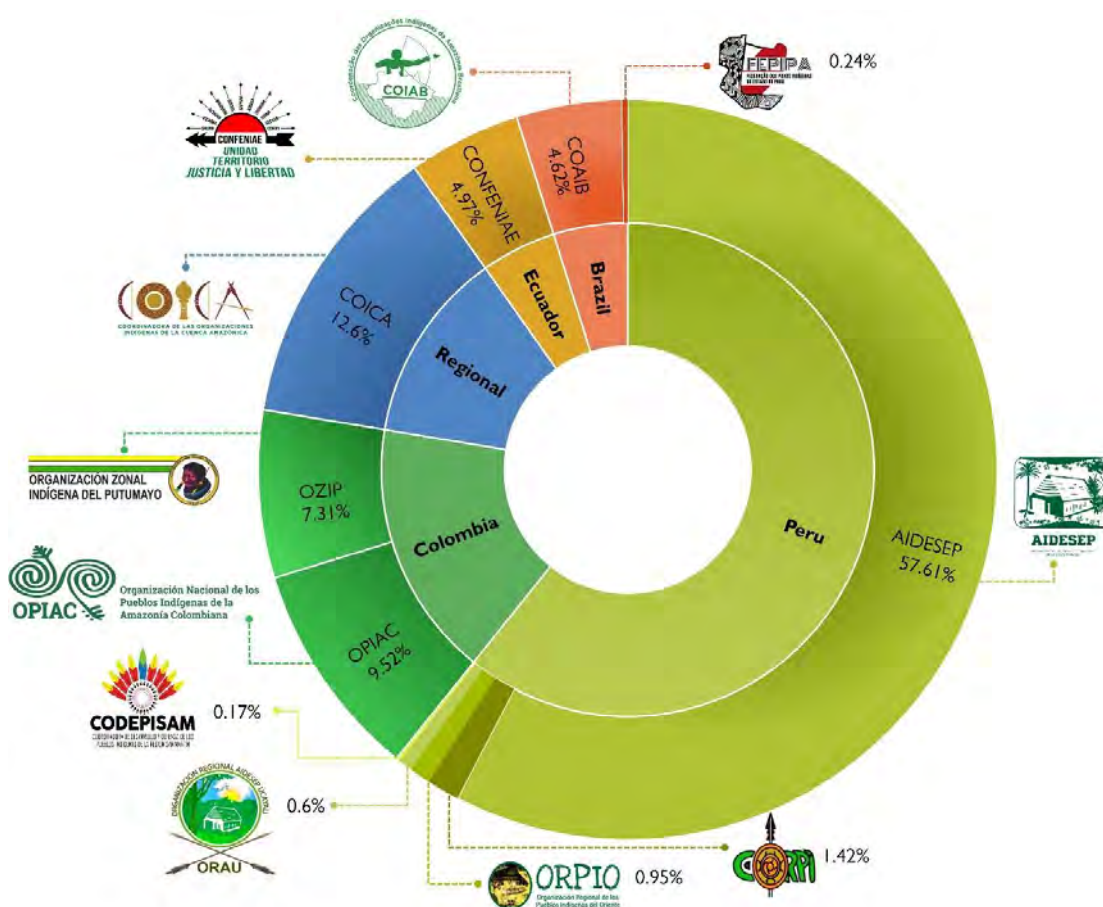


Figure 4. Summary of Grants Implemented by IPOs



Training for organizational strengthening: We provided training to 163 individuals (39% women) from IPOs on various organizational topics, including administrative, accounting, and financial processes; strengthening of legal teams; use and management of online tools and website design; as well as gender and intersectionality approaches. Additionally, IPO leaders received training in communications, rights, leadership, and advocacy (see IR 1.1), territorial monitoring (see IR 1.2), and economic and business skills (see Objective 2).



Organizational structure and thematic discussion platforms: Discussions on critical topics prompted the establishment of committees and new departments within the IPOs, including project, planning, GIS, or indigenous economy departments in some IPOs.



Strengthening of processes and procedures: Creation and updating of IPO procedures manuals and internal policies.



Exchanges among IPOs: Four exchanges among partner IPOs, enabled them to share insights and forge alliances. These exchanges centered on four topics: a) IPO training programs; b) indigenous territorial monitoring; c) organizational strengthening; and d) indigenous economy.



Provision of Equipment: We assessed the equipment needs of IPOs and communities across the four countries, investing in strengthening IPO management and communications for their participation in project activities. This involved providing equipment (see Annex 7.4) to enable access to online resources, facilitating their monitoring, advocacy, and communications efforts.

As a result of these actions, IPOs improved their organizational capacities. Thirteen IPOs out of 15 showed improvements compared to the project's outset. Capacity-building should remain an ongoing endeavor.

The initial capacities, needs, and interests of each organization varied, leading to differing levels of progress achieved. For many IPOs, the project served as a "school" that bolstered their ability to manage resources and be accountable. Throughout this journey, we faced challenges and learned valuable lessons (refer to the Lessons Learned section).

A significant challenge lies in embedding capacities within the organization's structure rather than relying solely on specific individuals. This ensures that gains are not lost in case of changes in management or turnover in technical and administrative staff. Therefore, it is key for personnel within organizations to share knowledge and establish robust administrative and financial practices, even amidst leadership changes.

Organizational assessments conducted throughout the project provided a comparative view of progress, allowing for a clear visualization of changes within the organizations. In each country, methodologies were designed to carry out organizational diagnoses in accordance with the organizational realities and the operational possibilities for iterative diagnoses. These diagnoses were complemented with the self-perceptions of organizational change collected during the FY 2024 Pause and Reflection meeting. The following are highlights of improvements observed in each organization:



Institutionalized the Regional Program for the Defense of Defenders.

Are better positioned and with increased skills for advocacy actions thanks to the support for the implementation of their advocacy agenda.

Improved leadership and capacities of leaders for the defense of defenders

Consolidated the communications team.

Developed an advocacy strategy for COICA's participation in international fora in the context of extractive and infrastructure projects.



Created and equipped the Indigenous Monitoring Management Area.

Strengthened the Amazonian Center for Indigenous Training (CAFI, in Portuguese).

Strengthened administrative, financial, and accounting capacities.

Created the area of Indigenous Economy.

Strengthened the network of young communicators.

Improved capacities of leaders in leadership, advocacy, defense of defenders, territorial monitoring, communications, indigenous economy, gender, and intersectionality.

Provided equipment and furniture.

Strengthened their legal team and network of lawyers.

Are better positioned and with increased skills for advocacy actions thanks to the support for the implementation of their advocacy agenda.

Established closer ties with its member communities as a result of project implementation.



Strengthened administrative, financial, and accounting capacities.

Created the area of Indigenous Economy.

Provided equipment and furniture.

Strengthened relationships with COIAB and its members thanks to the increased capacity to cover more territory, fostering greater trust from IP of the state of Pará.

Leaders with improved capacities in leadership, advocacy, defense of defenders, territorial monitoring, communications, indigenous economy, gender, and intersectionality.



Administrative, financial, and accounting capacities are strengthened.

Provision of equipment and furniture.

Organizational management and planning are strengthened.

Area of Indigenous Economy created.

Strengthened relationships with COIAB and communities thanks to field visits that built trust in Brazil nut management and territorial control.

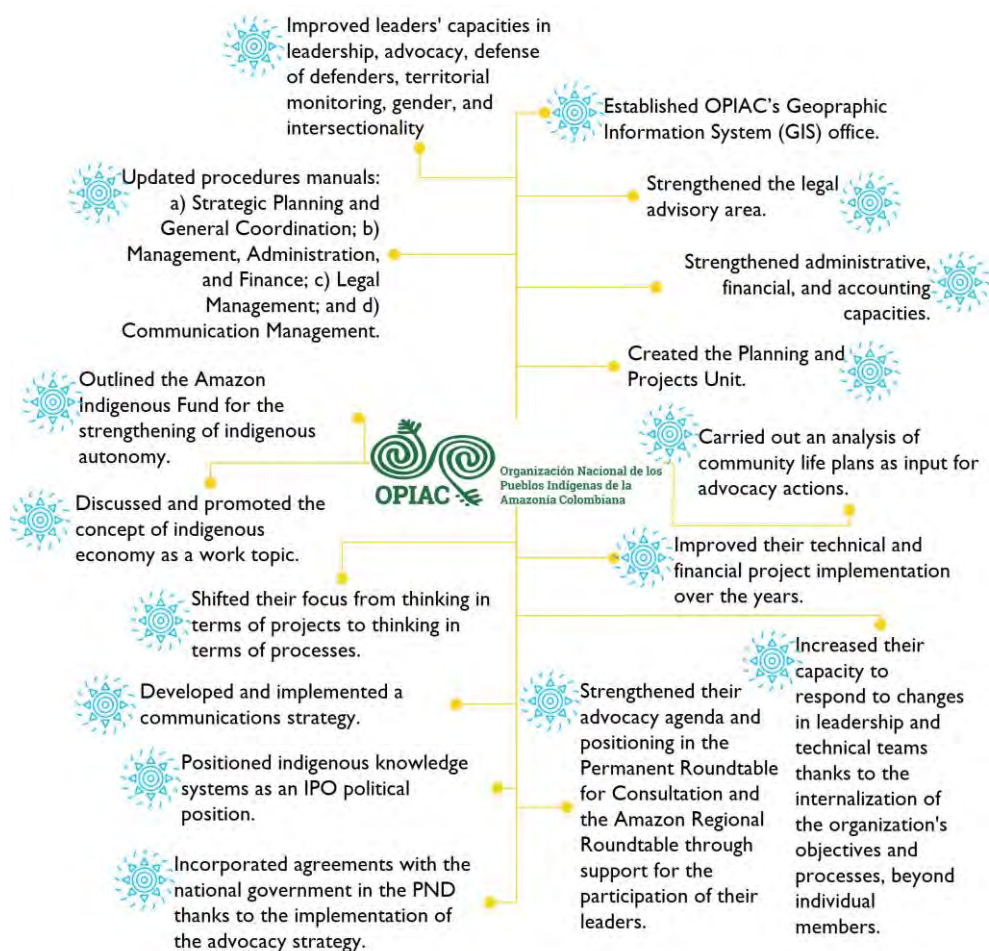
Leaders with improved capacities in leadership, advocacy, defense of defenders, territorial monitoring, communications, indigenous economy, gender, and intersectionality.

Territorial monitoring included as a priority in the organization's agenda.



***Uruwí Association:** this association represents the villages of Pontal, Canindé, and Piraptua, in the northern part of the Apiaká do Pontal and Isolados territory.

****Tapi'ô Association:** This association represents the Matrinxã village, in the southern part of the Apiaká do Pontal e Isolados territory.



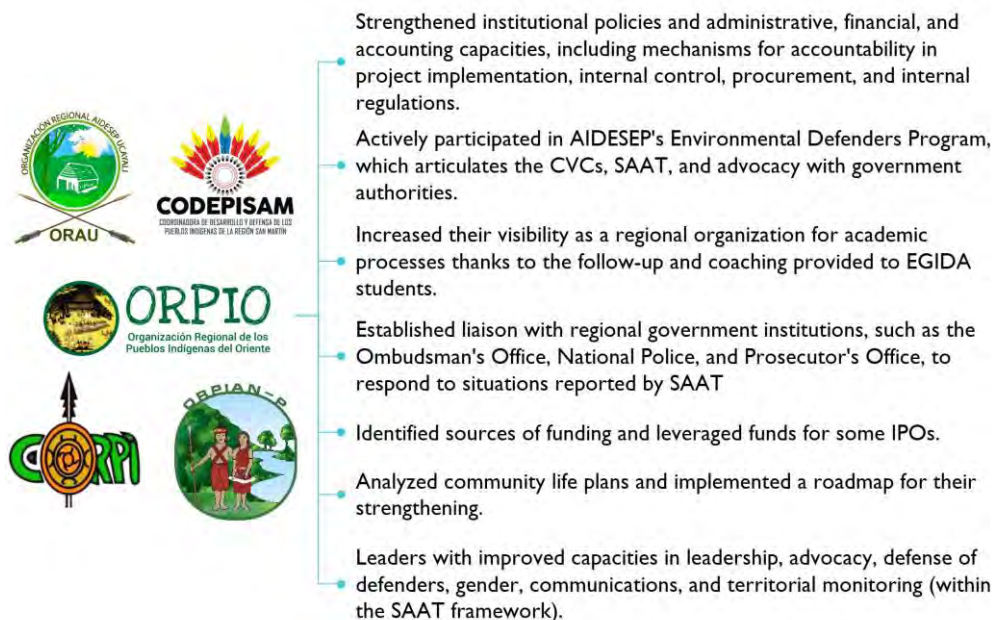
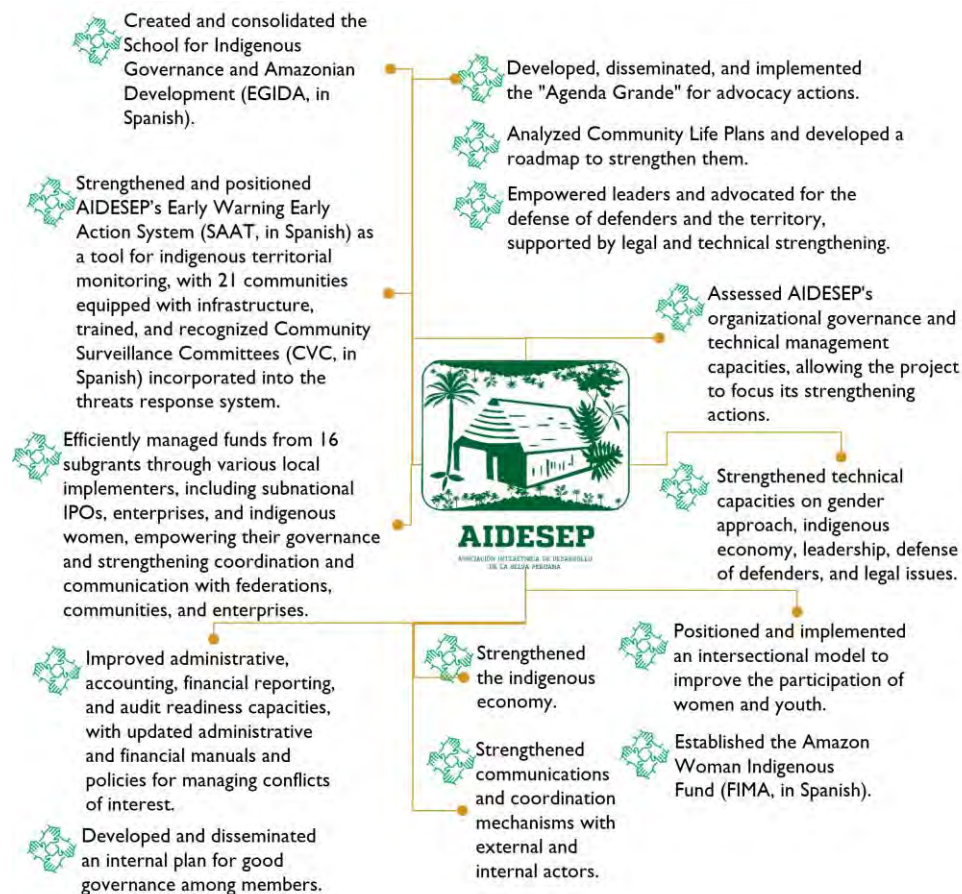
ORGANIZACIÓN ZONAL
INDÍGENA DEL PUTUMAYO



- Developed a plan to strengthen OZIP's administrative capacities as a roadmap to continue improving some organizational processes.
- Some uncertainty remains as to whether the capacities built will be institutionalized or if they will remain with the individuals.
- Strengthened the leadership of the Capacity-Building Program on Indigenous Territorial Governance (PFGTI, in Spanish), enhancing the organization's management.
- Strengthened their administrative, financial, accounting, and internal management capacities.
- Leaders with improved capacities in leadership, advocacy, defense of defenders, territorial monitoring, economics, gender, and intersectionality.



- Leaders with improved capacities in leadership, advocacy, defense of defenders, communications, indigenous economy, gender and intersectionality, inclusive governance, project cycle, and environmental impact studies.
- Strengthened administrative, financial, and accounting capacities.
- Implemented the advocacy agenda, establishing ongoing relations with the Ministry of Environment, Water and Ecological Transition for bio-enterprise initiatives.
- Developed a roadmap for strengthening the participation of women and young people, with a Gender Action Plan under preparation.
- Created the Indigenous Economy Unit and agreed upon the concept of "Economy of the Amazonian peoples and nationalities".
- Established alliances to fund the development of bio-enterprises.
- Created and implemented an Institutional Brand Manual.
- Updated their website, including an IE geolocation viewer (<https://confeniae.net/>)
- Strengthened the organization's communications media, "La Voz de la CONFENIAE," including the provision of equipment.





“The AIRR project provided invaluable support for FEPIPA’s initial setup. It equipped us with essential administrative, logistical, and structural resources, including furniture and equipment, for both the federation and our members. This support was instrumental in laying the foundation for our operations.”

Silvania Mello, FEPIPA Technical Advisor, Brazil



“Through AIRR we learned how to manage projects and, although we know that we still have things to learn and improve, we now feel better prepared to apply for new opportunities on our own.”

OPIAC Representative, Colombia



“We began our role as CONFENIAE’s new governing council in 2023. Much of the work [with AIRR] had already been implemented. We did not want the processes to end, so we implemented a continuity strategy.”

Maria José Andrade, CONFENIAE Indigenous Economy and Development Leader, Ecuador



“We’ve strengthened our legal and communications advocacy efforts in response to reports from our territories. Organizing ourselves, we’ve developed an advocacy strategy to collaborate with relevant authorities, ensuring we can offer prompt and effective responses to impacts and threats.”

Jessica Quiroz, AIDESEP Legal Advisor, Perú

b. Capacity-Building for Indigenous Leadership and Governance.

Establishing and strengthening programs and platforms for leadership training stands as a high priority for IP. Across Brazil, Colombia, Ecuador, and Peru, our efforts through training processes strengthened the capacities of 628 indigenous leaders⁵ (39% women) representing over 50 indigenous groups.

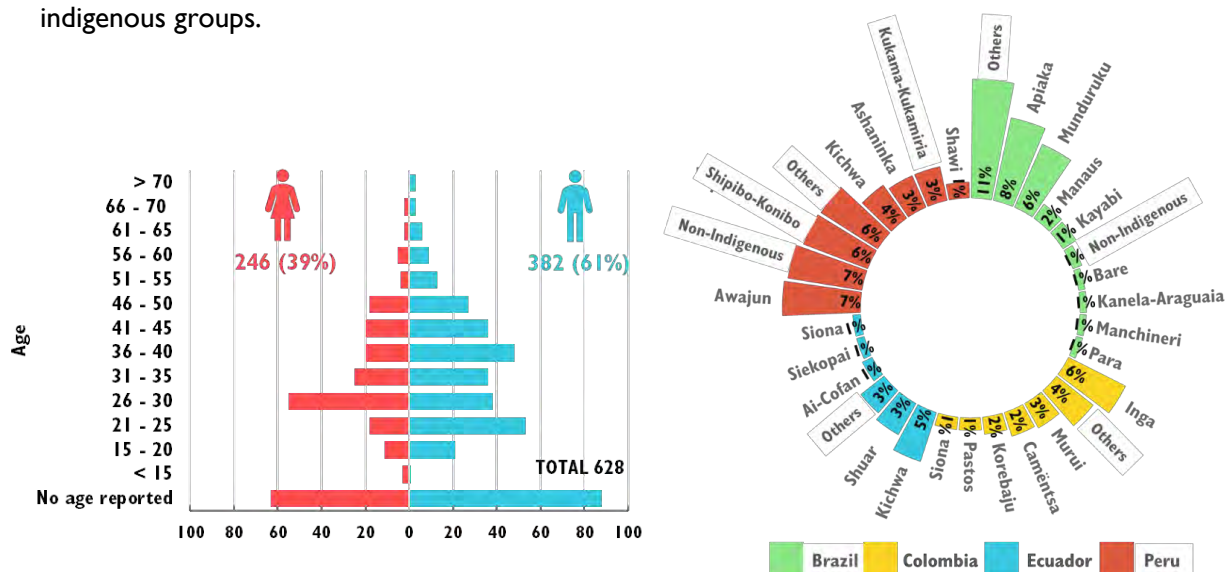


Figure 5. Number of participants in training processes related to governance and rights, by gender, age group, and indigenous group, n=628.

At the **regional level**, we strengthened the capacities of indigenous leaders across several countries in the Amazon Basin to advocate for the **defense of defenders**. This effort fostered strategic alliances among defenders to safeguard indigenous territories and formulate emergency response strategies. COICA led three regional training courses for grassroots leaders, including continuing education programs⁶, which supported COICA's advocacy efforts in international forums⁷.



⁵ Training in business strengths is not included in this count, as it is accounted for under the achievements of Objective 2.

⁶ These included: Continuing education program "[Indigenous Territories and Climate Change: Governance, Scientific Evidence, and Negotiation Strategies](#)" (with matching funds from Hivos Unlimited), the "Regional Meeting to Exchange Experiences on Mechanisms for the Protection of Human Rights Defenders" and the "Regional Minga to Strengthen Knowledge for the Defense of Indigenous Human Rights Defenders."

⁷ Campaigns: A) COP 26: "#DefensaDeDefensorxs" in the framework of the "Glasgow Declaration on Goals for the Protection of Human Rights Defenders. B) "Amazonía por la Vida: defendamos el 80% al 2025" and C) #VocesIndigenasEnLaCOP26.

We organized a meeting to [exchange experiences on training processes with partner IPOs from the four countries](#). At this meeting, we shared experiences, reflections, and lessons learned about the training programs, and established contacts for future exchanges and partnerships.

In **Brazil**, we strengthened 183 leaders (33% women) from 17 indigenous groups representing 22 IPOs. This effort was reflected in advocacy actions for the defense of indigenous territories and rights with the government (see achievements under IR 1.3). Since 2022, the courses have been taught at COIAB's CAFI to strengthen its role and ensure the sustainability of the training processes. We would like to stress the importance of training implemented by Indigenous Peoples for Indigenous Peoples and highlight the added value of their unique perspective in the training processes (where most of the teachers were indigenous). The training activities included:

- ❖ *Floresta em Rede* - Training for young indigenous communicators. This activity came at a strategic moment and was reinforced through the provision of equipment and instruction. It successfully created a network of young communicators that has expanded to COIAB's nine regional offices and has significantly impacted the territories. This network provides representative organizations with information for political advocacy and disseminates information to their members.
- ❖ Course on Public Policies, Functioning of the Brazilian Government, and Political Advocacy.
- ❖ Management Improvement Course for Leaders of the Tapajós Organization⁸: Beyond the training itself, a notable achievement in intersectional inclusion was the modification of some rules and criteria of the Institute's Initial Continuing Education course⁹. This course utilized the [Socio-Cultural Mapping of Tapajós](#), conducted within the project's scope.
- ❖ Training for COIAB's indigenous environmental defenders.

Additionally, FEPOIMT convened the Second Meeting of Indigenous Women of Mato Grosso in the Apiaká/Kayabi Indigenous Territory, which brought together 304 people from 30 groups across the state's seven ethno-regions. The Third Meeting, held in the Parque Indígena do Xingu Indigenous Territory, gathered 323 people from 30 groups, including representatives from FEPIPA and COIAB. We also produced four mini-videos for advocacy capacity-building that show how IP contribute to carbon stocks and the maintenance of environmental services (watch the videos, in Portuguese, here: [Changes in the Landscape; Ecosystem-Based Action; Strange Climate; A Turnaround](#)).



⁸ Supplementary funds from the Bengo Project - Protection of Indigenous and Traditional Peoples in Brazil - German Government.

⁹ Indigenous teachers or those with indigenous experience were hired, and adaptations included changing the requirement from completion of primary school to "not being illiterate." Selection of students is now conducted by indigenous organizations rather than through bids. These changes resulted in a 50% reduction in the dropout rate.

In **Colombia**, through the **Capacity-Building Program on Indigenous Territorial Governance (PFGTI, in Spanish)** we trained 25 leaders (19 women and 6 men)¹⁰ from six indigenous groups¹¹. These leaders now possess the knowledge and tools necessary to influence their communities and collaborate in the self-governance of their territories. The program, led by OZIP and WWF¹², was supported by OPIAC and the Technological Institute of Putumayo, which provided endorsement from the Ministry of Education. The concepts of "the own, the appropriate, the alien, and the imposed" formed the basis for developing each program topic, always maintaining a focus on traditional indigenous knowledge.

OZIP led several strengthening meetings: a) The Meeting of Indigenous Youth of Putumayo, "Weaving Youth Thoughts," led by OZIP's youth area; b) Two meetings of women defenders¹³. In the [first meeting, they formed the "Women's Network of Territorial Environmental Defenders" of OZIP](#)¹⁴, and in the [second meeting, they developed the Network's Advocacy Plan](#); c) The "Meeting to Exchange Experiences on Processes of Prior Consultation and Extractive Projects: Consolidating Unity for the Defense of Life and the Amazon," attended by representatives of Putumayo's fifteen indigenous groups.



“Although there are many individual strengths, having trained in governance strengthens us as a community, because these lessons are meant to be taken to the communities and the territory, democratizing information”

PFGTI Graduate Student,
Colombia

¹⁰ Of these 25 students, 20 graduated, and 5 received certificates of participation. Only 16 meet USAID criteria to be counted in Indicator 5 of the MEL plan.

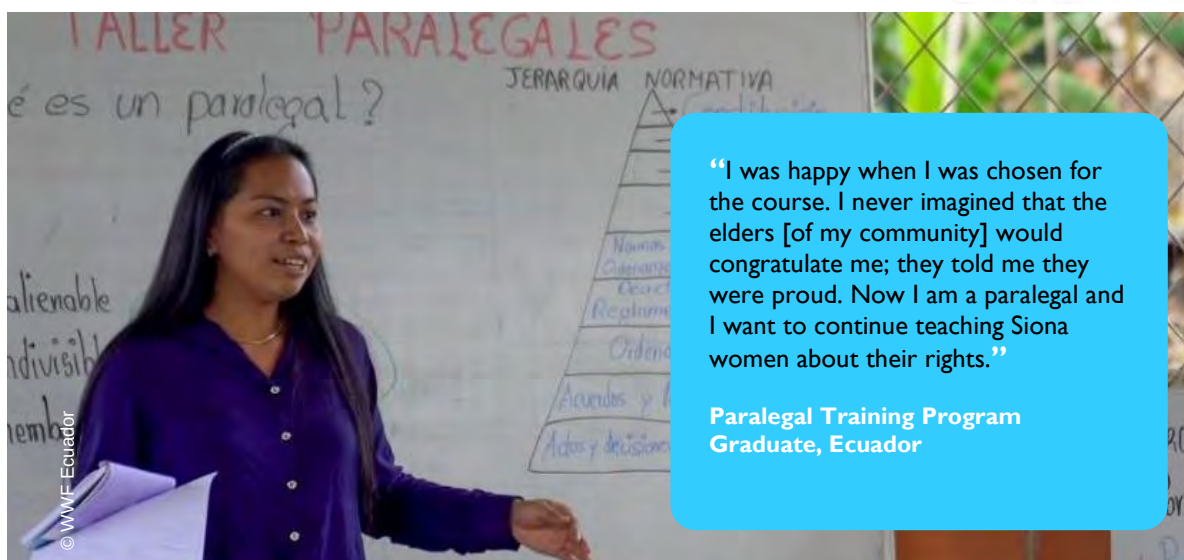
¹¹ The Inga people are the most represented in the PFGTI (28%), followed by Korebajú (21%), Camëntsá Biyá (16%), Yanaconas (12%), Siona (12%), and Murui (11%).

¹² The PFGTI was supported by other donor sources such as WWF Netherlands and the Norwegian Agency for Development Cooperation.

¹³ The Second Meeting received support from WWF Germany - Fund. Sarastro.

¹⁴ The First Meeting was also attended by the Ombudsman's Office, the Attorney General's Office, the Office of the UN High Commissioner for Human Rights and the Organization of American States Mission to Support the Peace Process in Colombia.

In **Ecuador**, CONFENIAE implemented the **Paralegal Training Program** for 23 young people (52% women) from Amazonian IPOs, strengthening their capacities [to exercise their rights concerning infrastructure projects](#). This program emerged from the [Analysis of Environmental Impact Studies](#), which includes a booklet on [Citizen Participation and Prior Consultation in Ecuador](#) and three educational videos on the rights of Indigenous Peoples in Spanish, Shuar, and Kichwa. The achievements were disseminated to the local indigenous population through radio spots broadcast on CONFENIAE's radio station "La Voz," reaching four provinces.



"I was happy when I was chosen for the course. I never imagined that the elders [of my community] would congratulate me; they told me they were proud. Now I am a paralegal and I want to continue teaching Siona women about their rights."

**Paralegal Training Program
Graduate, Ecuador**

In **Peru**, AIDESEP successfully created the **School for Indigenous Governance and Amazonian Development (EGIDA)**, a unique academic program developed by and for the indigenous movement. In just four years, EGIDA has offered two diploma courses and six specialization courses, establishing itself as a national and international reference in its field with an impact throughout the Amazon (watch the [EGIDA video](#) and read the [EGIDA Briefing](#)).

EGIDA has graduated 182¹⁵ students (40% women) from 26¹⁶ indigenous groups across nine Amazon regions¹⁷. It currently supports an alumni platform to facilitate follow-up, promote participation, and encourage exchange among its graduates.

In its first year, EGIDA forged an alliance with the National Indigenous Amazonian University (UNIA, in Spanish), marking a significant academic partnership. By 2023, EGIDA gained official recognition from the Peruvian government through the Regional Directorate of Education of Ucayali as a recognized educational institution. This endorsement expanded opportunities for EGIDA to promote itself as a Community Education Program, focusing on Indigenous Economics, Rights, Health and Intercultural Communication, and Forests and Climate.

In only four years, EGIDA has cultivated alliances with five new partners for the upcoming two years (PROFONANPE, Sociedad Peruana de Derecho Ambiental, Indian Law Resources Center, The Nature Conservancy, Biodiverse Landscape Fund). It has also developed an updated educational proposal and curriculum for the next three years, signaling ongoing growth and expansion.

¹⁵ Of the 182 people who graduated according to EGIDA's own criteria, 148 met USAID's requirements to be counted as trained in indicator 5 [EG.13-1] of the MEL Plan.

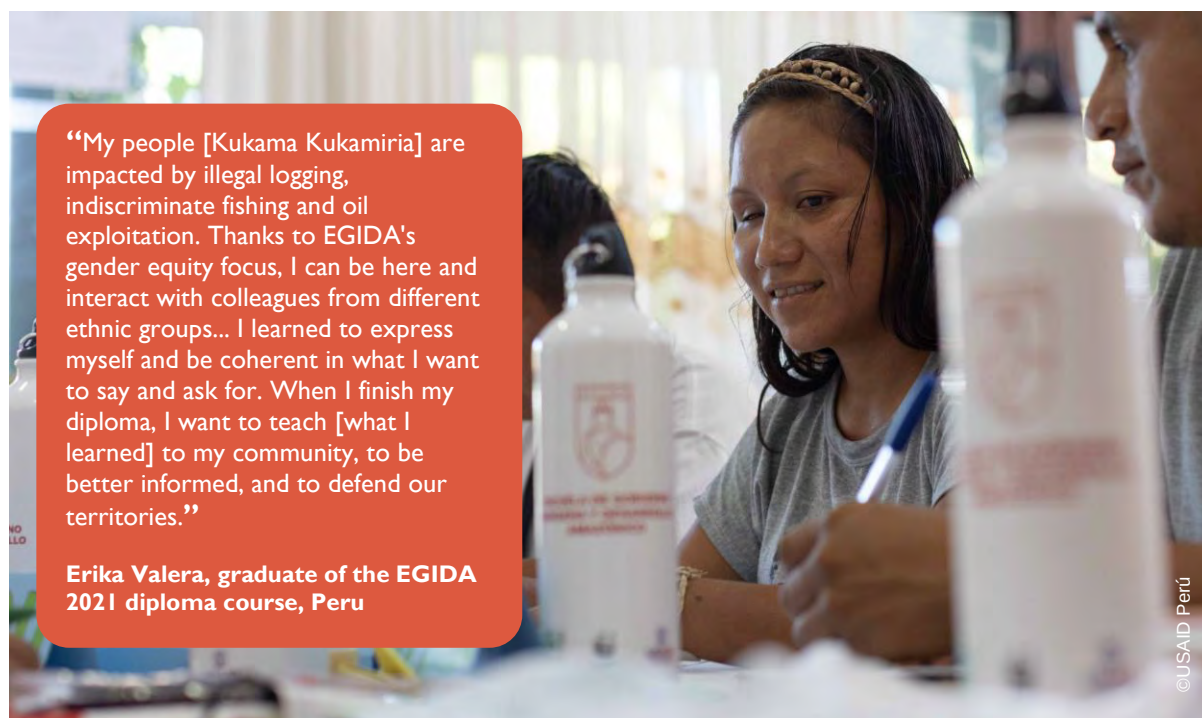
¹⁶ Awajún, Asháninka, Ashéninka, Bora, Capanahua, Ese Eja, Harakbut, Huitoto Muirui, Ikitu, Kakataibo, Kichwa, Kichwa del Napo, Kukama Kukamiria, Matsigenka, Murui, Murui Buue, Murui Muinan, Secoya, Shawi, Shipibo Konibo, Shiwilu, Ticuna, Wampis, Wanka, Yanetsha and Yine.

¹⁷ Ucayali, Huánuco, San Martín, Loreto, Cuzco, Amazonas, Madre de Dios, Pasco, and Junín.

EGIDA implemented concrete affirmative actions to enhance women's participation in its diploma courses and specializations: a) Ensuring that application calls reached indigenous women through dedicated Women's Programs, b) Introducing flexible schedules for synchronous online courses to accommodate mothers' availability, c) Establishing a nursery for infants during on-site courses, enabling mothers to attend classes with their children.

Following are EGIDA's academic offerings supported by the project:

- First and second diploma courses on Governance, Advocacy, and Political Communication.
- Research course for the development of applied projects.
- Specialization course "Amazonian Indigenous Reality in the National Context."
- Specialization course "Governance and Territorial Management for the Exercise of Rights and Gender Equity in Indigenous Peoples."
- Specialization course "Law for Legal and Environmental Defenders."
- Specialization course "Strategic Communications for Political Advocacy."
- Specialization course "Participation and Action in Environmental Impact Assessments and Strategic Environmental Assessments from the Perspective of Indigenous Peoples."
- Specialization course "Indigenous Economy for the Well-being of Our Peoples."



"My people [Kukama Kukamiria] are impacted by illegal logging, indiscriminate fishing and oil exploitation. Thanks to EGIDA's gender equity focus, I can be here and interact with colleagues from different ethnic groups... I learned to express myself and be coherent in what I want to say and ask for. When I finish my diploma, I want to teach [what I learned] to my community, to be better informed, and to defend our territories."

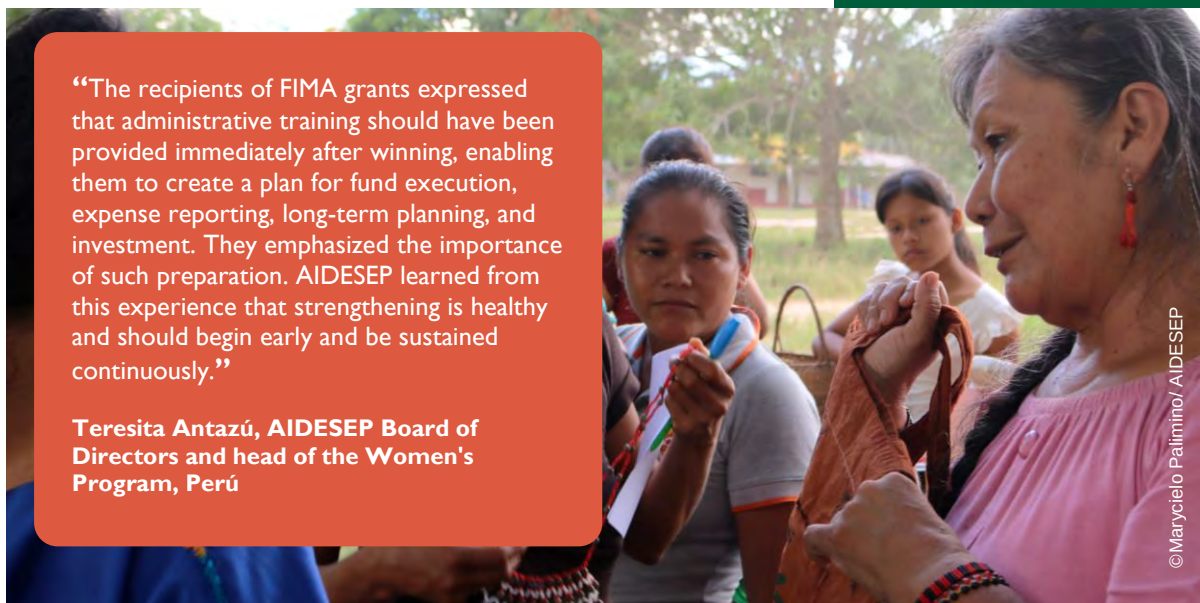
Erika Valera, graduate of the EGIDA 2021 diploma course, Peru

Promoting women's empowerment, AIDESEP established the **Amazon Woman Indigenous Fund (FIMA)**¹⁸, which awarded grants to five women from the regions of Ucayali, Junín, and Cuzco to enhance their projects focusing on culture, security, and food sovereignty. While the fund was managed directly by the recipients, their initiatives expanded into small businesses, impacting 101 families and benefiting 248 individuals. Direct management of the fund by women has provided valuable lessons, not only for the recipients but also for AIDESEP and WWF, highlighting the [importance of strengthening administrative capacities and bridging language and gender gaps in the management of such funds](#).



“The recipients of FIMA grants expressed that administrative training should have been provided immediately after winning, enabling them to create a plan for fund execution, expense reporting, long-term planning, and investment. They emphasized the importance of such preparation. AIDESEP learned from this experience that strengthening is healthy and should begin early and be sustained continuously.”

Teresita Antazú, AIDESEP Board of Directors and head of the Women's Program, Perú



Finally, regarding **defenders**, AIDESEP organized the "[First National Meeting for the Protection of Indigenous Defenders of the Peruvian Amazon](#)," attended by participants from various IPOs, with support from Front Line Defenders and the Inter-American Commission on Human Rights. Additionally, we conducted the "National Knowledge Minga,"¹⁹ where we strengthened the capacities of 11 leaders (36% women) in defense mechanisms.

¹⁸ FIMA is a scholarship aimed at indigenous women leaders from AIDESEP's member organizations in the Peruvian Amazon. It supports initiatives within their communities that address food security, territory management and protection, political advocacy, and contribute to the preservation of their culture and language survival.

¹⁹ The knowledge *minga* was organized with technical and financial support from Peru's Socio-Environmental Fund.



Results Focused on the Sustainability of Capacity-Building Processes and Impacts that Should be Maintained or Scaled Post-AIRR.

Political will and technical capacity to ensure sustainability of the processes:



Strengthening the technical and administrative capacities of IPOs is necessary to ensure the sustainability of the organization's achievements. While we acknowledge this as an ongoing process, we are confident that these achievements will bolster the sustainability of the initiatives set in motion.



Incorporating capacity-building into IPO agendas and organizational structures is key for cultivating effective leadership and strong organizations. This includes initiatives such as establishing economic or planning offices within IPOs and strengthening their communicational capacities.



EGIDA, PFGTI, and Floresta em Rede are processes endorsed and prioritized within AIDESEP, OZIP, and COIAB, respectively, to ensure their continuity.



WWF Colombia signed a Framework Cooperation Agreement with OPIAC that includes capacity-building for indigenous leaders and organizations.



We leveraged funds from FAO to continue strengthening CONFENIAE's Indigenous Economy Unit.



AIDESEP has established numerous alliances and funding sources to sustain the project's initiatives, facilitated by the management of proposals by AIDESEP's technical and leadership team, financed through AIRR. These alliances include organizations such as OXFAM, Profonampe, Rainforest Foundation US, Peruvian Society for Environmental Law (SPDA), WWF, and UNIA (EGIDA); Nia Tero Foundation; TNC; Right and Resources Initiative; Rights, Environment, and Natural Resources (DAR); NESST; DEFRA of the United Kingdom; WWF Peru; and Sall-US.



In addition, WWF obtained funding from the Swedish International Development Agency (SIDA) to implement ORPIO's Women's Program.

Partnerships and fundraising:



For COIAB's CAFI, we established partnerships with The Nature Conservancy (TNC), the State of Mato Grosso's Institute of Education, and the Institute of Society, Population and Nature.



In Brazil, the following are approved projects that will continue to strengthen the capacities of indigenous leaders and organizations: 1) Tapajós for Life (USAID): Focuses on strengthening environmental governance and sustainability in the Tapajós region; 2) Infrastructure and Water Governance - Towards Participatory Water Management in the Tapajós Basin (Bengo): Aims to improve water management practices through community participation; 3) Floresta em Rede/NICFI (Norwegian Embassy): Supported by a project for the protection of Indigenous and Traditional Peoples in Brazil, funded by the German government; 4) Dabucury: Exchange of Experiences and Strengthening of Ethno-environmental Management in Indigenous Lands in the Brazilian Amazon (CESE): Focuses on enhancing ethno-environmental management practices; 5) Economies in the Indigenous Amazon: Formation and Strengthening of Indigenous Bioeconomy in the Amazon (IDB): Aims to develop and strengthen indigenous bioeconomic initiatives in the Amazon region, with funding from the government of Germany.

IR 1.2 Achievements towards informed decision-making processes based on data collected by indigenous territorial monitoring:

Territorial governance and advocacy by indigenous organizations have been strengthened through the implementation of indigenous monitoring systems. These systems have provided us with improved tools, systems, and information to engage with governments and companies, thereby improving decision-making processes in Brazil, Colombia, Peru, and at the regional level.



At the **regional level**, COICA strengthened its [System for Early Warning and Rapid Response to Threats to IP \(SAT-RR, in Spanish\)](#) by establishing integrated indigenous monitoring systems spanning from local to regional levels. This effort included: Development of a demo version of the SAT-RR COICA App²⁰, operational in Colombia and Ecuador; Definition of the elements for CONFENIAE's SAT demo; Integration of COICA's SAT-RR with AIDESEP's National Information and Planning Center (CIPTA, in Spanish) and CONFENIAE's GIS through an interface.

COICA's SAT-RR now incorporates two tiers of information management: a social network-style platform for open registration by Amazonian defenders, and a structured form-based space for information collection by registered monitors from grassroots organizations.



Figure 6. COICA's SAT-RR Infographics

²⁰ Android version. All Eyes on the Amazon supported the development of the pilot (demo).

At the regional level, we improved the management of 1,277,456 hectares²¹ through targeted territorial monitoring efforts. Additionally, 194 individuals (20% women) increased their knowledge on territorial monitoring and utilization of information for advocacy through participation in eight training courses held in Brazil, Colombia, and Peru. Key topics covered during these courses included:

- *Basic concepts of monitoring:* Territorial management from environmental and cultural perspectives; Reporting and data security; Establishment of indigenous territorial surveillance networks.
- *Principles of indigenous territorial monitoring systems:* COICA's SAT, AIDESEP's SAAT, and Integral Community Monitoring by CVCs, including types of alerts managed by the CVCs.
- *Tools and technologies for monitoring:* GIS databases, cartography, drone utilization, monitoring applications (Indigenous Climate Alert - ACI, in Spanish and the Observation and Monitoring System of the Indigenous Amazon - SOMAI, in Spanish), AIDESEP's Geo Server, camera traps.

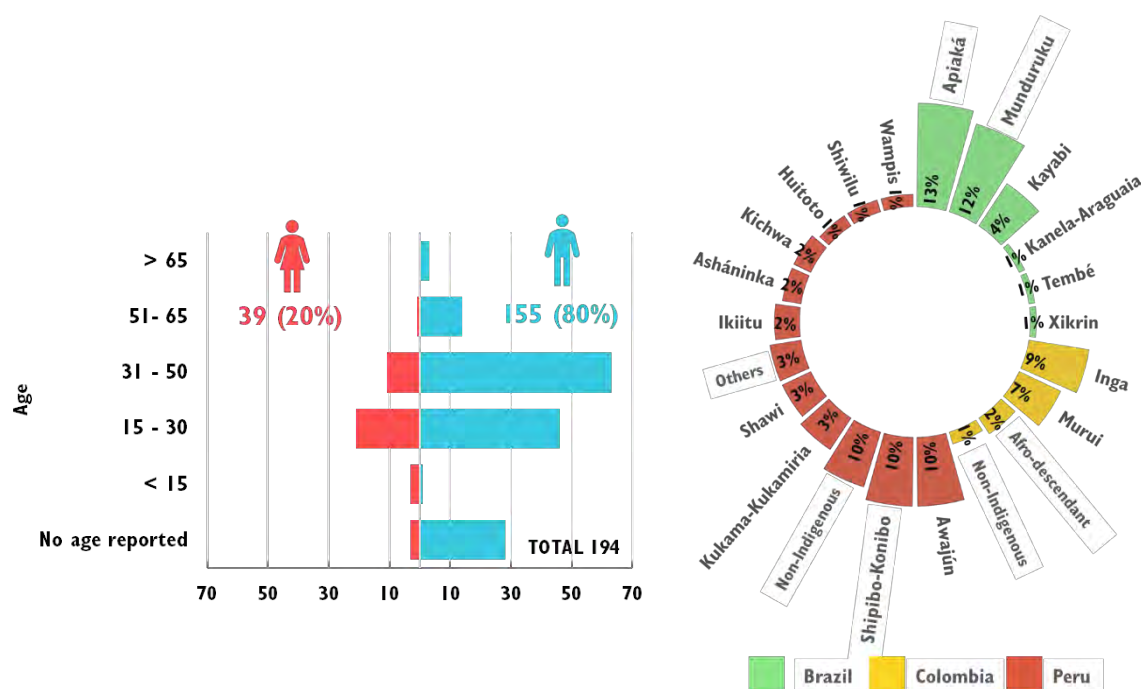


Figure 7. Left: Number of Participants Trained in Monitoring by Gender and Age Group. Right: Percentage of Participants by Ethnic Group (n=194).

We conducted two workshops to **exchange indigenous territorial monitoring experiences**. The first workshop was online with participation from eight organizations²², while the second workshop²³ was conducted in person with partner IPOs. During these meetings, we shared experiences, reflections, and lessons learned on sustainability, impacts, inclusion, interculturality, and indigenous territorial monitoring. We also established points of contact to foster ongoing collaboration.

In **Brazil** we strengthened indigenous territorial monitoring through the following activities:

We strengthened monitoring capacities in two indigenous territories in Mato Grosso: Apiaká do Pontal e Isolados and Apiaká-Kayabi, as well as of eight grassroots indigenous associations in the lower, middle, and upper Tapajós regions of Pará. In the first two territories, the complete cycle of monitoring system was successfully implemented, from territorial expeditions to advocacy actions for territorial

²¹ By country: 1,091,032 hectares in Brazil (Apiaká do Pontal e Isolados and Apiaká-Kayabi indigenous territories), 639 hectares in Colombia and 185,785 hectares in 21 Native Communities of Peru.

²² FEPOIMT, COIAB, WWF Brazil, Raoni Institute, Roraima Indigenous Council, International Education Institute of Brazil, Raoni Institute, Socioenvironmental Institute.

²³ [Memories of the in-person meeting in Tarapoto.](#)

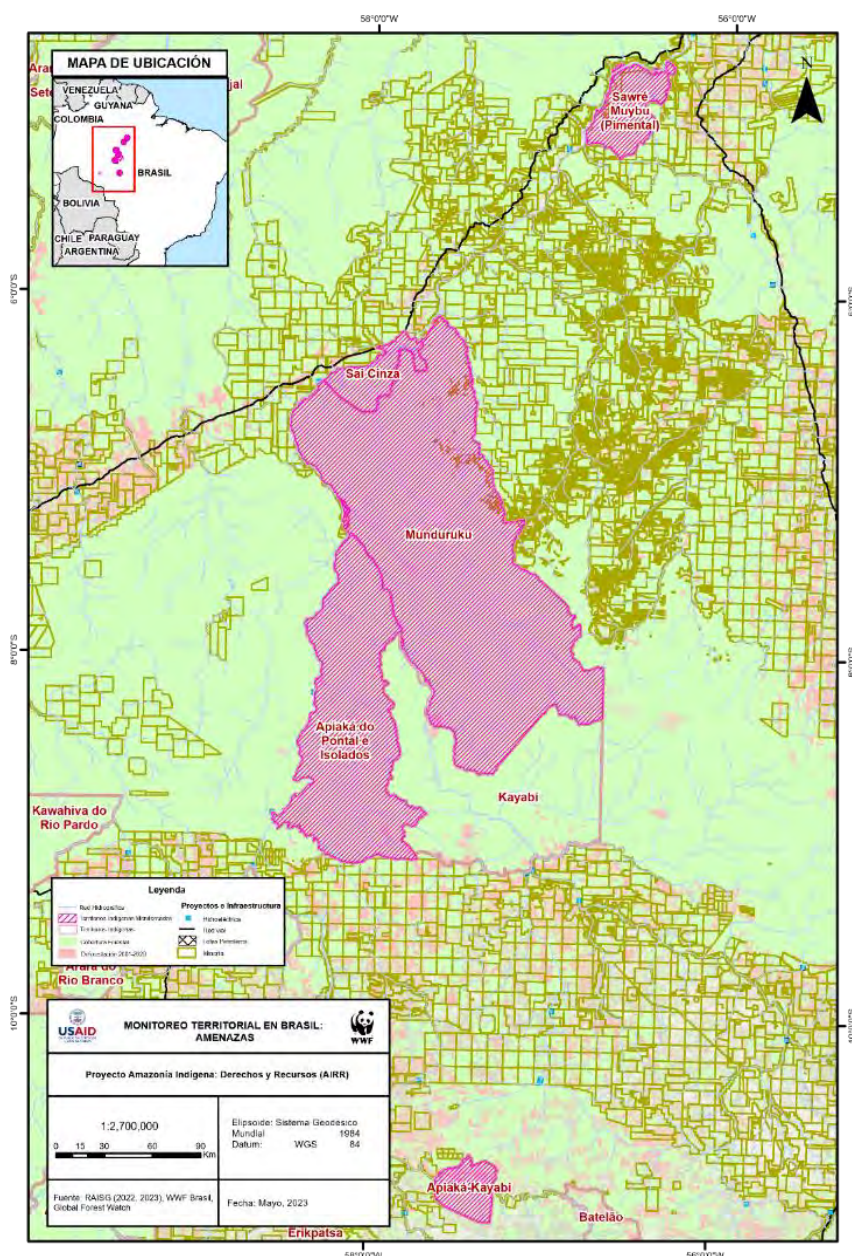
protection, as explained below. In the other areas, the process is in its early stages and will continue to be strengthened to achieve political advocacy actions. Strengthening efforts included the provision of equipment (see Annex 7.4), tools, materials, and the setup of digital platforms, software, and applications for training and monitoring actions.

We updated the Indigenous Amazon Observation and Monitoring System -SOMAI- and Indigenous Climate Alert -ACI- platforms²⁴, incorporating recommendations from IPOs. We also created a dashboard for local monitors to upload information and access data from other monitors using these or other platforms.

In the Apiaká do Pontal e Isolados territory, which overlaps with PARNAJu, we collaborated with two local IPOs (Tapi'ô Association and Uruwí Association) to develop three documents that provide information on territorial monitoring, sustainable use, zoning, and its Environmental and Territorial Management Plan, as well as the update of the PARNAJu Management Plan. These documents are a) Indigenous Land Protection and Monitoring Plan, b) Assessment of the Use and Occupation of the São João da Barra River Basin, and c) Ethno-mapping and Ethno-zoning of the Apiaká do Pontal e Isolados Indigenous Territory.

We provided technical and logistical support for **four expeditions** in the Apiaká do Pontal e Isolados Indigenous Territories. These expeditions detected and reported illegal activities such as fishing, hunting, mining, fires, deforestation, road construction, and settlements to the appropriate authorities²⁵. In response, the Federal Police and others conducted two control and inspection operations²⁶.

The project also supported the preparation of the Implementation Plan for Medium-Term Territorial Monitoring Strategies, incorporating lessons learned from indigenous territorial monitoring experiences²⁷.



Map 2. Indigenous Territories Being Monitored in Brazil with AIRR support

²⁴ Link to ACI video: https://youtu.be/rvcj2RAI9pE?si=hanQ_an3eN8fGr23

²⁵ ICMBIO, FUNAI, PARNAJu Management Council, IBAMA, Federal Police, Federal Public Ministry, Department of Environment, Ministry of Indigenous Peoples, National Indian Foundation, and Ministry of Education.

²⁶ Example: News of [joint operation](#) involving ICMBio, IBAMA, and the Federal Police.

²⁷ While AIRR did not support the monitoring experiences described in the Plan, it did facilitate its development.



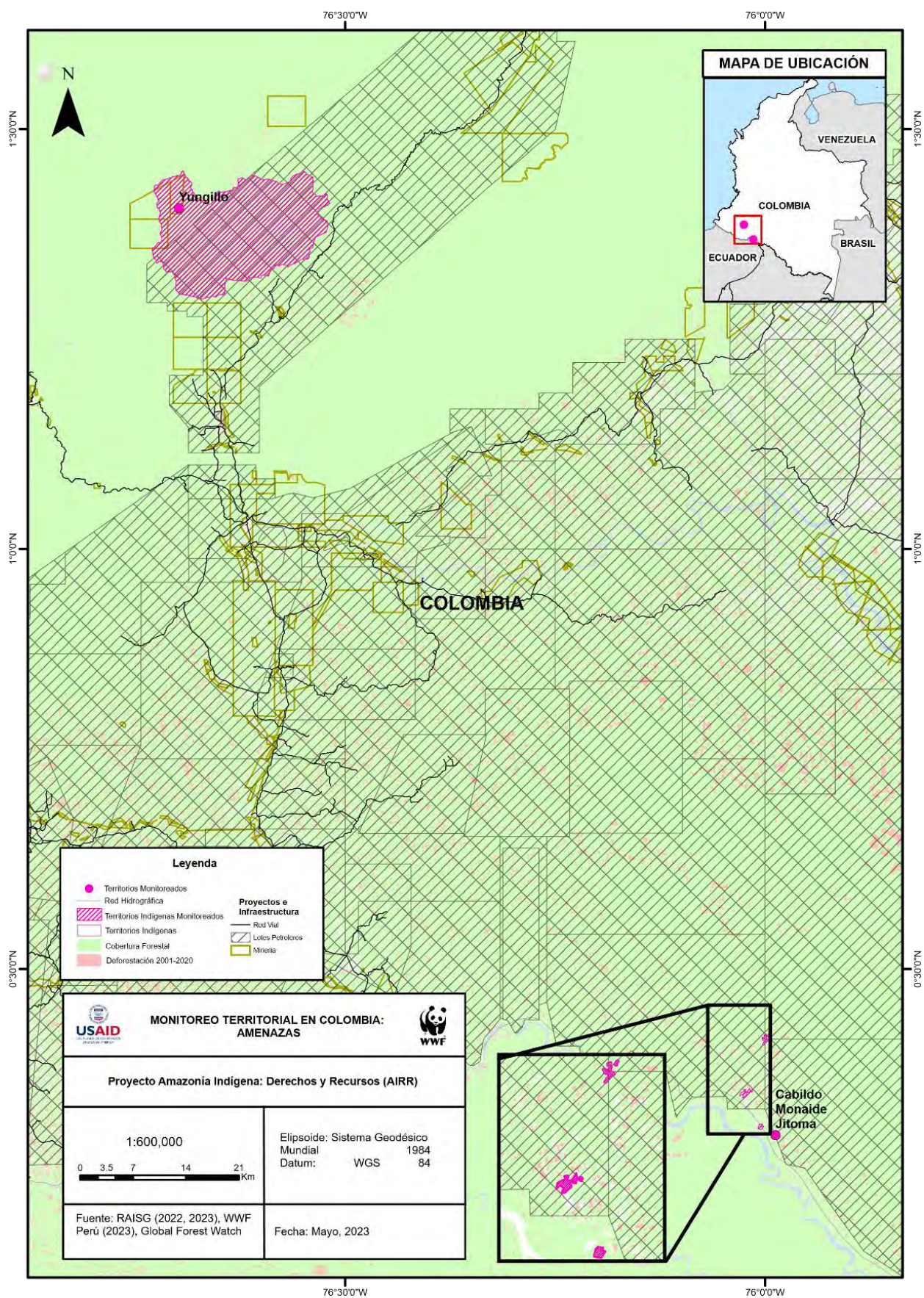
In **Colombia**, monitoring followed a different logic compared to other countries. Instead of focusing on identifying and evidencing threats, monitoring activities aimed to gain knowledge of the territory by combining indigenous with other forms of knowledge. The two approaches to indigenous territorial monitoring and their results are described below:

❖ The first approach was at a local scale, targeting communities and indigenous reserves. It focused on re-learning and re-appropriation of the territory through biological monitoring activities that combine the ancestral knowledge of the elders (*sabedores*) with modern technology and contemporary insights (e.g., cameras, GPS). We conducted pilot projects in two indigenous enterprises in the department of Putumayo (Bioincos and Comaiji), who use non-timber forest products as raw materials for producing inchi or cacay (*Caryodendron orinocense*) and milpes (*Oenocarpus bataua*) oils.

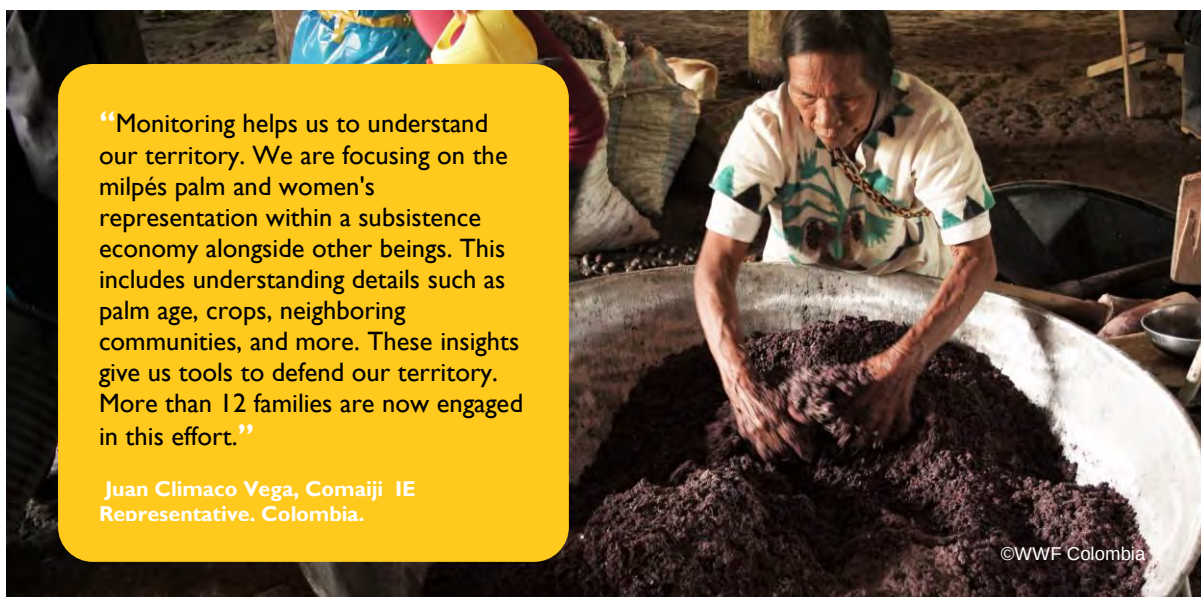
Based on the publication of a [technical study for the sustainable use of cacay fruit in the Inga de Yunguillo Indigenous Resguardo](#) (done directly by the Resguardo and Bionicos) we developed a plan for the sustainable use of the species and obtained a 10-year forest use authorization from CORPOAMAZONIA, the Environmental Authority. Similarly, in the Monaide Jitoma Resguardo, [establishing recommendations for the management and sustainable use of milpes palm](#).

We provided equipment (see detail in Annex 7.4) to community monitors, and the use of camera traps allowed us to better appreciate the territory, increasing the interest of primarily young people to care for it.

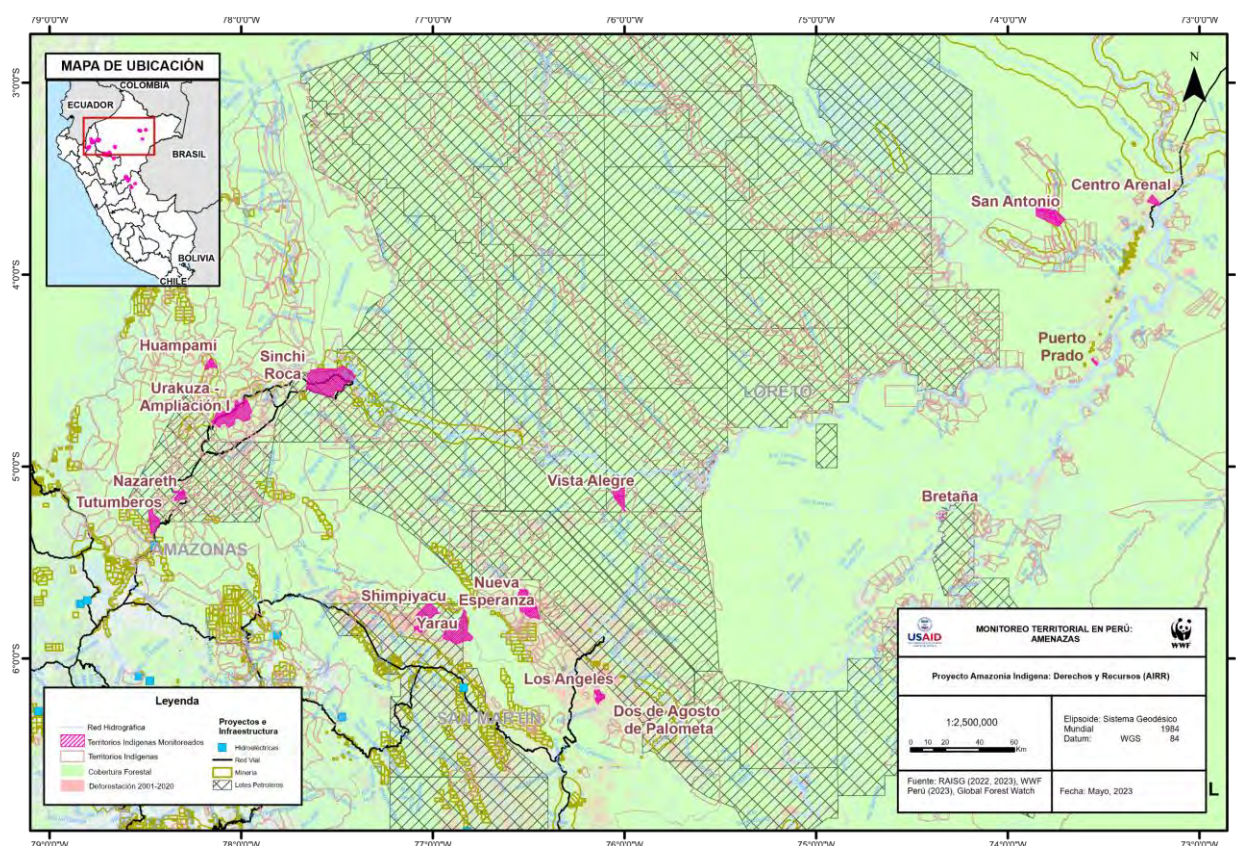
❖ The second approach operated at an institutional scale across the entire Amazon region. We successfully consolidated OPIAC's GIS, now established as a robust tool for generating and accessing information that enhances organizational management. Key achievements included the conceptualization, design, creation of a Geodata Base containing Amazonian information, development of a [geospatial visualization tool](#), and establishing a pathway for information flow from territory monitors to OPIAC. Ensuring the functionality of this information flow will be an ongoing, long-term effort. In addition to technical support, the project equipped OPIAC with necessary equipment to begin operations at its GIS office (see detail in Annex 7.4).

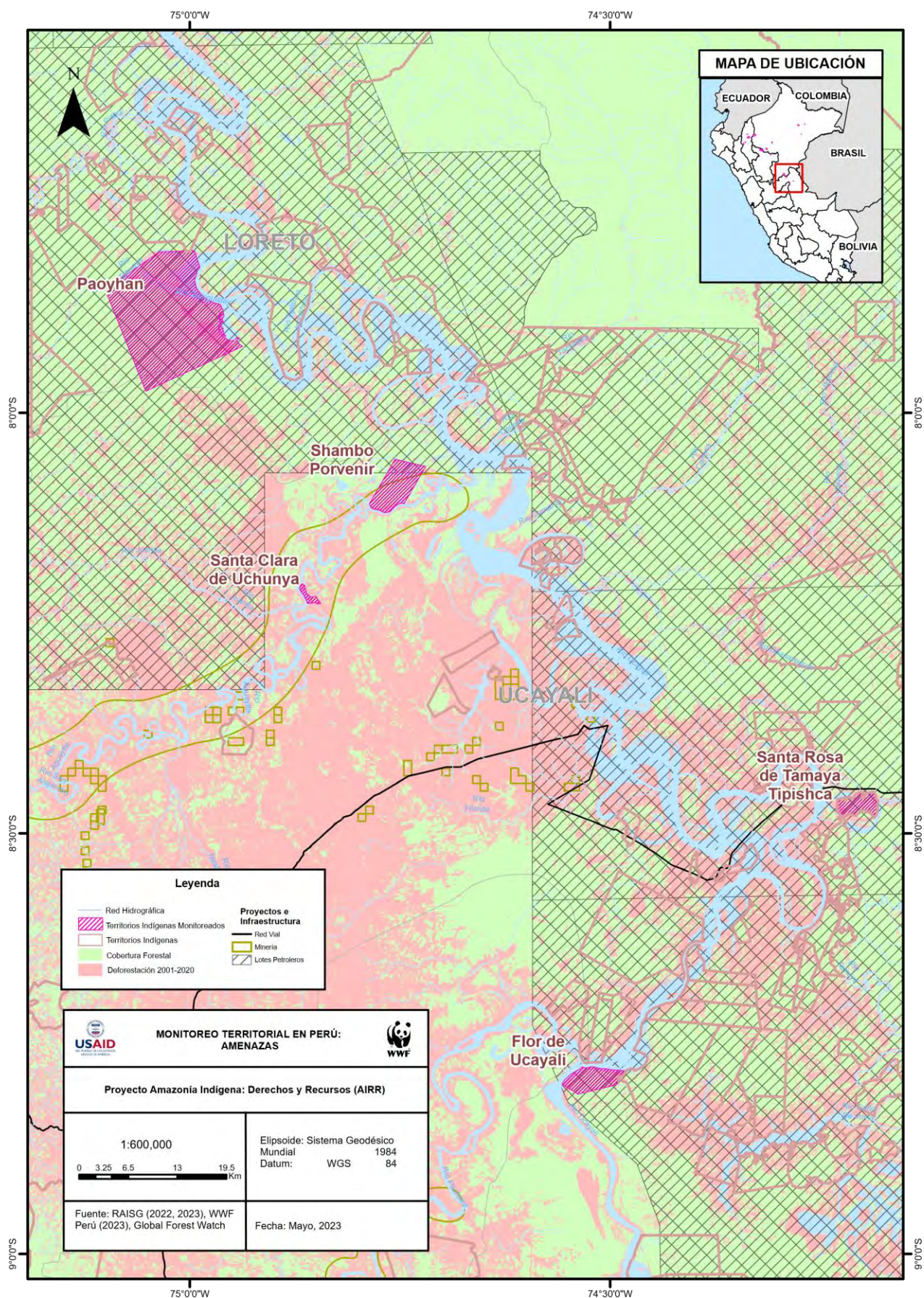


Map 3. Indigenous Territories Being Monitored in Colombia with AIRR support



In **Peru**, amidst increasing environmental and social challenges, and with government responses often delayed and devastating for IP, it is crucial now more than ever for these communities to strengthen their territorial monitoring and response systems to counter threats. This is essential alongside the government's legal obligations. In this context, we strengthened [AIDSEP's SAAT](#), fostering coordinated efforts from local to national levels. These actions aim to defend both territories and communities, aligning with our projected outcomes.





Map 4. Indigenous Territories Being Monitored in Peru with AIRR support

Main results include:

-  Updated the SAAT reporting platform and application²⁸ to generate alerts, produced informational materials ([Forest Monitoring Infographics](#), [Comic 1](#), and [Comic 2](#)), and strengthened the integration of SAAT with COICA's SAT-RR and CIPTA's Geoserver²⁹, both of which we also updated.
-  Twenty-one CVCs in the regions of Amazonas, Loreto, San Martin, and Ucayali have been formalized, equipped (see Annex 7.4), and established with infrastructure³⁰. Approximately 116 indigenous community members have been formally recognized by the Regional Environmental Authorities as CVC members, affirming the key role of indigenous communities in territorial protection and granting them legitimacy in decision-making processes.
-  The CVCs generated 26 threat alerts in indigenous territories: 4 alerts in 2022, 9 alerts in 2023, and 13 alerts in the first four months of 2024. These alerts included cases such as illegal mining, oil spills, illegal logging, invasions, kidnapping, and assassination of defenders. They were transmitted to their subnational and national IPOs for legal and political advocacy, aiming to protect their territories for collective well-being.
-  AIDESEP and its subnational IPOs followed up on the alerts and advocated with authorities, resulting in responses from 13 authorities. This territorial protection effort has had a significant impact on 185,785 hectares across 21 native communities in Peru. These communities have enhanced their land management practices, focusing on care and protection facilitated through indigenous territorial monitoring.
-  AIDESEP convened³¹ the "National Meeting on Indigenous Forest Monitoring and Indigenous Control and Surveillance" ([Video summary of the meeting, May 2022](#)). During this event, Peru's National Forestry and Wildlife Service (SERFOR, in Spanish), the Agency for the Supervision of Forest Resources and Wildlife (OSINFOR), 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 Ministry of Economy and Finance received the IPO's demands. Additionally, AIDESEP signed a Framework Agreement with SERFOR to strengthen community forestry management by facilitating the involvement of the CVCs and forest monitors.

²⁸ This application is exclusively distributed by AIDESEP to regional organizations, indigenous leaders, and monitors. This restricted access ensures that reports are prepared responsibly, safeguarding the generation of alerts that address genuine threats within the communities, without public access.

²⁹ <http://cipta.ddns.net/>

³⁰ Within the SAAT framework, AIDESEP encourages native communities to allocate physical space for securely storing equipment and providing workspaces for community monitors. These contributions have been directly provided by the communities themselves as part of their commitment.

³¹ With support from the European Union-funded Wildlife and Forest Alliance action, USAID's Pro-Bosques project, the Amazonia 2.0 project, Eco Redd and the Ucayali Indigenous Forest Conservation project, funded by the German Ministry of the Environment's International Climate Initiative (BMU IKI).



Results Focused on the Sustainability of Territorial Monitoring Processes and Impacts that Should be Maintained or Scaled Post-AIRR.

Political will and technical capacity to ensure the sustainability of the processes:



Brazil: The use of open-access, free and easy-to-use tools (SOMAI, ACI) contributes to the sustainability of territorial monitoring.



Colombia: OPIAC's restructuring aims to enhance the financial sustainability of its GIS office, making it a cross-cutting department that supports all organizational activities.



Peru: AIDESEP strengthened its SAAT, integrating it into the institutional agenda alongside CIPTA. Through advocacy efforts, it garnered authorities' attention regarding threats, and advanced negotiations with SERFOR and other entities for the technical and political recognition of SAAT.

Alliances and projects that give continuity to processes and fundraising:



Brazil: Tapajós for Life (USAID), the Indigenous Territorial Monitoring project (ICV with funding from the German bank KfW) and the use of free applications such as IPAM's ACI-SOMAI.



Colombia: SERVIR Amazonia and Amazonia Mía (USAID) are in discussions with OPIAC to strengthen OPIAC's GIS. Also, OPIAC has signed a framework agreement with WWF Colombia for continued support of monitoring processes.



Peru: AIDESEP signed a Framework Agreement with SERFOR to coordinate the work of CVCs and forest monitoring groups. WWF secured additional funding to support ORPIO's Women's Program through SIDA. AIDESEP also collaborated with Profonampe to strengthen select CVCs. The Biodiverse Landscapes Project of the Amazonian Andes Landscape, funded by DEFRA of the UK, to strengthen and implement specific CVCs.



“I wanted to be a nurse, so I studied chemistry/biology, but I couldn’t afford the costs. I began making crafts with my mom, then got invited to monitoring training events. Despite hesitations, my good grades earned me a monitor role. I couldn’t imagine traveling or speaking in public. They warned me against traveling to dangerous territories as a woman, but I insisted and said ‘yes, I can!’ Now, I travel confidently with my essentials. In my little suitcase I carry what I need, and I get where I want to go because I come from parents who have resisted. Now people congratulate me and tell me that I am a great woman and that I can do it. I identify contamination and logging, connect with other indigenous groups, and monitor the CONFENIAE area. I’m happy that more women are joining in. My goal is to help my organization and resolve community conflicts.”

Indigenous Monitor from the Kunku del Pastaza community, Ecuador (Participant of the Regional Meeting of Indigenous Monitors in July 2023)

IR 1.3 Achievements related to indigenous partners achieving equitable outcomes from negotiations with key stakeholders:

The project facilitated conditions for impactful negotiations by IPOs. We published a document summarizing [IPO's advocacy achievements, as well as lessons learned and recommendations for IPOs and allies](#).

This support aligned with each IPO's political agenda and regional context. Initially focused on minimizing the impacts of infrastructure and extractive projects, the project's focus was adapted to address additional threats such as climate change and the persecution of indigenous defenders.

We supported 37 IPOs and communities, influencing 32 decision-makers who incorporated the IPOs' visions into their policies, reflecting IP needs.



We produced information, analyses, and publications to strengthen advocacy processes on different issues at the regional and country levels:



"Environmental Impact Assessment and Strategic Environmental Assessment in the Amazon Region: Analysis of their Application in Extractive Industries and Infrastructure Projects" 2022 (Region: Peru, Colombia, Brazil, Ecuador)



"Weaving Knowledge on Environmental Licensing in Hydrocarbon Extraction Projects. Key Issues for the Indigenous Communities of Putumayo"



[Analysis of Environmental Impact Assessments, Citizen Participation, and Prior Consultation in Ecuador](#)

Complementary publications and materials on EIA and SEA at the regional and national level



"Lessons Learned from Emblematic Environmental Certification Processes (Environmental Impact Studies and Strategic Environmental Assessments) in Colombia, Ecuador, Peru, Brazil, and Bolivia." 2022

And the working document "Roadmap for Advocacy in EIA and SEA at the Regional Level" 2022 (Region: Peru, Colombia, Brazil, Ecuador)



video "Environmental Licensing - Hydrocarbons: What are They and How Do Indigenous Communities Participate"

The video "[Mechanisms for Indigenous Community Participation in Territorial Protection](#)"



[four infographics summarizing the booklet](#)



Has an executive summary:

And a booklet summarizing the analysis



ESTUDIO NACIONAL SOBRE ESTUDIOS DE IMPACTO AMBIENTAL (EIA) Y EVALUACIONES AMBIENTALES ESTRATÉGICAS EN EL PERÚ

HACIA UNA PARTICIPACIÓN EFECTIVA Y CUMPLIMIENTO DE LOS DERECHOS DE LOS PUEBLOS INDÍGENAS

HOJA DE RUTA DE LA INCIDENCIA NACIONAL EN POLÍTICAS AMBIENTALES Y DE PARTICIPACIÓN

Includes a working document "Roadmap for National Advocacy on EIAs and SEAs in Peru" (Peru).

A video on Indigenous Peoples' participation in EIAs

IMPORTANCIA DE LA PARTICIPACIÓN DE LOS PUEBLOS INDÍGENAS EN LOS ESTUDIOS DE IMPACTO AMBIENTAL (EIA) EN EL PERÚ

And an infographic on the participation of Peru's Indigenous Peoples in EIAs

PARTICIPACIÓN DE LOS PUEBLOS INDÍGENAS EN LOS ESTUDIOS DE IMPACTO AMBIENTAL (EIA)

“National Study on Environmental Impact Assessments and Strategic Environmental Assessments in Peru. Towards Effective Participation and Compliance with the Rights of Indigenous Peoples” 2022 (Peru)

Booklets with Recommendations and Best practices for IP Participation and Defense of

RECOMENDACIONES PARA PROMOVER LA PARTICIPACIÓN EFECTIVA DE PUEBLOS INDÍGENAS EN LA DISTRIBUCIÓN DE BENEFICIOS EN LOS SECTORES EXTRACTIVO E INFRAESTRUCTURA

RECOMENDACIONES PARA PROMOVER BUENAS Y MEJORES PRÁCTICAS A NIVEL INTERNACIONAL EN LA PARTICIPACIÓN EFECTIVA DE LOS PUEBLOS INDÍGENAS

“Recommendations to Promote the Effective Participation of Indigenous Peoples in Benefit Sharing in the Extractive and Infrastructure Sectors” (Region: Colombia, Ecuador, Brazil, Peru)

“Recommendations for Promoting Best Practices for Indigenous Peoples' Participation at the International Level” 2023 (Regional)

IPO Advocacy Strategy Working Documents

ESTRATEGIA DE INCIDENCIA PARA LA PARTICIPACIÓN EN ESPACIOS INTERNACIONALES

Working document "Advocacy Strategy for COICA's Participation in International Forums in the Context of Extractive and Infrastructure Projects" (Region)

Indidencia AIDESEP

Working documents on " Indigenous Organizations' Advocacy and Strategies"



“Territorial Defense Strategies, Good Practices, and Demands of Women Environmental Defenders” 2023 (Regional)



“Contributions for the implementation of Art. 9 of the Escazú Agreement” 2022 (Regional)



“Report: First National Meeting of Amazonian Defenders” 2021 (Perú)



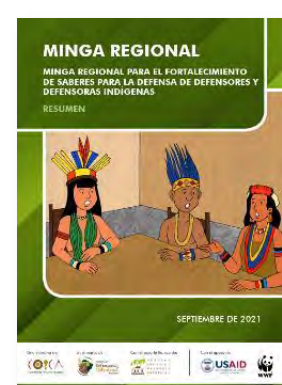
“Booklet Defenders of the Colombian Amazon” 2021 (Colombia)



“Booklet Human Rights Defenders in Brazil” 2021 (Brasil)



“Summary of the Regional Meeting of COICA Defenders” 2021 (Regional)



“Summary of the Regional Minga on Mechanisms to Defend COICA Defenders” 2021 (Regional)

The following is a summary of our achievements, in each country and at the international level:

Brazil: COIAB, FEPOIMT, FEPIPA, and ANMIGA conducted advocacy actions targeting governmental and international cooperation agencies. These efforts led to significant progress in demarcating and protecting indigenous territories and incorporating indigenous rights into political and environmental agendas.



IPOs met with National Congress and embassy representatives to promote the demarcation of indigenous lands and strengthen territorial governance. As a result, a governmental group was formed to oversee the demarcation of indigenous territories.



The Tapi'ô and Uruwí associations, in partnership with the National Indian Foundation (FUNAI, in Portuguese) and the Federal Public Prosecutor's Office, made progress in the demarcation process of the Apiaká del Pontal e Isolados indigenous territories.



During COP27, we began discussing opportunities for future financing and agreements with governments of the Amazon region, Europe, and the United States, including a climate finance proposal with organizations such as EMERGENT and the Environmental Defense Fund (EDF).



The Ministries of Education and of Indigenous Peoples signed a protocol to support indigenous teacher training and higher education following the Third Indigenous Women's March in September 2023.



COIAB filed a complaint with FUNAI regarding the irregular operation of the Belo Monte hydroelectric dam, impacting nine indigenous lands. Implemented strategies included conducting hearings with the Public Prosecutor's Office and the Public Defender's Office of the Union on threats to indigenous territories, such as deforestation and illegal mining.



COIAB met with the European Parliament to discuss anti-environmental and anti-indigenous projects.

Colombia: OPIAC reached significant milestones contributing to strengthened environmental governance and enhancing the voice and participation of IP in decision-making. These accomplishments include establishing an agreement with the Ministry of Environment for creating the Voluntary REDD+ Regulatory Roadmap in indigenous territories; creating the Amazonian Council for Economic and Social Policy, the first in the region with indigenous participation focusing on environmental safeguards; defining principles for climate finance in Amazonian indigenous territories; negotiating to ensure 20% of Green Climate Fund resources are allocated to indigenous communities; engaging in dialogue with government entities to advance indigenous agendas on issues like indigenous authority and REDD+ regulation; and implementing OZIP's strategies to monitor mining projects and promote environmental standards and human rights.

In February 2024, OPIAC convened a Tripartite Dialogue involving delegates from the Ministry of Mines, non-governmental organizations, and representatives of ten Amazonian indigenous groups. Together, they developed the "Roadmap for the Relationship Among Indigenous Peoples, Oil Companies, and Government." This roadmap sets out guidelines for collaboration that respect and integrate indigenous knowledge systems and the mandates of IP as territorial authorities. Its goal is to protect the territory and lives in the Colombian Amazon.

Regarding the PND 2022-2026, OPIAC played a key role and consolidated the document "*Proposal from the Indigenous Peoples of the Colombian Amazon to the National Development Plan 2022-2026: Colombia World Power for Life. Living Amazon - Safe Humanity.*" Based on this initiative, OPIAC secured 233 protocolized agreements for IP nationwide, which included 57 agreements from the Amazon Regional Roundtable. These agreements were backed by a special budget allocation of 20 billion pesos from the national budget. Detailed environmental agreements aimed at consolidating an Indigenous Environmental Public Policy are depicted in figure 8. For a comprehensive overview of these achievements and their scope, refer to our [infographic summarizing the agreements](#).

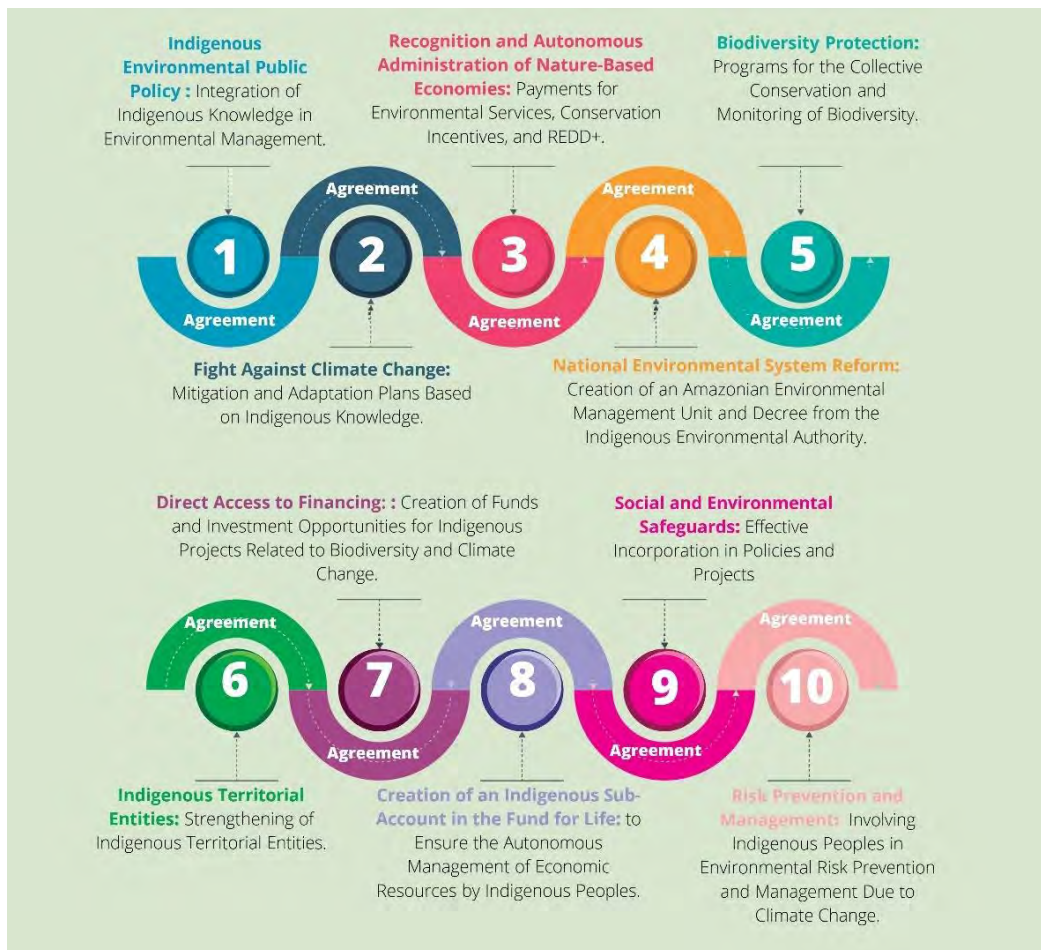


Figure 8. Indigenous environmental agreements of the National Development Plan of Colombia

In turn, OZIP launched advocacy strategies focusing on youth, women defenders, and prior consultation issues. They monitored prior consultation processes in mining and published a [report on Mongabay](#) highlighting the cultural and socio-environmental impacts of these activities in Putumayo, accompanied by a [documentary video](#).

Ecuador: CONFENIAE achieved significant progress in promoting the indigenous economy and territorial defense in Ecuador,. Notable achievements include securing commitments from the Ministry of Environment, Water, and Ecological Transition (MAATE) to reform Ministerial Agreement 034 on the Promotion of Bio-enterprises based on indigenous recommendations. Additionally, CONFENIAE organized a [forum, a photographic exhibition, and produced videos showcasing indigenous enterprises](#). These initiatives highlight the critical role of communications and visibility in promoting the indigenous economy and conservation of the territory. They also facilitate dialogue, network building, and garnering support from strategic allies.

Peru: One notable achievement includes designing a roadmap for establishing the Vice-Ministry of Indigenous Peoples and Indigenous Constituencies, as part of its *Agenda Grande* aimed at influencing the Peruvian government. This effort focuses on integrating indigenous rights into extractive and infrastructure projects. Furthermore, AIDSEP has engaged in dialogues with government agencies like SERFOR and the Andean, Amazonian, and Afro-Peruvian Peoples' Congressional Commission, resulting in significant agreements to amend forestry regulations and safeguard IP and their territories. Moreover, AIDSEP successfully advocated with various authorities to protect indigenous territories and defenders, leveraging alerts generated by SAAT as documented under IR 1.2.

In its efforts to advance the rights of Peru's IP, AIDESEP also pursued international support. They raised awareness with the Constitutional Court and the UK Ambassador in Peru regarding the rights of Indigenous Peoples in Isolation or Initial Contact (PIACI, in Spanish). In 2022, AIDESEP disseminated its *Agenda Grande* across the public sector, civil society, and international partners at COP 26 and 27 on Climate Change, as well as COP 1 and 2 on the Escazú Agreement. This aimed to highlight indigenous movement priorities and foster alliances. AIDESEP established ten inter-institutional partnerships, including with UNIA, SERFOR, SPDA, the Indian Law Resources Center, and Rainforest Foundation US, among others. These collaborations strengthen AIDESEP's advocacy capacities, forming a vital network of support to confront current and future challenges in defending IP rights and territories.

International Level: Through their consistent, strategic, and coordinated efforts, the Amazonian IPOs COICA, AIDESEP, COIAB, CONFENIAE, and OPIAC, supported by the project, effectively advocated for their demands and proposals in 17 crucial international forums for IP and the Amazon. They achieved significant progress in integrating their priorities into key discussions on climate change, biodiversity, human rights, and socio-environmental safeguards. This ensured the protection of their rights, access to information, meaningful participation, and appropriate safeguards in initiatives and funding for their territories. Their persistent advocacy efforts led to eight international institutions incorporating IP priorities, as detailed below:



Climate Change COP:

 COP25 (2019, Madrid): COICA secured approval of its 2020-2021 [Work Plan](#) for the Indigenous Peoples and Local Communities Platform.

 COP26 (2021, Glasgow): COICA played a pivotal role in securing a [commitment](#) of \$1.7 billion for indigenous communities engaged in forest protection from 2021 to 2025. However, as of now, this commitment has not been implemented.

 COP27 (2022, Egypt): COICA, OPIAC, COIAB, AIDESEP, and ORAU secured an agreement to establish [a fund aimed at covering losses and damages resulting from climate change](#).



Escazú Agreement:

 COP1 (April 2022): Thanks to [COICA's advocacy](#), an ad hoc working group on [environmental defenders](#) was created.

 Defenders Forum (November 2022): DAR submitted recommendations on a regional action plan for



Biodiversity COP and IUCN Congress:

 IUCN Congress (September 2021): Motion 129 "[Avoiding the point of no return in the Amazon by protecting 80% by 2025](#)" led by COICA was approved.

 COP15 (2022, Montreal): COICA and AIDESEP successfully included their proposals in nine of the 23 targets approved in the new [post-2020 Global Biodiversity Framework](#).



Inter-American Development Bank (IDB):

Safeguards consultation (2020): 18 of the recommendations made by COICA, AIDESEP, ORPIO, ORAU, and CORPI-SL

defenders including a budget, warning systems, and refuge.

 The publication "[Technical contributions for the Effective Implementation of Article 9 of the Escazú Agreement](#)" was produced by DAR.

 COP2 (April 2023): AIDESEP, COMARU, CORPI-SL, and CARE submitted recommendations that were included in the ad hoc group on defenders' report.

 Defenders Forum (September 2023): AIDESEP, COMARU, ORAU, CORPI-SL, ORPIO, and CARE collaborated with key stakeholders to propose a mechanism for the participation of indigenous defenders. We published the document "[Strategies for Defending the Territory, Best Practices, and the Demands of Women Environmental Defenders](#)" ([Video: Importance of Regional Mechanism for the Defense of Defenders](#)).

 Public Consultation Defenders Action Plan (January 2024): These same organizations submitted recommendations on intercultural approach, information, and participation.



Other Financial Institutions:

 World Bank (2021-2022): COICA achieved commitment to participate in safeguards group and revitalized dialogue on implementation of the Escazú Agreement.

 Amazon Summit (2022): The IDB recognized the importance of having guidelines for indigenous women's participation.

were included in the [IDB's social and environmental policies](#).



 [Consultation guides implementation \(2021\)](#): COICA and AIDESEP's recommendations related to IP, gender, and consultation mechanisms were included.

 Access to Information Policy (2024): DAR provided recommendations on energy transition and IP rights.



Other International Bodies:

 IACHR Meeting (July 10, 2020): COICA, OPIAC, AIDESEP and CONFENIAE participated and advocated on issues related to defenders and PIACI.

 UN Permanent Forum (19-30 April 2021): COICA priorities on IP consultation processes, territorial protection, and ratification of ILO Convention 169 were included.

Project partners (DAR and AIDESEP) participated in the Global South Civil Society Experience Exchange Workshop, organized by the Regional Group on Financing and Infrastructure in São Paulo, Brazil. During this event, participants shared experiences on the investment landscape in the Amazon, focusing particularly on human rights monitoring, the protection of defenders, the energy transition, and Chinese investments. Civil society groups from Latin America, Africa, and Asia committed to continue monitoring investments in the region.

"[Environmental defenders] want respect for our territories and the human rights established not only from the United Nations but also from our governments... It is important that [in international forums] we discuss the importance of supporting communities' initiatives because the government cannot respond quickly in indigenous territories, in the forests, in the Amazon."

Jamer López, ORAU President, Peru



©Pamela Cifuentes/ DAR



Results Focused on the Sustainability of Advocacy-Related Processes and Impacts

At the **national level**, achievements reflect IPOs' commitment and progress towards sustainability in various ways: environmental (protection of ecosystems and biodiversity); economic (promotion of indigenous bio-enterprises and climate finance); social (strengthening indigenous education and governance); and political (inclusion of indigenous rights in planning and public policies).

At the **international level**, achievements point to several processes that contribute to the sustainability of indigenous rights:



1. Participation and Coordination: The effective participation of organizations such as AIDESEP, COICA, and OPIAC in consultation and policy review processes is noteworthy, demonstrating their ongoing involvement in the socio-environmental agenda.



2. Dialogue and collaboration: Collaboration between entities such as ECLAC, IACHR and the World Bank with IPOs evidences an ongoing commitment to the protection of environmental defenders and IP.



3. Inclusion of Indigenous Priorities: Organizations such as the IDB have incorporated IP priorities in their policies, including the recognition of consultation protocols and the Escazú Agreement.



4. International recognition: The inclusion of COICA's recommendations in international reports and agreements, such as at the IUCN Congress and COP15, shows global recognition of IP's concerns and proposals.

In summary, these examples illustrate how diverse actions and collaborations are contributing to the sustainability of environmental protection processes and the defense of indigenous rights at both national and international levels.



Objective 2: Indigenous Enterprises Equitably and Sustainably Scaled to Local, Regional, and Global Markets

We strengthened 29 IEs in Brazil (seven), Colombia (six), Ecuador (six), and Peru (ten), generating benefits for 3,830 enterprise partners and positively impacting the management of 63 territories (nine in Brazil, seven in Colombia, six in Ecuador, and 41 in Peru). This contributed to the conservation of 86,358 hectares under improved management thanks to the environmentally and socially sustainable businesses of these enterprises.

The supported IEs have focused their businesses on the following sectors:



Figure 9. Business Sectors of Indigenous Enterprises Supported by the Project



Details regarding each enterprise's impact, progress, and achievements can be found in the document accompanying this [report *Fortalecimiento de Emprendimientos Indígenas Amazónicos* \(Strengthening Indigenous Amazonian Enterprises\)](#).

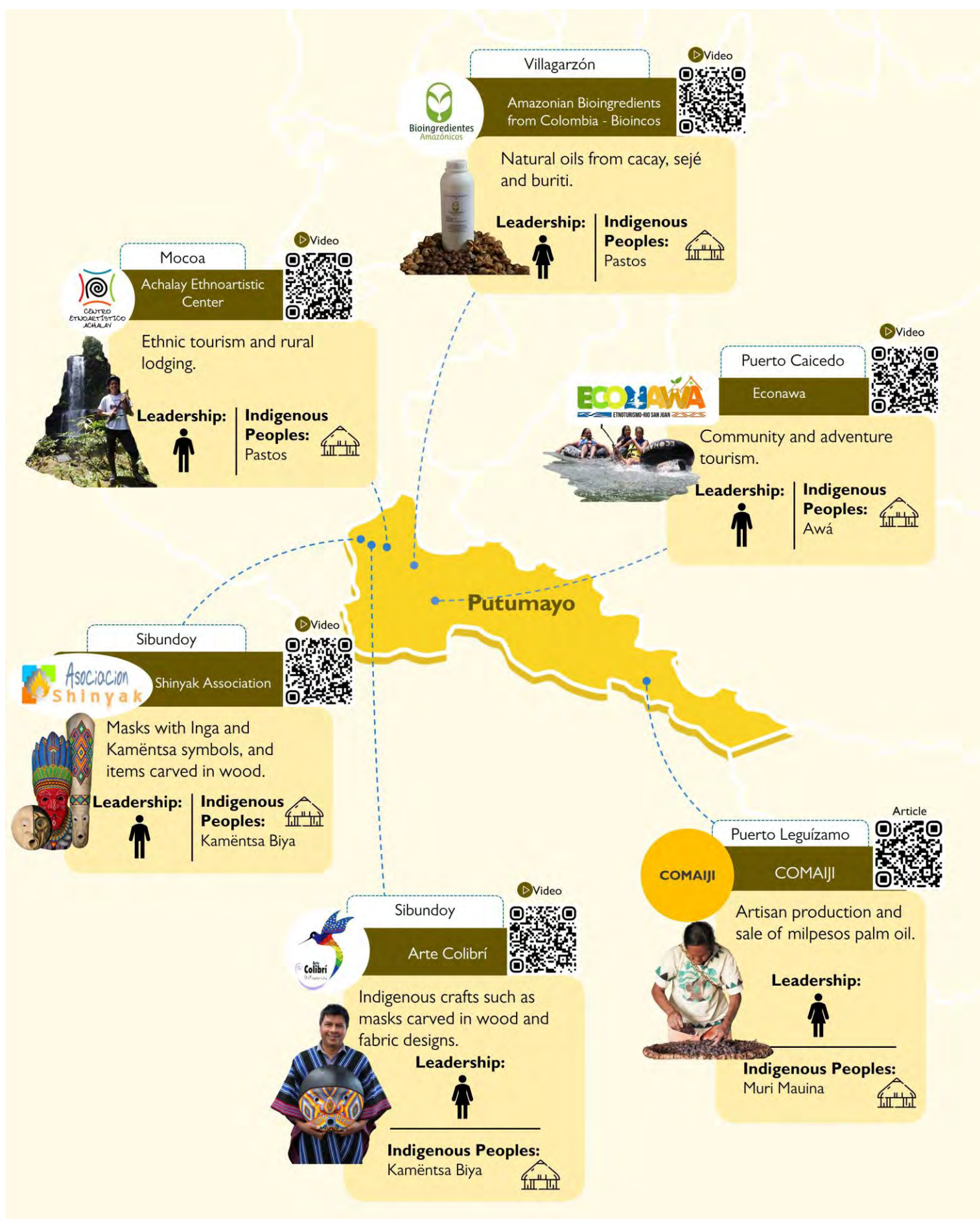
This document provides comprehensive insights into the outcomes specific to each country and each indigenous enterprise supported by the project.

The following graphics provide information of the project-supported IEs, by country:

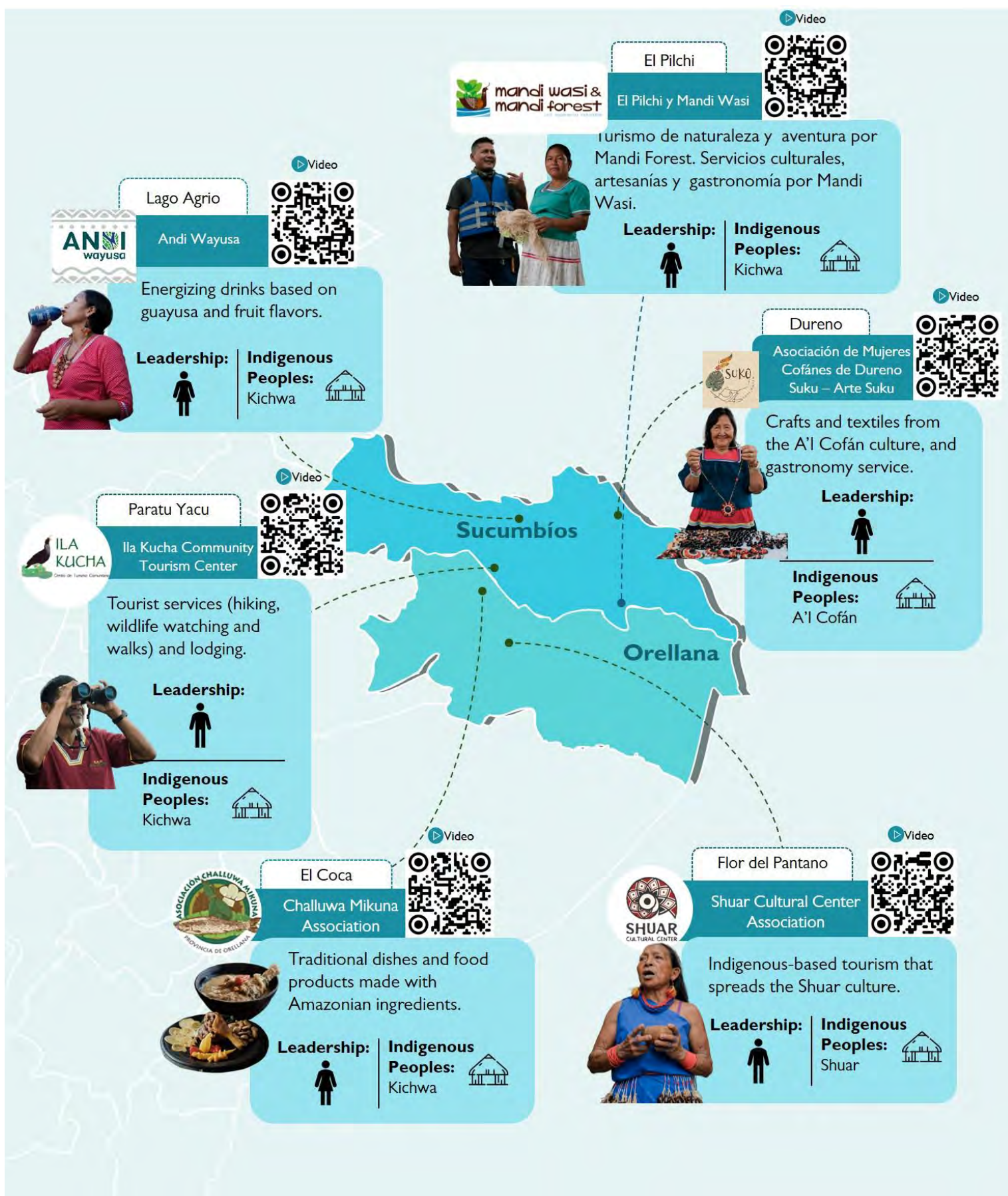
In **Brazil**, the seven strengthened IEs represent seven indigenous groups in the states of Mato Grosso and Pará, as follows:



In **Colombia**, the project supported six enterprises from five indigenous groups in the department of Putumayo. These are:

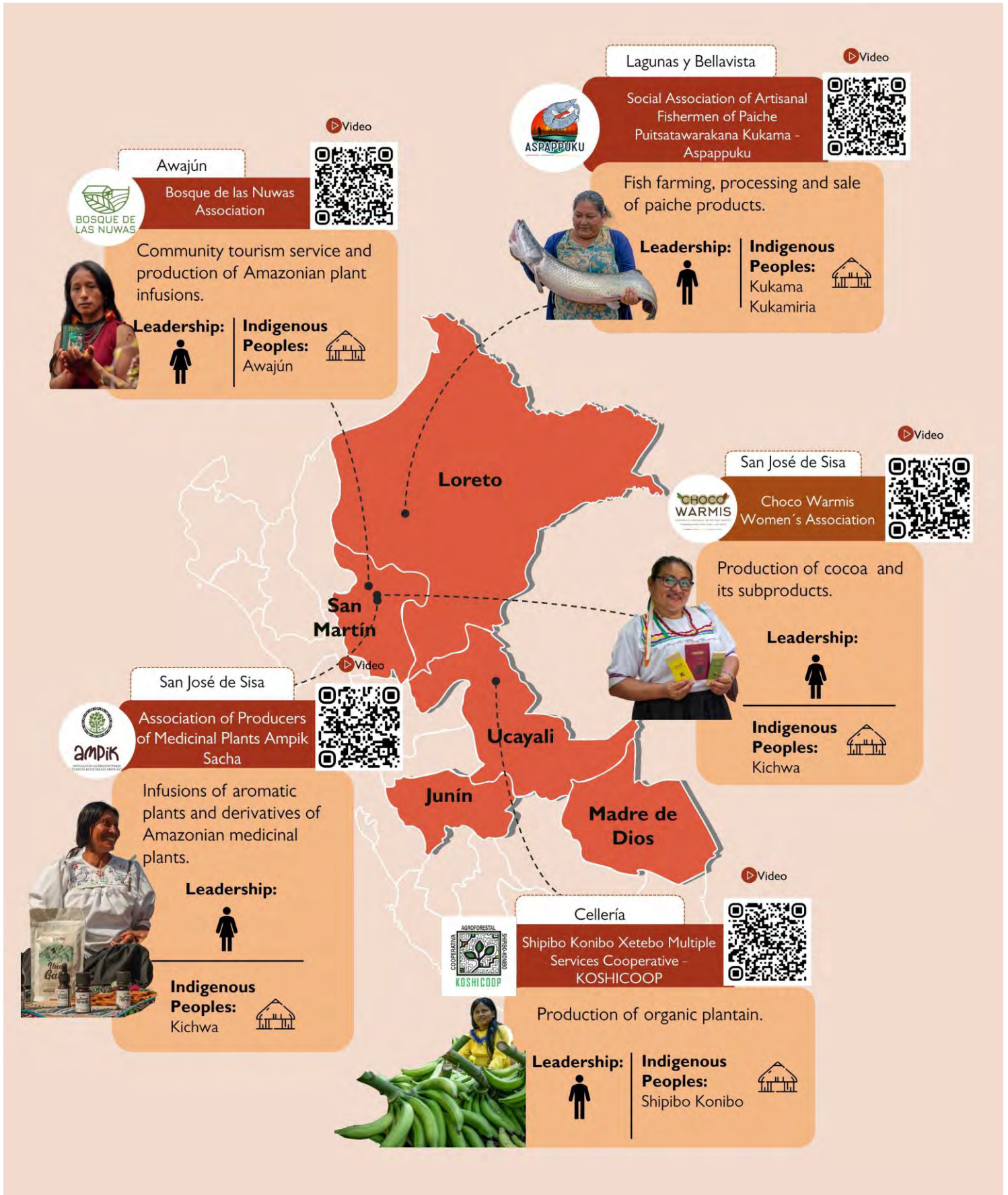


In **Ecuador**, the project supported seven IEs in the provinces of Sucumbíos and Orellana, representing three indigenous nationalities, as follows:



In **Peru**, the project strengthened ten indigenous enterprises, representing ten indigenous groups from the departments of Junín, Madre de Dios, San Martín, Loreto, and Ucayali. These are:





To strengthen the IEs, we collaborated closely with AIDSEP (alongside five subnational IPOs), CONFENIAE, COIAB, OPIAC, OZIP, NESsT, WWF, and managers and members of the 29 enterprises. We allocated project funds to each IE through tailored investment plans. We assessed the training requirements of each one and provided support accordingly. We assisted them in developing marketing strategies and establishing client connections. Additionally, we established partnerships with impact investors and other stakeholders to facilitate access to capital. These efforts yielded the following results:



Figure 10. Milestones on Indigenous Enterprises Strengthening

Indigenous Economy Committees (CEI, in Spanish):

As part of the project's governance, the CEIs were established to make decisions on Objective 2 work in Brazil, Colombia, Ecuador, and Peru, incorporating criteria from the perspectives of IPOs, NESsT, and WWF (more details in section 4.3 Project Governance). The committees selected the projects to be supported and monitored the investment plans.

Investment Plans:

The project provided funding to the 29 IEs to enhance the enabling conditions that can help them overcome business barriers. Each IE prepared an investment plan based on its needs and the allocated amounts (as established in the calls for proposals and selection process). We granted \$461,914, which the IEs invested in purchasing various types of equipment, materials, and constructions to improve processes and enhance marketing tools (see Annex 7.4).



Capacity-Building of IEs:

At the beginning of the project, we identified the capacities that selected IEs needed to improve. We provided training (both online and in-person) as well as personalized technical assistance to strengthen them. In total, we conducted 42 business strengthening training activities, enhancing the skills of 587 people (55% women) from the 29 IEs. These activities covered key topics essential for both business development and environmental and social sustainability (see Table I).

Table I. Topics Covered in Business Development Training and Number of Participants per Country

Topics Covered in Business Development Training in Brazil			
Social and environmental impact assessment and monitoring	Production workshops	Business plans	Operational management
Topics Covered in Business Development Training in Ecuador			
Basic English focused on tourism	Traditional gastronomy	Avitourism	Handicrafts design and production
Textile design and use of textile machinery	Development of marketing strategy and digital marketing	Website and social media management	Computing
Topics Covered in Business Development Training in Peru			
Social and environmental safeguards	Business governance		
Topics Covered in Business Development Training at the Regional Level			
Financial management	Processes survey	Commercial management	Accounting
Business management to expand client base	Training on legal issues	Business communications	
Total number of trainings	42	% of IP trained	95%
Total number of people trained: 587 (Brazil: 198, Colombia: 11, Ecuador: 139, Peru: 239)			

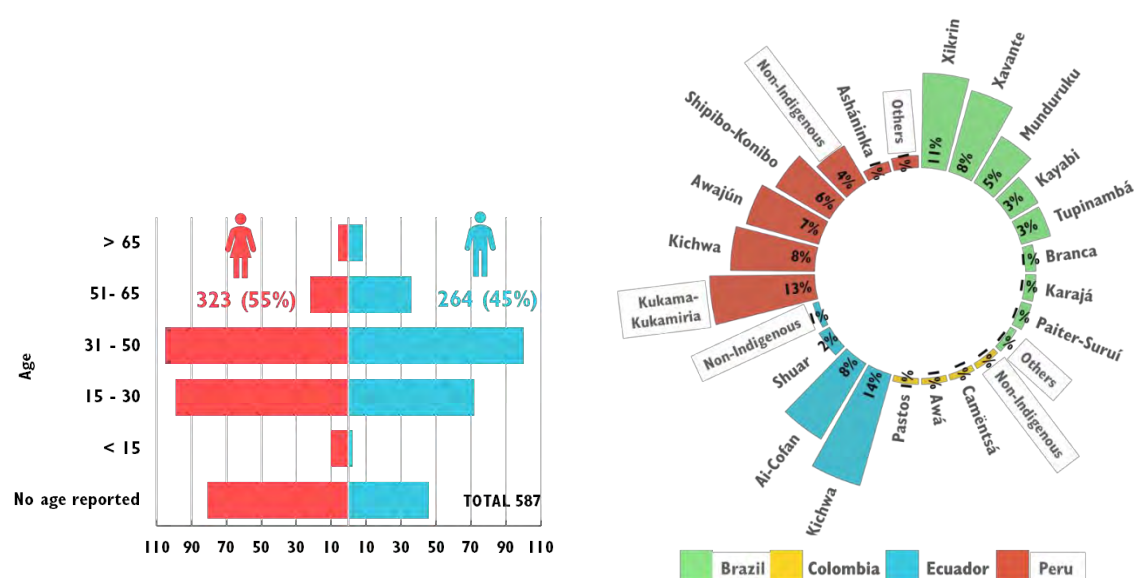


Figure 11. Number of Participants in Training Processes Related to Economics and Business Topics, by Gender, Age Group, and Indigenous Group (n=587)

Thanks to the project, the 29 IEs improved their entrepreneurial capacities not only through training but also through the joint development of key management tools and documents. We analyzed the change in 23 of these tools to compare their progress before and at the end of the project (see table 2 and figure 12). Further analysis [can be found in the companion document](#) both at the country level and for each IE. To summarize, we found that 11 (40%) of the IEs were not familiar with any of the 23 tools, initially. The best-known tool was the income and expense form, which was used by only 11 of the 29 IEs. At the end of the project, 17 IEs had incorporated other key management tools such as budgeting, costing, income and expense forms, financial models, and lists of clients and suppliers. Notably, all the IEs, after receiving business support, now have communications materials and a commercial guide, both key elements for their sales growth. Additionally, 28 of the 29 IEs have a memorandum of investment to guide their relations with financiers. The tools with a low level of assimilation (less than 50%) include those not common to the business model of all IEs (such as the logistics table) or those whose development was not completed or were not appropriate for the current state of the IEs (see figure 12).

Table 2. Description of the 23 Business Tools Assessed and Strengthened in the IEs Within the Project Scope.

No.	Dimension	Document/Tool	Function
1	Organization and leadership	Functional organizational chart	Describes key areas and decision-making instances in an organization.
2		Document describing operations and roles	Details positions and roles critical to the operation of the organization.
3	Business strategy and model	Canvas Model	Summary description of business model.
4		Strategic map	Visual representation of the organization's strategy, objectives and relevant actions.
5		Internationalization strategy design document	Outlines an initial plan for gaining access to international markets.
6		Investment Memorandum	Document summarizing key elements for the company to attract financiers.
7	Commercial management	Client list	Describes the main characteristics of current and potential customers.

8		Communications plan	Describes the organization's strategy for maintaining good relations with key stakeholders and allies.
9		Marketing plan	Describes the marketing strategy for the product(s) or service(s) offered by the organization.
10		Digital and printed communications materials	Various elements (images, videos, flyers, cards, etc.) to promote the organization and its products or services.
11		Brand design for new product line	Logo description and image manual for the company's new product line.
12		Products/services catalog	Detailed list of all products or services offered.
13		Trademark Registration	Document that validates the name or trademark of a company before the competent authority.
14		Commercial Guide	Describes the step-by-step approach to new customer acquisition.
15	Accounting and financial management	Sales records for each product/service	Sales tracking form.
16		Financial Model	Mathematical and statistical description of the economic reality of a company, used to analyze and predict its performance.
17		Inventory register	Format used to keep track of goods produced and stored.
18		Income and expense form	Cash flow control table.
19		Budget preparation format	Template for preparing an organization's annual budget
20		Costing and Pricing Format	Template for calculating the cost and price of the products or services offered.
21	Operational management	Logistics/Supply Chain	Comprehensive description of the entire value chain of the good or service.
22		Process map for each product/service line	Description of the process flow for product or service production.
23		Suppliers/distributors list	Describes the main characteristics of the suppliers and distributors.

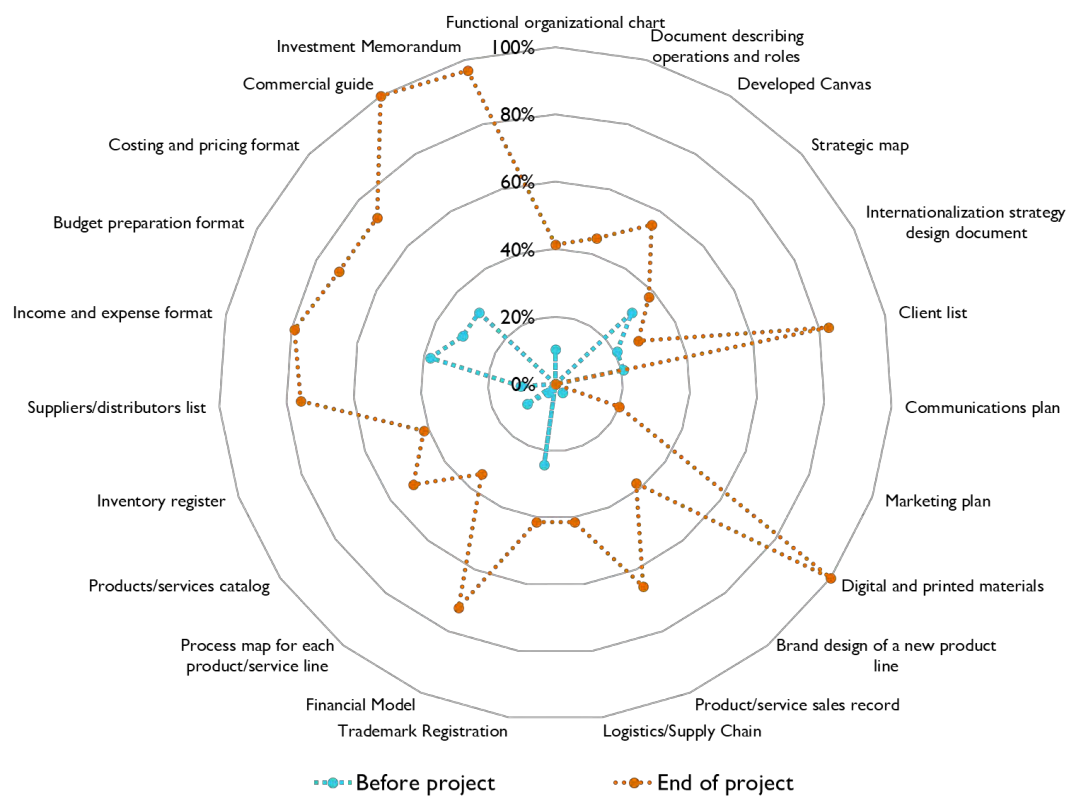


Figure 12. Strengthening of Entrepreneurial Capacities of the 29 IEs. Percentage of IEs Using Each of the 23 Business Tools (Before and at the End of AIRR).



Production of Marketing Material and Participation in Trade Shows:

One of the barriers for IEs was reaching customers and investors. To overcome this, we produced various materials, including videos and other promotional content:

Videos of Indigenous enterprises: Watch the videos in the infographics by country at the beginning of this chapter.

Portfolios of Indigenous Enterprises by Country:

Brasil



Colombia



Ecuador



Perú



We improved some of the enterprises' websites (e.g., <https://andiwayusa.org/>) and enhanced the [visibility of IEs on IPOs' websites](#) such as that of COFENIAE.

Moreover, we supported IE participation in various trade shows, which not only facilitated sales but also helped them gain exposure, form alliances, and attract potential clients. These included: a) Local fairs such as the Baños fair in Ecuador; b) National trade fairs such as Expoamazónica in Peru, Feria Pymes para el Mundo, and BioEcuador in Ecuador; c) International trade shows such as the Artisan Fair in Milan, Italy, where BIOINCOS participated, and the tour of Thailand by Kemito Ene from Peru.

Finally, we organized two exchanges among Amazonian enterprises: the [Regional Meeting of Impact Entrepreneurship \(Colombia, Ecuador, and Peru\)](#), and at the national level, the [Indigenous Enterprises that Protect the Colombian Amazon](#).

Engaging Impact Investors:

We identified and contacted impact investors in each country introduce the IE businesses and attract their interest in investing. We also conducted an [analysis of the barriers between impact investors and indigenous enterprises](#). Despite existing gaps that hinder IEs' access to funds from impact investors and the limited opportunities available, we successfully facilitated access to funds for three of the 29 IEs: AFIMAD, Arte Colibrí, and ABEX (Figure 13). Based on these difficulties, we analyzed the barriers and identified opportunities for improvement—both for investors and enterprises—to help reduce these challenges.

Table 3. Improvement opportunities for Investors and Enterprises

Opportunities for Improvement of Amazonian Indigenous Enterprises (to Access Impact Investors)	
	Demonstrate operational and financial sustainability of its activities, through revenue generation and financial returns.
	Measure social and environmental impact and have a long-term vision of the impact it wishes to generate. Impact investors consider social and/or environmental outcomes in their selection.
	Evidence, through business models, that underserved or vulnerable population groups can earn income thanks to the enterprise's access to the market for goods and services from which they were previously excluded.
	Generate employment opportunities and/or incorporate groups of people into the value chain who would not have this opportunity.
	Be in a position to offer investors the possibility of receiving loans at competitive interest rates (depending on the investor this could be at a yield below or above the market rate of return).
Opportunities for Improvement of Impact Investors (for the inclusion of Amazonian Indigenous Enterprises)	
	Adjust their perspective and approach to investments in the Amazon by educating themselves to better understand the region's cultural dynamics and population. Rather than transforming the Amazon into a "Silicon Valley," they should focus on developing an "Amazon Valley" that leverages its unique characteristics.
	Those with current investments in IEs, with positive results, should share their strategies to attract more investors to the region.

	Find co-investors with different profiles to partner with and combine types of capital in investment and/or support proposals. Some enterprises will be able to generate market returns, while others will not.
	Combine investments with philanthropic capital to help enterprises consolidate their business models and enter the scaling-up stage, taking into account IE interests and realities.
	Combine investments with capacity building strategies for IEs in a tailored way. This increases the likelihood of success. This can be achieved in partnership with other specialized organizations or by channeling investments through them.
	Structure investment instruments that are more accessible and less bureaucratic, focusing more on impact and less on financial return. To this end, consider efforts to break down power structures and listen directly to communities in order to value traditional knowledge.
	Redesign risk assessment matrices and incorporate special mitigation strategies for investments in the Amazon. Working with support organizations and stakeholders involved in economic development and indigenous entrepreneurship in the Amazon could change perceptions of the risk.

Access to Capital:

Thanks to joint efforts, 16 of the 29 IEs (55%) raised additional funds, leveraging a total of **\$788,611** and surpassing our initial goal of \$500,000. Of this total leveraged capital, \$173,875 (22%) came from impact investors, \$213,597 (27%) from loans and grants from public entities, and the majority, \$401,139 (51%) were donations from development cooperation agencies such as Reckitt, Erol Foundation, Global Green Growth Institute, Jesuit Service in Ecuador, Ceibo Alliance, Swedish International Development Cooperation Agency and Sall Foundation. Additionally, we supported IEs in preparing their investment memorandums, which detailed the current state of their business and the costs associated with further improvements. These improvements included equipment, IE performance, financial analysis, social and environmental performance, risks and mitigation measures, and investment opportunities.

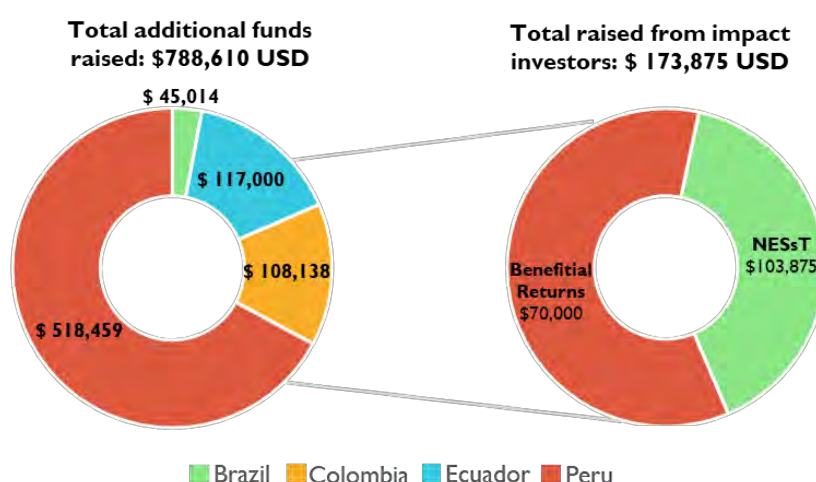


Figure 13. Additional Funds Raised to Support IEs and Enterprises that Accessed Impact Investor Funds.

Client and sales growth:

We strengthened access to clients by enabling 22 IEs to form alliances with new commercial partners. As a result, 23 of the 29 supported ventures increased their sales due to the project's support. The development of customized commercial guides for each enterprise contributed significantly to these achievements. However, it is important to mention that the AFIMAD and Kemito Ene enterprises, which had been exporting their products before the project, were adversely affected by the COVID-19 pandemic, the Russia-Ukraine war in Europe, and the export crisis³². Similarly, all tourism and associated service enterprises were strongly impacted by the pandemic and, in the case of Colombia, by the security situation in the department of Putumayo.

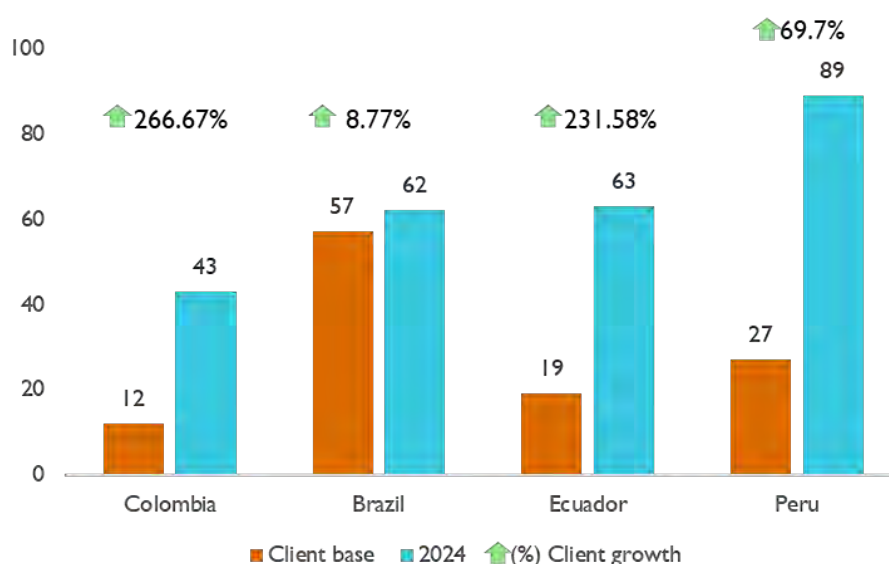
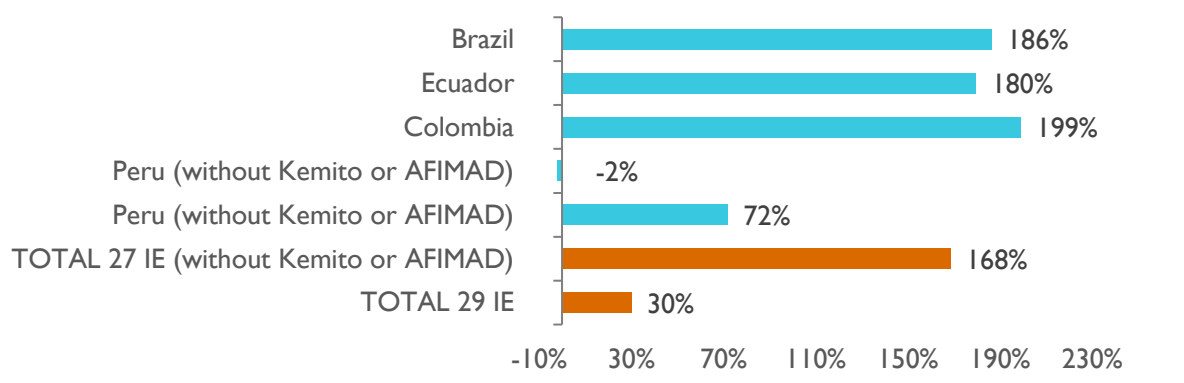


Figure 14. Growth in Client Base - Total Clients as of 2024 and Percentage Growth Over the Life of the Project

As an overall figure, the average percentage growth in sales of all 29 IEs in Brazil, Colombia, Ecuador, and Peru, from the beginning of the project until 2024, is 30%. During the project period, significant growth or sudden drops are observed, depending on the dynamics of each IE and the sector to which they belong, as well as external factors such as the COVID-19 pandemic and the regional and global macroeconomic environment. Kemito Ene and AFIMAD (from Peru) are the two IEs that most negatively influenced the calculation of this indicator, as they are exporting companies affected by the global crisis and wars.



³² Given these impacts and the high sales volume of Kemito Ene and AFIMAD compared to the other IEs supported, the effect on total sales is significant. Therefore, they are analyzed separately in the graphs.

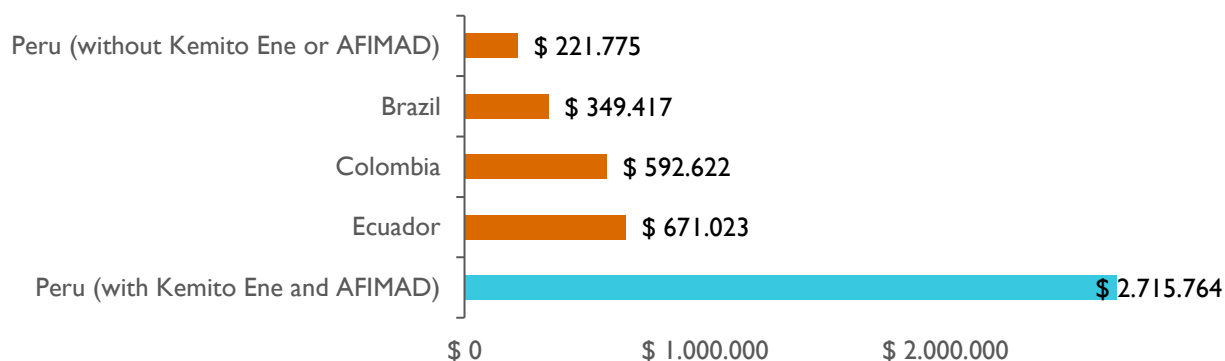


Figure 15. Indigenous Enterprise (IE) Sales. Top: Percentage growth in sales over the life of the project, with respect to the baseline. Bottom: Total sales in USD of the 29 IEs by country from 2021 to 2024, compared with and without Kemito Ene and AFIMAD.

Positioning the concept of indigenous economy and networking:

We supported IPOs in analyzing and defining the concept of indigenous economy in the four countries. Clarifying this concept is important for the OOI, as it will help shape the economic development of indigenous peoples and nationalities, ensuring it aligns with their unique worldviews and ways of life. In Colombia with OZIP and OPIAC's, developed the concept and published the document "[Thought Minga: Discovering the Indigenous Economy in Putumayo](#)." They also succeeded in including this concept in Colombia's PND (2022-2026). In Ecuador, CONFENIAE led the development of the concept of indigenous economy and published "[Amazonian Peoples and Nationalities of Ecuador: the Holistic Definition of Indigenous Economy](#)." They secured the Ministry of Environment of Ecuador's commitment to include this concept in the framework of its promotion of bioeconomy initiatives. Brazil and Peru also began discussions and enriched the concepts within their IPOs.



Moreover, we successfully positioned the 29 IEs in various discussion forums, including the VI Latin American Summit of Impact Investors, Latimpacto, the World Economic Forum, and the [Pan-Amazon Bioeconomy Conference](#). At the latter, we worked on creating a Pan-Amazonian Platform to finance

a sustainable bioeconomy for IP. Finally, we connected enterprises in the four countries to existing networks, enhancing their visibility."



Progress Towards Environmental and Social Sustainability:

Jointly with the 29 IEs, we identified and implemented actions to mitigate environmental and social impacts, thereby contributing to their long-term sustainability (refer to chapter 4.2 of this report and [complementary document Fortalecimiento de Emprendimientos Indígenas Amazónicos \(Strengthening Indigenous Amazonian Enterprises\)](#)).

Indigenous Enterprises' Contributions to Conservation:

Together with the IEs, we identified areas where improved management contributes to the conservation of resources and their territories, totaling 86,358 hectares. Sustainable management actions include protecting primary forest areas, managing Brazil nut harvesting, controlling hunting, restoring water bodies, managing species, and planting trees for making masks or producing beverages. The IEs largely integrate these conservation efforts into their traditional management practices. For a detailed synthesis of each IE's contributions, including maps, refer to the [complementary document](#)

Fortalecimiento de Emprendimientos Indígenas Amazónicos (Strengthening Indigenous Amazonian Enterprises).

Table 4. Number of Hectares under Improved Management Implemented by the 29 Project-Supported IEs.

	Indigenous Enterprise	Area Under Improved Management (ha)	Sustainable Management Actions
Brazil	COOPAITER	Area not calculated due to inability to access the community within the anticipated timeframe.	Traditional practices, respecting the regeneration of Brazil nut (<i>Bertholletia excelsa</i>), the feeding habitats of local fauna, and the forest's natural regeneration.
	Kawaiwete Indigenous Association	6,934	Traditional practices, respecting the regeneration of Brazil nut (<i>Bertholletia excelsa</i>), the feeding habitats of local fauna, and the forest's natural regeneration.
	Munduruku Institute	322	During Brazil nut (<i>Bertholletia excelsa</i>) harvesting, fruits are left for natural regeneration and wildlife feeding; regeneration areas of Brazil nut groves are respected during trail clearing.
	Association Bebô Xikrin do Bacajá (ABEX)	Does not use forest resources	Focuses on strengthening their fabric handicraft production chains sustainably and preserving their cultural practices in harmony with their territory, thereby promoting social cohesion among partner communities.
	Casa de Cultura Karajá	5,821	Employ sustainable harvesting practices of fibers and seeds for handicraft production, avoiding overexploitation and promoting natural plant regeneration. They designate specific areas for their economic activities, thereby safeguarding important forest areas.
	Xavante Ripá Productivity and Ethno-development Indigenous Association (AIRE)	6,795	Extract baru (<i>Dipteryx alata</i>) and jotobá-da-mata (<i>Hymenaea courbaril</i>) seeds using ancestral practices that involve annual rotation of harvesting areas. They collect only ripe fallen fruits, leaving seeds for natural regeneration and wildlife feeding.
	Association of Agro-Extractivist and Indigenous Residents of Tapajós (AMPRAVAT)	32	Rotate cassava cultivation areas every two to five years to facilitate natural vegetation regeneration. They implement diversified agroforestry systems with cassava as the main crop.
Colombia	Arte Colibrí Handicrafts	1.3	Utilize the native willow tree (<i>Salix humboldtiana</i>), primarily harvesting fallen specimens or those requiring removal from the lots. Cutting follows ancestral knowledge and is offset by planting cuttings to ensure resource regeneration.
	Achalay Ethno-Artistic Center	47.7	Actions include developing responsible tourism, conducting land restoration processes, using local materials for infrastructure, and strengthening community governance.

	Econawa	62	Implement tourism practices that respect the environment, aiming to revive cultural aspects of the Awá people. They conduct activities to restore vegetation cover on their property, including planting fruit trees to attract wildlife.
	Bioingredientes Amazónicos SAS ZOMAC BIC	533	Collect cacay (<i>Caryodendron orinocense</i>) seeds sustainably, setting a permitted harvesting volume to preserve the territory's ecological integrity. They plan to implement agroforestry systems with cacay, banana, and citrus trees over 20 hectares, reclaiming areas degraded by cattle ranching.
	COMAJI	106	Employ sustainable techniques for harvesting milpes palm (<i>Oenocarpus bataua</i>) fruits, including leaving bunches on the palms for wildlife feeding and natural dispersal. They harvest by climbing the palms with harnesses instead of felling them.
	Association Shinyak	8.3	Utilize fallen willow trees (<i>Salix humboldtiana</i>) or those nearing natural fall, avoiding unnecessary logging. Additionally, they plant willow stakes in extraction areas to promote resource regeneration.

Ecuador	Dureno Cofan Women's Association (SUKU)	9,452	Contribute to the protection of 7,144.18 hectares of protected area. They operate community nurseries cultivating calamito (<i>Calathea allouia</i>), wairuro (<i>Inga edulis</i>), ojo de venado (<i>Mucuna deeringiana</i>), chambira (<i>Astrocaryum chambira</i>), achira (<i>Canna indica</i>), and san pedro (<i>Monstera deliciosa</i>) species. These efforts alleviate pressure on the forest and supply essential materials for their artisanal activities to meet increasing demands.
	Andi Wayusa Food Production Association (ASOPROANWA)	1,034	Collaborate with the local producers' association to source local ingredients such as guayusa leaves (<i>Ilex guayusa</i>). This ensures production practices that do not increase agricultural pressure on the territory.
	Shuar Cultural Center Association	23	Cultivate necessary ingredients for their products, while sourcing some supplies from the city of El Coca. In their tourism activities, they open trails without cutting trees and conduct welcoming ceremonies that foster a spiritual connection with nature.
	Ila Kucha Community Tourism Center	6,069	Prioritize recovery and management of the territory around the Taracoa lagoon (139 ha). Tourism represents a crucial alternative to oil activities in the region. Thanks to the IE, the community has improved its land protection activities as a whole (6,069 ha), carrying out monitoring activities since before the project and continuing to do so to date.
	Challuwa Mikuna Association	6,693	Employ sustainable practices for the extraction of natural resources, such as harvesting chonta (<i>Bactris gasipaes</i>) and white cocoa (<i>Theobroma grandiflorum</i>) fruits traditionally in family <i>chakras</i> . This method avoids tree cutting and the use of agrochemicals.
	El Pilchi Lodge y Mandi Wasi Community Enterprise	6,960	Implemented zoning of their territory to designate areas for conservation and activities related to nature tourism.

Perú	Madre De Dios Indigenous Forestry Association (AFIMAD)	29,363	Sustainable harvesting of Brazil nuts (<i>Bertholletia excelsa</i>) under management plans approved by the communities and forestry authorities; no trees are cut down in the process.
	Kemito Ene Agrarian Cooperative	476	Technical assistance in cocoa plot management, expansion of cultivation areas in degraded zones, post-harvest training, and fair prices paid to producers.
	Charapi Women Producers Association	3,280	Sustainable use of eggs and hatchlings of the taricaya turtle (<i>Podocnemis unifilis</i>). The company prepares natural and artificial beaches for nesting and reclaims eggs. Fifty percent of hatchlings are used for restocking nearby lagoons, while the remainder is sold in a regulated manner.
	Social Association of Artisanal Paiche Fishermen Puitsatawarakana Kukama (Aspappuku)	1,300	Breed paiche (<i>Arapaima gigas</i>) using the floating cage culture system. Fish fry and broodstock are sourced from authorized suppliers, thereby preventing uncontrolled extraction of the species from their natural habitat.
	Bosque de las Nuwas Association	10	Cultivate native medicinal plants using traditional practices that are free of agrochemicals and pesticides. They manage pruning, cleaning, and pest control using natural methods.
	Choco Warmis Women's Association	15	Process the cocoa grown on their agroforestry plots, thereby preventing the expansion of the agricultural frontier into the community's 6,145 hectares of titled forests.
	Shipibo Konibo Xetebo Multi-Service Cooperative (KOSHICOOP)	361	Employ sustainable agroforestry techniques such as permaculture and syntropic agroforestry for cultivating banana bellaco. Their territory lies within the Sierra del Divisor National Park and the El Sira Communal Reserve.
	Ampik Sacha Association of Medicinal Plant Producers	113	Cultivate aromatic medicinal plants like lemon verbena, pampas oregano, and black basil on 13 hectares located in family plots within the homesteads (<i>caseríos</i>). They employ sustainable practices such as using organic fertilizers, pruning, and natural inputs for pest control.
	Esperanza Natural Forest Management Association (AMBNE)	504	Implement improved management of aguaje (<i>Mauritia flexuosa</i>) forests within the Pacaya Samiria National Reserve. They employ sustainable techniques such as using the "Super II" climber to harvest the fruit without cutting down palm trees, selectively choose seed palms, and conduct reforestation activities to regenerate the aguaje groves.
	Frutiawajún SAC	42.2	Initiated the process to obtain a management permit for aguaje (<i>Mauritia flexuosa</i>), enabling sustainable harvesting of this palm. They exclude areas of high ecological value and seed palms from harvesting. They reforest using aguaje seedlings that germinate from seeds discarded during production.

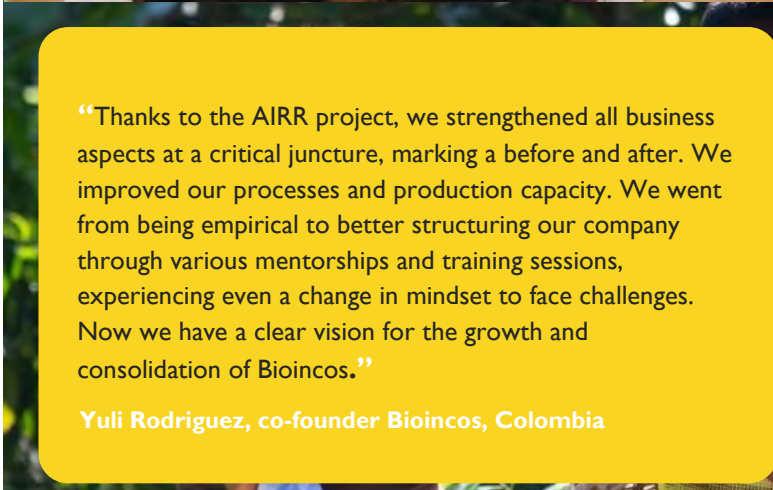
These achievements are the culmination of dedicated effort and collaboration among all partners and IEs engaged in the project. We remain committed to supporting the ongoing growth and development of these enterprises and anticipate further positive impacts on indigenous communities and the Amazon region as a whole.



"All the partners are seeing how the cooperative is bringing them much joy by having a product that showcases Brazil nuts made by the community itself. In addition to being a cultural activity of the Paiter people, Brazil nut harvesting is also related to forest preservation... because when families go to collect the nuts, they are monitoring the entire area."

Elisangela Suruí, Brazil nut production manager, COOPAITER, Brazil

©NESST



"Thanks to the AIRR project, we strengthened all business aspects at a critical juncture, marking a before and after. We improved our processes and production capacity. We went from being empirical to better structuring our company through various mentorships and training sessions, experiencing even a change in mindset to face challenges. Now we have a clear vision for the growth and consolidation of Bioincos."

Yuli Rodriguez, co-founder Bioincos, Colombia



©Manglar TV/ WWF Colombia

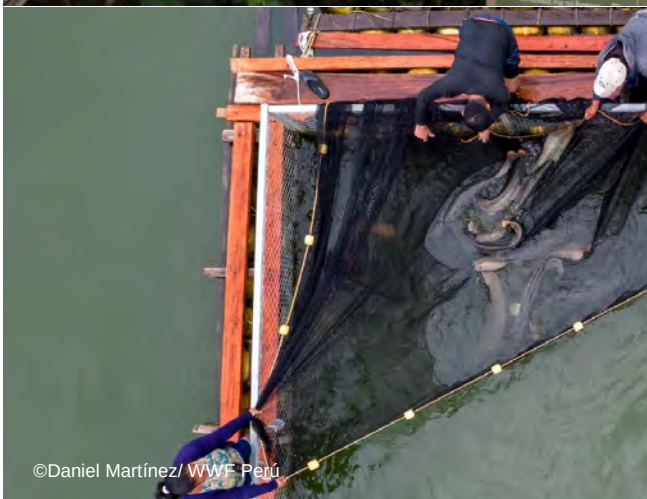


"The AIRR project has been with us through the most crucial stages. We have always said that no matter the adversities, we are still young and can continue... We can't say if we would be better off without AIRR's support, but we want to give credit for believing in a young initiative and motivating us to dream with a foundation in administrative, accounting, financial, and communication knowledge."

Pedro Ganan, co-founder Shuar Cultural Center, Ecuador



©Maria José Torres/ WWF Ecuador



"The AIRR project was our ally in strengthening the governance and conservation of the Kukama Kukamiria territory. We improved the conditions of our facility to better utilize and process paiche derivatives under safe conditions. We now have marketing tools to access the local market and new markets. We have production and expense plans."

Alan Ruiz, coordinator - Aspapukku, Peru

©Daniel Martínez/ WWF Perú



Main Results Towards the Sustainability of Indigenous Enterprises

Capacities Improved:

To transfer knowledge and continue strengthening the 29 IEs, we developed the [Practical Guide for Indigenous Entrepreneurs in the Amazon](#). This guide aims to serve as a valuable resource in the short, medium, and long term.

Overall, our efforts strengthened IE's capacities, improving access to financing and investments, enhancing sales and marketing, and ensuring the environmental and social sustainability of the IEs. These aspects are key for the sustainability of each business.

However, the capacities of IEs vary based on their operational history and the support they have received, impacting their sustainability. Generally, all 29 IEs still require external support, whether from cooperation agencies, financing, or loans (private or public).

In the four countries, the implementation of Mitigation Measures for Potential Environmental and Social Impacts was instrumental in promoting the sustainable use of resources and managing impacts. These measures also facilitated engagement with potential impact investors.

Recognition of IE contributions to biodiversity conservation in indigenous territories or work areas has helped to elevate the concept of indigenous economy. This recognition underscores their role not only in financial terms but also as advocates for conservation actions. It enhances their integration with national and international climate change and biodiversity conservation agendas.

Impact of the Indigenous Economy Concept at the Institutional Level:

In **Colombia**, OPIAC successfully included the vision of indigenous economy into the National Development Plan PND.

In **Ecuador**, CONFENIAE plans to incorporate the concept of Indigenous Economy as a strategic axis for investments in Amazonian territories.

In **Peru**, AIDESEP and subnational indigenous organizations will continue to promote the benefits of the indigenous economy for inclusive and sustainable development.

Fundraising:

In **Brazil**, we raised funds for four of seven IEs: Associação Indígena Kawaiwete received \$2,100 from WWF Brazil; COOPAITER received \$2,500 from WWF Brazil; ABEX received

Establishment and Maintenance of Alliances:

In **Colombia**, WWF will continue to support IEs like Bioincos through programs such as *Juntanza Étnica*, and *Amazonia Mia*, both USAID projects.

In **Ecuador**, we strengthened the partnership with the Ceibo Alliance Foundation to ensure ongoing support for Arte Suku. We also coordinated activities with CONFENIAE's REDD+ project and successfully advocated for the inclusion of Ila Kucha, El Pilchi, and Challuwa Mikuna in the area of influence of the GEF ALS2³³ project's connectivity corridors. The Arte Suku project established alliances with two commercial enterprises in the capital: Lía Padilla and Casa Kiki. Furthermore, we facilitated coordination among TNC, Arte Suku, and Challuwa Mikuna to enable the transfer of knowledge to other communities. WWF will continue supporting IEs through SELVA project

In Peru, several enterprises have formed strategic alliances with various organizations and projects to further strengthen their initiatives:



Ampik Sacha received support from the Huallaga Central Special Project and Avanza Rural.



Bosque de Nuwas works in collaboration with ECOAN and Conservation International, joining efforts for conservation and sustainable development.



Kemito Ene benefits from a diverse support network that includes the Indigenous Chamber of Commerce, DEVIDA, NESST, and ADEX. These allies are instrumental for strengthening its organizational and commercial capacities.



AFIMAD collaborates with WWF through a project funded by the Sall family, NESST, the Regional Directorate of Production (GOREMAD), and Sierra y Selva Exportadora. This collaboration supports AFIMAD's development and expansion in the region.



Charapi collaborates with Terra Nuova through the DEFRA Project, focusing on local development and sustainability.

³³ Project to be implemented by Conservation International over the next 4 years.

\$30,675 from NESsT; and AMPRAVAT received \$9,739 from NESsT-Erol Foundation.

In **Colombia**, we raised funds for three of six IEs: Econawa received \$6,076 from the Putumayo Chamber of Commerce; Bioincos received \$82,062 from four different sources and an additional \$266,000 from two USAID projects (Amazonia Mia and Juntanza Etnica); and Arte Colibrí Handicrafts received \$20,000 from Beneficial Returns.

In **Ecuador**, we raised funds for four of six IEs: Andi Wayusa received \$58,000 from four sources; Asociación Shuar Cultural Center received \$3,000 from Proamazonia; Arte Suku received \$10,000 from Alianza Ceibo; and Centro de Turismo Comunitario Ila Kucha received \$44,000 from GAD Orellana.

In **Peru**, we raised funds for five of ten IEs: Ampik Sacha received \$11,390 from Agroideas; Bosque de las Nuwas received \$42,856 from Midagri; Aspappuku received \$62,000 from the Sall Foundation; Kemito Ene received \$37,000 from the IDB; and AFIMAD received \$365,213 from four sources.

At the **regional level**, NESsT secured IDB funding for an Amazon incubator, supporting 15 IEs across three countries.



AMBNE receives support from WCS, an organization committed to biodiversity conservation and community development.



Frutiawajun established an alliance with MINAM to promote the conservation and sustainable use of natural resources.



Koshicoop works closely with the Shipibo Konibo Xetebo Council - Coshicox and ORAU, as well as with the Indigenous Chamber of Commerce to strengthen its organizational structure and production capacity.



ChocoWarmis secured the support of the Huallaga Special Project and DEVIDA, boosting its development and consolidation in the market.

These strategic alliances are crucial for the growth and sustainability of IEs, enabling them to progress toward their goals and make meaningful contributions to the socioeconomic and environmental development of their communities.



Creation of Financial Mechanisms:



The project identified difficulties for IEs to access impact investors. Out of the 29 IEs, only three managed to secure investor funds, albeit on a short-term basis. One from Colombia (Arte Colibrí), one from Peru (AFIMAD) and one from Brazil (ABEX).



In **Peru**, efforts will continue to support the integration of IEs with investment funds and financing models that empower IPs.



It is evident that most IEs still require support from development cooperation funds.



The project has enabled NESsT to achieve significant institutional change by learning from its collaboration with IPOs. This change has influenced the way NESsT shapes its entrepreneurship acceleration processes and engages with actors in the impact investment and philanthropy ecosystem in the region.



In summary, the primary actions focus on establishing strategic alliances, influencing public policies, securing cooperation and investment funds, and creating financial mechanisms tailored to the needs of IEs for their sustainability in the medium and long term.



4. CROSS-CUTTING ISSUES AND PROJECT MANAGEMENT

4.1. Results from the Inclusion of the Intersectional Approach (Including the Gender and Youth Approach)

We have applied affirmative action principles by ensuring increased representation of women and youth in governance committees, strengthening programs, training activities, and indigenous entrepreneurship, as shown in the publication “[Bringing Together Diverse Voices](#)”. Forty-seven percent of those trained were women, and 41% were young people aged between 15 and 25 years (Figure 17). While women's participation was lower in territorial monitoring (6.2%), it was higher in indigenous enterprises, with 17 out of the 29 IEs being led by women.

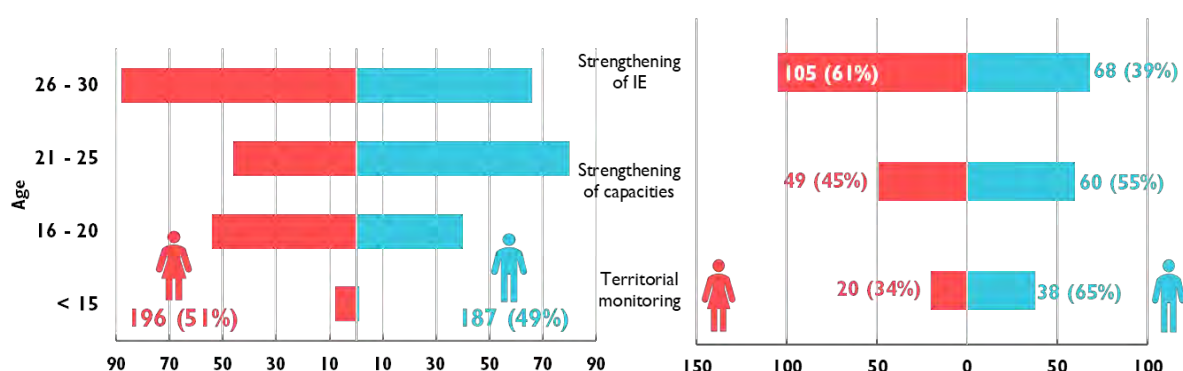


Figure 16. Left: Participation of Young Women and Men in the Total Number of Training Processes (n=383). Right: Participation of Youth (under 30) Women and Men Under 30 Years of Age Categorized by Training Topics (n=340)

We began by developing a Gender and Youth Plan and the [Practical Guide for Applying the Intersectional Approach³⁴ in Projects Involving Indigenous Peoples of the Amazon](#).

In January 2024, we conducted a survey with partners to gauge the Guide's utilization and the primary practices implemented by them (refer to the results in "[Weaving Voices: An Analysis of the Application of the Intersectional Approach in the Amazon Indigenous Rights and Resources Project](#)"). The key findings of the survey are summarized below.

- 👤 We implemented actions to incorporate the intersectional approach, encompassing aspects of gender, youth, and other dimensions of diversity relevant to IP. We conducted intersectional assessments across various project processes and adjusted budgets, materials, and pedagogical approaches to foster greater inclusion.
- 👤 The implementation of the approach was successful, resulting in the creation of essential tools and recommendations and positive changes that hold strategic and political significance. While some organizations adopted the approach in a pragmatic manner, we emphasized the importance of promoting a deeper understanding of its strategic significance.
- 👤 Training activities enhanced our understanding and application of the approach, although we acknowledge the need for more practical training sessions.

³⁴ The intersectional approach invites us to analyze how each person forms their identity based on various characteristics and how these intersect with one another. This set of characteristics includes biological, social, and cultural traits such as sex, gender, ethnicity, social class, religion, sexual orientation, age, nationality, and education level, among others.

- Flexibility in resources and time is crucial, along with a consideration of the actual costs associated with the participation of women and youth. Additionally, there is a need to adapt some donor policies to facilitate women's access to training programs and advocacy opportunities, especially in situations where they are responsible for childcare.
- Our efforts to include Indigenous women and youth, enriched us with diverse voices and perspectives, resulting in improved outcomes.

In the survey we included a question about the factors that made inclusion with an intersectional approach possible. Partners highlighted the following, in order of importance: 1. The team's positive attitude towards the intersectional approach. 2. previous experience with issues of inclusion. 3. Budget availability and flexibility.

Partners were also asked about the changes that they felt could be attributed to the use of the intersectional approach. As can be seen in Figure 17, the majority of partners who responded to the survey felt that the most significant change in terms of the number and type of participants was the number of women involved in project activities.

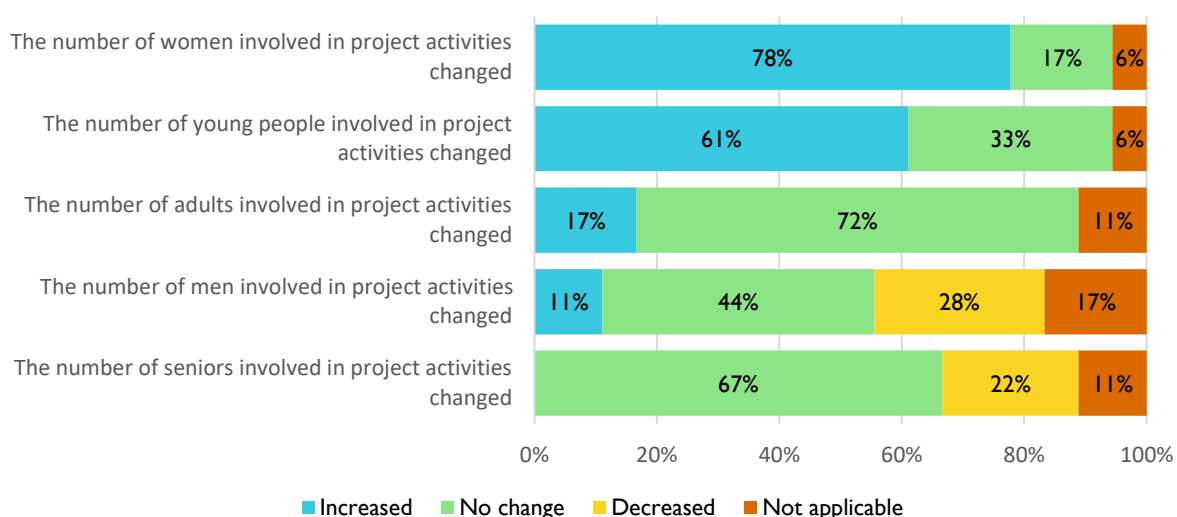


Figure 17. Percentage of survey responses regarding changes in number of participants according to age and gender (Source: Self-Assessment Survey on the Application of the Intersectional Approach and its Impacts)

The results that generated a sense of pride among partners included the promotion of the *inclusion of women and youth* in the different activities carried out by the project, the *empowerment of women* to develop their enterprises and begin to conquer authority presence in their communities, the building of *trusting relationships with indigenous partners*, and the *learning of new methodologies* for the application of this approach.

We undertook various actions at the country levels to make the inclusion of the intersectional approach effective, including:

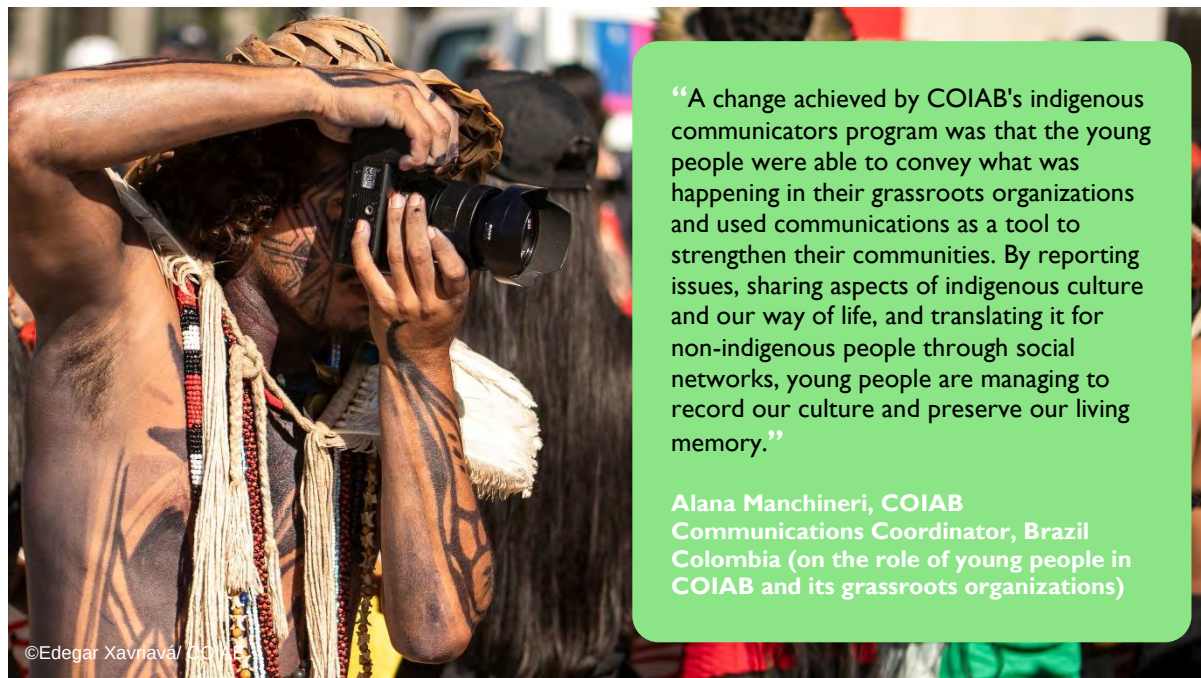
At the regional level with COICA, we organized women-only workshops within the indigenous defenders' program. We supported the development of COICA's international advocacy strategy, ensuring the participation of women and youth in workshops and discussions. This inclusion was key in strengthening their advocacy capacity and incorporating their perspectives.

In Brazil, we achieved active participation of indigenous youth and women in various processes. Young people have been present in all our activities, while women have led the planning in organizations such as COIAB, FEPIPA, and FEPOIMT. We highlight the work of young indigenous communicators, where both young women and men inform their communities and produce materials for advocacy activities of local and regional organizations. Although women's participation at the grassroots organizations is still limited, we aim to strengthen and increase their involvement. Notably, women were the majority participants in the course "Management Improvement Course for Leaders of the Tapajós Organization."

We also highlight FEPOIMT's work, which supports annual meetings of indigenous women from the seven regions of the state of Mato Grosso. These meetings give visibility to indigenous women's perspectives on issues such as territory, political participation and advocacy, economic rights, health and food, and combating violence and violations. This is expected to boost the actions of indigenous women in defense of human and territorial rights.

In the area of territorial monitoring, we saw majority participation from young people, although women's involvement was limited due to traditional cultural roles. However, there is a gradual change driven by women's organizations such as ANMIGA. In advocacy, we noted a growth in female leadership within organizations such as COIAB, FEPIPA, and FEPOIMT. These women tend to have more experience, and we have actively encouraged the participation of young people and women in various decision-making spaces.

In terms of economy and indigenous entrepreneurship, we have actively sought to involve women and youth. Although men still lead many organizations, our project has contributed to highlighting and valuing the role of women in community-based economy.



In Colombia, our initiatives aimed to involve and include women, youth, and diverse IP in decision-making processes, training, territorial monitoring, and the definition of key concepts, respecting and promoting local visions and realities. OZIP led the Meeting of Indigenous Youth of Putumayo, where participants developed proposals in the cultural, territorial, communications, educational, and political dimensions to strengthen their participation. Additionally, we organized the Second Meeting of

Women Defenders of Putumayo, during which an Advocacy Plan was developed to enhance the participation and protection of indigenous women environmental defenders.

In the PFGTI, we ensured the diversity of participants, including women, youth, and representatives of different indigenous groups. We facilitated the participation of mothers during in-person activities through childcare, promoted intergenerational and intergender fellowship and knowledge sharing, and provided online participation opportunities to pregnant students unable to travel. In the territorial monitoring training workshops, we recognized local and indigenous' perspectives of the territory and allocated resources to strengthen youth and women's participation through meetings and working groups, inviting representatives from various groups to ensure their involvement. Moreover, we held workshops and meetings to define the concept of Indigenous Economy, ensuring representation from different indigenous groups and local realities in this process.



In Ecuador, we prioritized institutional strengthening and the economy of indigenous enterprises through the application of the intersectional approach, with a special emphasis on the participation of women and youth. This commitment has been reinforced by support from CONFENIAE's leadership, composed of young women leaders. In April 2022, we organized a workshop in Quito to strengthen their participation in decision-making, with representatives from CONFENIAE and indigenous enterprises. Additionally, we supported CONFENIAE in developing a concept note for its Gender Action Plan.

We facilitated childcare and reserved additional quotas in our workshops to ensure women's participation, which increased their representation. We encouraged the application of women-led enterprises, resulting in four of the six enterprises selected being led by women. We implemented affirmative action in capacity-building activities, providing additional quotas for women. We conducted women-only working groups in the planning phase, ensuring their participation in entrepreneurial decisions and encouraging their free expression. These actions have had a significant impact in promoting gender equity not only in the project but also in our communities.



“Within the Paralegal Training Program, it was very important to train our youth and women through [gender parity among participants] on legal issues so that they can defend their rights.”

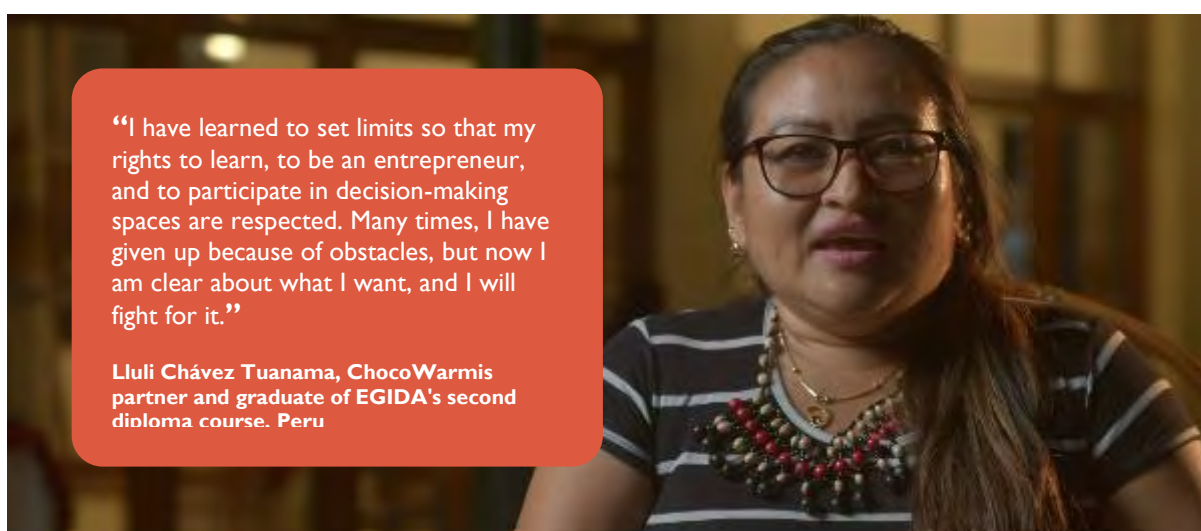
Lolita Piaguaje, CONFENIAE ex Vice-President

©Daniel Martínez/ WWF Perú

En Peru, AIDESEP has been implementing an intersectional model over the past five years to increase participation of indigenous women and youth in decision-making and community development. This approach led to several affirmative actions at the institutional level in collaboration with their partner organizations such as SPDA.

One of the most notable achievements was the modification of statutes in subnational IPOs, such as CORPI SL, CODEPISAM, and the Machiguenga Council of the Urubamba River (COMARU), to include women on their boards of directors. This change was facilitated through a training and sensitization process supported by AIDESEP.

Since its creation in 2020, EGIDA has promoted [access and permanence of indigenous women in academic programs](#), implementing strategies such as differentiated schedules and childcare during in-person events. Support for various indigenous enterprises and initiatives led by women was a priority for AIDESEP and its subnational organizations through the Economy and Indigenous Women's Programs, especially the [Amazon Woman Indigenous Fund \(FIMA\)](#) that was funded by AIRR with \$23,152.



“I have learned to set limits so that my rights to learn, to be an entrepreneur, and to participate in decision-making spaces are respected. Many times, I have given up because of obstacles, but now I am clear about what I want, and I will fight for it.”

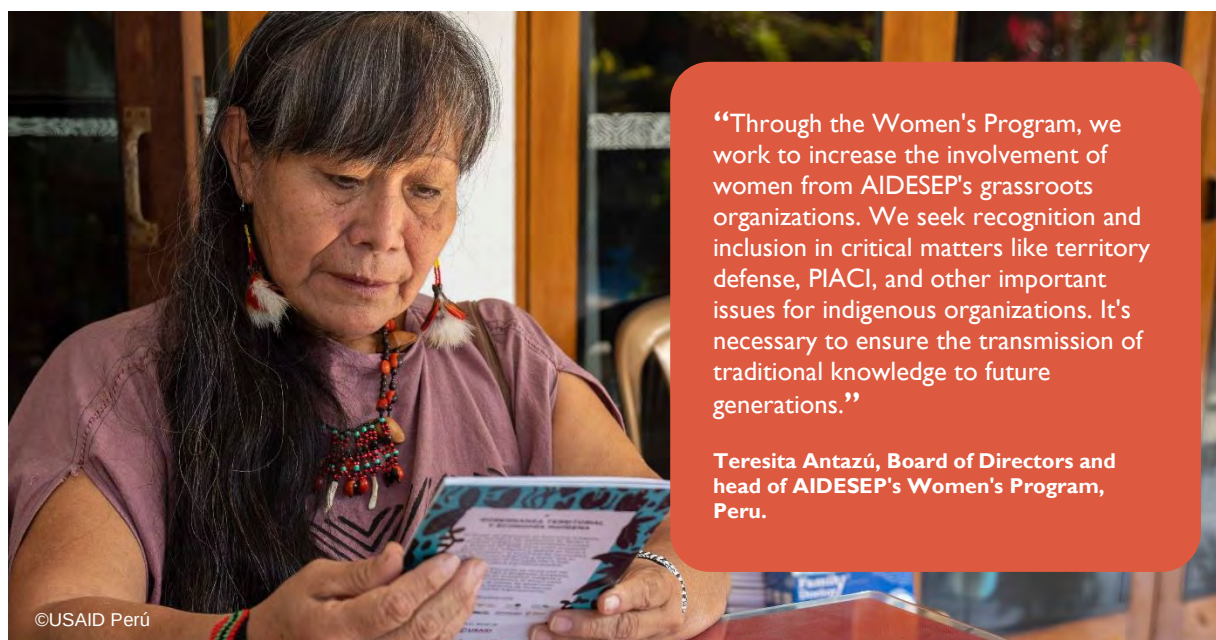
Lluli Chávez Tuanama, ChocoWarmis partner and graduate of EGIDA's second diploma course. Peru

These efforts contributed to the family and community economy, as well as to the preservation of culture and ancestral knowledge. AIDESEP promoted concrete actions through the political and technical areas of its Indigenous Women's Program to ensure the inclusion of women in decision-

making. This included the creation of the indigenous women's working group, the development of guidelines and specific policies, as well as support for the creation of women's secretariats in regional and local IPOs.

These actions, part of AIDESEP's ongoing Women's Program, reflect an [institutional approach to address the complex realities facing women and youth](#) in the Peruvian Amazon. AIDESEP also established strategic alliances with organizations such as SPDA to support grassroots women's empowerment and the sustainable development of indigenous communities. Since 2022, AIDESEP has implemented equal participation of men and women in the assemblies of its Expanded Coordinating Council, marking a milestone in promoting gender equity in decision-making. This has translated into the participation of a female representative and a youth representative, along with the president of the subnational IPO, at each council meeting.

In summary, we successfully included women, youth, and other intersectional approaches in our actions. These achievements stem from a continuous commitment to gender equity and diversity—a commitment that must be upheld daily in our society.



4.2. Contributions to Conservation

Our projections assumed that the deforestation rate³⁵ within the indigenous territories where AIRR was implemented would remain constant (Business As Usual - BAU scenario)³⁶, rather than continuing to increase as observed in recent trends³⁷. Results from our analysis using Global Forest Watch data indicate that deforestation in these indigenous territories remained slightly below the BAU

³⁵ The annual deforestation rate is the change in the area covered by forest between the initial and final year of an analysis period.

³⁶ We calculated the deforestation rate by averaging the annual forest cover loss before the project (2000-2019) and comparing it to the loss after the project's implementation (2020). Finally, we calculated the variation in the deforestation rate before and after the project's implementation.

³⁷ To calculate the baseline, we used Global Forest Watch's (GFW) database. We extracted images in TIFF (raster) format using Google Earth Engine through a script. The data obtained includes the total forest-covered area in hectares for the year 2000 and the annual forest cover loss from 2001 to 2020 for each territory where the project is implemented.

deforestation rate scenario, resulting in a forest cover 1.8% higher than expected. While these figures may seem modest, they show a positive trend compared to the previous scenario.

These data show what has happened in the territories, but it is important to highlight that the project activities' impacts on forest cover are indirect, and deeper analysis requires a longer period than the project's duration itself, particularly concerning the impact of IPO advocacy activities. Therefore, we contribute to, but do not claim full responsibility for, the reduction in the deforestation rate compared to historical trends, as it depends on multiple variables in each territory.

We also conducted a geographic analysis of the proximity between protected areas, IE territories, and communities that carry out territorial monitoring. Proximity of less than 5 km to protected areas allow us to infer that around 70% of the territories where we worked may be contributing to structural ecological connectivity, due to good management practices by indigenous peoples.

AIRR contributed not only to the strengthening of IPOs, leaders, and enterprises but also indirectly to the conservation of indigenous territories and ecological connectivity. This was achieved by enhancing community-based territorial management, territorial governance, and management of natural resources needed for the IE, enabling IPs to influence decisions on territorial governance, thus facilitating conservation-oriented management.



Overflight of Forests and Rivers Surrounding the Potrikô Community (Partner of ABEX Enterprise) in the Tricheira Bacajá Indigenous Land, Pará, Brazil | ©WWF Brazil

4.3 Private Sector Engagement

Some of the project's activities to achieve the expected results involved direct engagement with the private sector. We worked directly with IEs that are part of this sector, and to ensure the sustainability of our achievements, we sought leverage with private companies and investors. In FY 2023, AIRR's leverage with the private sector focused on:



Indigenous enterprises: We supported 29 IEs across the four countries, categorized as 21 associations, two cooperatives, and six for-profit enterprises.



Private investors who provided grants or loans to the IEs through project support included seven organizations: Erol Foundation, Beneficial Returns, Global Green Growth Institute,

NESsT, Reckitt, and Sall Family Foundation. The remaining investors are from the public sector.

4.4. Project Governance

Since the project's first year, partners have established various decision-making and governance bodies to ensure diverse perspectives and voices are integrated in an intercultural and interdisciplinary manner. Nationally, these include the National Steering Committees (CDN, in Spanish) and Indigenous Economy Committees (CEI, in Spanish), while at the regional level, we have the Regional Steering Committee (CDR, in Spanish). During the setup of these committees, it was key to reinforce collaboration among partners, moving away from a vertical approach where donors and beneficiaries are distinct, and instead fostering mechanisms and actions for collegial planning, accountability, and decision-making adjustments throughout the project.

Overall, the CDR was perceived as less functional, the CDNs operated moderately well, and the CEIs functioned quite effectively. The following table provides an analysis of the performance of these governance bodies.

Table 5. Analysis and Recommendations Regarding the AIRR Project's Governance Bodies

a. National Steering Committee (CDN): Comprised mainly of IPOs and WWF offices in each country. In Brazil, ICV, OPAN, and IPAM also participated. Meetings were held according to specific dynamics in each country.

In Brazil, the CDN initially functioned well, but its dynamics declined due to the lack of availability of IPO directors.

We recommend that similar projects form a steering committee with project implementers and technical

In Colombia, the CDN initially functioned well but experienced declining dynamics due to the overloaded agendas of IPO representatives. As a strategy, meetings were integrated into the Pause and Reflect workshops of the Colombian partners.

We recommend that similar projects create a rotating secretariat to share the responsibility for convening and running the committees.

In Ecuador, initially, we anticipated that the CDN would evaluate progress and participate in planning. However, by the second year, the CDN was dissolved, and its responsibilities were transferred to the CEI, with CONFENIAE members reporting to their Governing Council.

We recommend that similar projects establish a single committee to present annual progress reports and recommendations to the CONFENIAE Governing Council for project governance.

In Peru, the CDN functioned well during the first two years of the project as a means for coordination in a digital scenario. However, it soon ceased to be functional, and even necessary, due to the direct communications strategy developed by AIDESEP's new Board of Directors with its subnational members. AIDESEP holds Expanded Councils with participation from leaders of all its subnational organizations, where they are updated on all ongoing

We recommend that similar projects not establish a new governance body, but rather take advantage of existing ones, when appropriate.

projects.

These differences in CDN functioning underscore the need to adapt project governance structures to each country's and organization's specific realities. Recommendations emphasize the importance of involving appropriate stakeholders based on each country and institutional context, as well as sharing responsibilities to enhance participation in project decision-making.

- b. Indigenous Economy Committee (CEI):** comprised by IPOs, NESsT, and WWF. Like the CDN, they convened in accordance with each country's dynamics.

In Brazil, the CEI worked quite well throughout the project, fulfilling the expectations of being a space for planning and implementing the agenda related to Objective 2. The CEI exceeded all expectations and inspired other partner organizations.

The recommendation for future projects is to form this body with the participation of all project partners to achieve an integrated vision.

In Colombia, the CEI functioned as a forum for consultation and decision-making, although the frequency of its sessions decreased over time. Due to tight agendas, several sessions were merged with the CDN.

The recommendation is to allow project partners the opportunity to take the lead in convening the sessions.

In Ecuador, the CEI exceeded initial expectations by evolving into an active and concrete space for decision-making and fostering intercultural learning among its members. Assuming the functions of the CDN, the CEI took on a more significant role than anticipated, actively evaluating and planning for future years. The proactive participation of CEI members in the project facilitated discussions and agreements.

The recommendation for the future is to sustain this space, encourage leadership rotation, and consider formalizing agreements to enhance process efficiency.

In Peru, the CEI functioned throughout the project as a specialized space connecting technical personnel to address entrepreneurship issues. However, its relevance waned as operational issues within each enterprise took precedence, leading to declining interest in the space in recent months.

These differences underscore the importance of tailoring thematic discussion opportunities to the specific needs and realities of each context, while maintaining an integrated approach and ensuring adequate stakeholder participation.

Partners identified the project's national governance bodies as opportunities for capacity-building, particularly in topics and decision-making readiness within the framework of the CEIs, which served to enhance the IPO leaders' capacities.

- c. Regional Steering Committee (CDR):** established in December 2020 with the participation of COICA, OPIAC, AIDSEP, CONFENIAE, COIAB, WWF Colombia, WWF Ecuador, WWF Peru, WWF Brazil, DAR, NESsT, WWF-PMU (as Technical Secretariat), and USAID (as observer).

Following two CDR meetings (2020 and 2021), subsequent circumstances prevented further gatherings, and no strategies were devised to revitalize its intended role. We conducted a reflection exercise to inform future projects akin to AIRR. In summary, we found the following:



The CDR did not function effectively primarily due to two factors: its composition (limited to directors of partner organizations) and ambiguity regarding its nature (whether it was directive or consultative).



A regional project should have a regional governance body, but it should be consultative rather than directive or implementing. It is recommended to include executives from partner organizations along with members of the technical teams involved in the project's day-to-day operations.



Although reactivating the CDR was not recommended after this exercise, we suggested conducting several project closing meetings involving directors of partner organizations. These meetings should focus on communicating achievements and lessons learned, and generating commitments to sustain processes and achievements.

d. Other spaces: Project partners in each country provided other decision-making opportunities complementary to the committees or associated with pre-project dynamics.

In Brazil: At the project's outset during the pandemic, we implemented weekly meetings between WWF focal points and IPOs. By year 4, these meetings transitioned to biweekly, and by year 5, they were held monthly. This platform facilitated open dialogue, particularly with key stakeholders from COIAB, FEPOIMT, and FEIPA. It allowed us to develop action strategies and identify synergies between AIRR project initiatives and IPO actions, enhancing their organizations' commitment and participation in project activities and outcomes.

In Colombia: The Local Educational Committee played a crucial role in shaping the PFGTI. It made methodological, pedagogical, and logistical decisions essential for its successful implementation. Additionally, the Procurement Committee ³⁸played a key role in fostering a relationship built on trust and transparency with IEs. This committee provided opportunities for presenting investment plans and ensuring transparency in resource availability and execution.

In Ecuador: Regular meetings between WWF and CONFENIAE facilitated the exchange of ideas and experiences that enriched collaboration between the organizations. This exchange allowed them to progress more effectively by gaining a deeper understanding of each other's contexts and needs.

In Peru: Regular meetings between the technical team and leaders of AIDESEP and WWF, conducted both online and in person, facilitated decision-making processes ranging from technical matters to political considerations when necessary. These meetings enabled more effective communication compared to the CDN itself.

4.4. Summary of Compliance with Mitigation Plans for Potential Environmental and Social Impacts of Indigenous Enterprises (EMMR)

In the framework of the project, we prepared Environmental Mitigation Plans (EMMP) for potential impacts generated by the 29 IE's supported by AIRR. These plans considered not only potential environmental impacts but also social impacts.

The managed risks, according to the types of impacts, included social and community conflicts, occupational health and safety, environmental and waste management, as well as administrative management and financial transparency. The work carried out with the enterprises was not only aimed at avoiding impacts during the project's life but also at ensuring that these enterprises integrated the mitigation measures into their regular operations. To achieve this, each enterprise strengthened its capacity to identify, measure, and implement these measures. In some cases, we secured support from public or private organizations to continue maintaining these practices. The types of impacts addressed are detailed below:

³⁸ The procurement committee was made up of: (1) representative of each indigenous enterprise who was responsible for identifying suppliers, requesting quotations and approving supplier selection. (2) OZIP (territory area delegate) who reviewed the quotations and gave approval. (3) WWF (component 2 coordinator) who reviewed the quotations and approved supplier selection. In addition, procurement officer, who reviewed compliance with the USAID and WWF procurement process and processed the payment, and verified that the purchase was part of the investment plan agreed with the indigenous enterprise. (4) Nesst: (Nesst delegate in Colombia) reviewed the quotations, verified that it was part of the investment plan and approved the selection of the supplies.



Types of Impacts Addressed in Mitigation Plans for Potential Environmental and Social Impacts of IEs (EMMR)

a) Social Impacts and Community Conflict:

-  Lack of knowledge/participation of partners and producers.
-  Family conflicts due to women's participation.
-  Weakness in making the roles of women and young people more visible and risk of gender-based discrimination.
-  Lack of involvement of women and youth in training programs.
-  Community's lack of knowledge about the enterprise.
-  Break from community traditions and loss of customs.
-  Risk of tensions in the community due to revenues.

d) Environmental Impacts and Waste Management:

-  Waste and noise pollution due to increased tourism Impacts due to poor management of organic and inorganic waste during production.
-  Generation of electronic/technological waste.
-  Generation of wastewater during production processes.
-  Soil erosion and compaction due to the entry of vehicles.
-  Overexploitation and reduction of forest resources used by the enterprises.

b) Occupational Health and Safety Risks:

-  Possible accidents during sightseeing tours.
-  Risk of accidents due to lack of safety equipment and use of machinery such as cutters.
-  Risk of accidents due to lack of protocols in production plants.

c) Administrative Management and Financial Transparency:

-  Lack of ethical and transparent criteria for the distribution of supplies.
-  Lack of transparency mechanisms for billing and revenue distribution.
-  Lack of knowledge in the administrative management of revenues and expenditures.

In general, the enterprises supported by the project have low environmental impacts because they do not extract non-timber resources on a large scale, and they maintain traditional practices in activities such as using medicinal plants and extracting seeds and fruits. In non-traditional activities like tourism, they use a small area and have designed mechanisms for conserving key habitats.

In addressing potential social impacts, we implemented the proposed actions and achieved the expected results for the most part. The implementation reports for the mitigation measures detail the specific type of impact and how we managed it for each enterprise.

4.5. Mid-Term Evaluation

The project's Mid-Term Evaluation took place between September 2022 and July 2023. This evaluation began in project's third year and did not consider the FY 2023 work plan, which was approved by USAID. The evaluation resulted in 26 recommendations, of which two were not applicable due to their dependence on changes within USAID policies. The remaining 24 corresponded to ongoing processes from previous years and were planned for FY 2023. We also considered these recommendations in the FY 2024 work plan and successfully implemented them.

It is worth mentioning that some recommendations involve longer processes that extend beyond the life of the project and require changes at the institutional, community, or personal vision level, such as women and youth leadership. Since its inception, the project has implemented strategies in this regard and has made progress, as shown in the corresponding section. However, this is a long-term endeavor.

The evaluation is [available on the USAID DEC](#).



5. LESSONS LEARNED

5.1. Lessons Gathered and Shared

The most significant lessons were compiled in the [Virtual Learning Library \(BiVA\)](#) as easy-to-read, illustrated factsheets that includes **36 "BiVA factsheets"** along with **seven factsheets highlighting inspiring practices**. These insights from the AIRR project are adaptable to other projects, processes, and diverse contexts in the Amazon and beyond.

Valuable lessons can be applied to similar projects and therefore we published "[Learning from action: conditions that enabled and constrained the achievements of the AIRR project](#)". This document is aimed at people interested in the formulation, management and implementation of proposals in intercultural contexts, with a diversity of actors and geographical environments.

The BiVA is accessible in Spanish, Portuguese, and English. The BiVA factsheets can be categorized into the following thematic groups for easier reference based on specific interests:

Lessons on the online ecosystem and adaptive management



During the project's first year, we primarily conducted activities through online platforms. From this experience, we distilled valuable lessons on crafting **adaptive management** strategies that foster participation ([BiVA factsheet #1](#)) and on effective communications practices using digital media ([BiVA factsheet #5](#)). We also discovered that the online environment presents an opportunity to **enhance intergenerational dialogue** and **involve youth** in organizational processes ([BiVA factsheet #6](#)). However, we encountered specific challenges in engaging IPOs from diverse backgrounds and nationalities. One challenge emphasized the importance of respecting and advocating for **cultural diversity** in online interactions ([BiVA factsheet #7](#)). Another challenge underscored the need to bridge the digital divide to prevent **widening inequality** among marginalized populations with limited access to technology, basic telecommunications services, incipient or non-existent technological skills, and low literacy levels in Spanish or Portuguese ([BiVA factsheet #8](#)).

Lessons on cross-cutting themes



We summarized five key principles for **sustaining** achievements and processes ([BiVA factsheet #22](#)). At the end of 2022, we assessed what had worked for the effective **inclusion** of women and youth in project actions through an intersectional approach ([BiVA factsheet #23](#)). This analysis was further complemented by the final year's evaluation of the intersectional approach application (see section 4.1). We examined the project's **governance bodies** and their evolution into spaces for capacity-building ([BiVA factsheet #2](#)). Additionally, we analyzed the elements that contributed to an effective **advocacy strategy** at both national and international levels ([BiVA factsheet #4](#)). Finally, to encourage a culture of learning among partner organizations, we **documented lessons learned from mistakes** ([BiVA factsheets #24](#) and [25](#)).

Lessons on training processes



One of the richest sources of learning resulted from the various training programs and schools that partner IPOs implemented over the years. We have gathered general lessons on key aspects, such as the value **each training process brought to the project** ([BiVA factsheet#26](#)), **interculturality**, and its embodiment more in discourse than in action ([BiVA factsheet #27](#)), the challenges of **inclusion** ([BiVA factsheet #28](#)), and the role of **allies** ([BiVA factsheet #29](#)).

From **EGIDA**, we learned about the functioning of **capacity-building projects** ([BiVA factsheet #9](#)), the importance of **simplicity in online training to ensure significant achievements** ([BiVA factsheet #10](#)), and **keys to implementing effective training processes**, whether online or in-person ([BiVA factsheet #11](#)).

	We also gathered lessons from the training process of young communicators in Brazil (Floresta em Rede). These included factors for achieving significant success in a short period (BiVA factsheets #17 and #18), good practices for training young people (BiVA factsheets #19 and #20), and keys to sustaining their training (BiVA factsheet #21).
Lessons from territorial monitoring processes 	Indigenous territorial monitoring initiatives provided important lessons on the role of technology in this type of monitoring (BiVA factsheet #30) and the challenges and possibilities presented by the inclusion of women in indigenous territorial monitoring processes (BiVA factsheet #31).
Lessons from the experience with indigenous enterprises 	Drawing from the process of calling for applications, selecting, and supporting IEs in Brazil, Colombia, Ecuador, and Peru, we gathered several relevant lessons. These include understanding why IEs are more than just an economic activity but also a territorial governance strategy (BiVA factsheet #3), good IPO practices in relation to indigenous entrepreneurship (BiVA factsheet #12), keys and considerations for a successful call for applications process (BiVA factsheet #13), and effective selection (BiVA factsheets #14 and #36). We also compiled lessons for providing adequate support to IEs (BiVA factsheet #15) as well as what to avoid during these processes. (BiVA factsheet #16). Furthermore, we gathered insights on bridging the gap between the realities of Amazonian enterprises and the demands of impact investors (BiVA factsheets #32 and #33), prioritizing which aspects to strengthen in the IEs (BiVA factsheet #34), and keys to effective capacity-building (BiVA factsheet #35).
Inspiring practices 	These seven factsheets present lessons learned in an inspiring format and reinforce some of the other learning factsheets. The first highlights three AIRR project experiences with potential to transcend the project's duration: EGIDA, AIDSEP's advocacy strategy supported by DAR, and the project's governance bodies (Inspiring Practice factsheet #1). Inspiring Practice factsheet #2 discusses lessons learned from online activities and how to apply them to in-person settings. Inspiring Practices #3, #4, and #5 stem from EGIDA's experience, while Inspiring Practice #6 draws from experiences training young communicators in

	Brazil, demonstrating how their strategy of monitoring the impacts and effects of training offers lessons that can be applied in various contexts. Inspiring Practice #7 emphasizes the importance of experience exchanges in strengthening indigenous entrepreneurship.
--	--

Lessons from Project Monitoring and Evaluation:

Monitoring and evaluating a project as expansive and intricate as ours have provided invaluable insights. Successful strategies included appointing a dedicated regional monitoring lead, the close relationship of monitoring teams to the Project Management Unit (PMU) and country implementing teams and establishing dynamic monitoring teams locally. Pause and Reflect (P&R) visits played a key role in comprehending and reflecting on project dynamics, while an online information repository for tracking indicators aided communication and issue resolution. Integrating monitoring with communications strategies resulted in enhanced dissemination of results and development of communications materials.

However, some strategies did not yield desired outcomes. Relying heavily on periodic reports and remote monitoring proved ineffective, impacting data collection efficiency. Document management became burdensome due to donor requirements, something that should be reviewed for efficiency. Two key recommendations for future projects emerged: a) establish clear regional targets distinct from national goals, and b) meticulously document the rationale behind initial indicator and target definitions during project formulation to facilitate effective monitoring and reporting.

6. RECOMMENDATIONS



Actions or Strategies We Believe Must Be Included in Regional Projects Similar to AIRR

Project Management:

Indigenous participation as a fundamental requirement from the inception and approval stages of projects of this nature. Co-creation with indigenous organizations in each country, considering their agendas and existing plans, as well as direct consultation with communities, is crucial. Adapting the timing of calls for proposals to accommodate consultation and co-creation realities is challenging, but we will advocate with donors to allocate sufficient time before project submission to better align with the vision of IPs.

Continuing the lines of work and strategies initiated in this project would be valuable, as many of these efforts are seeds that require time and commitment, essential in initiatives involving IP. Maintaining collaborative efforts with their organizations, while clarifying the terms of the relationship and ensuring goal fulfillment, remains important. Organizational strengthening is



Governance and Participation:

The engagement of IPOs in the co-design of the entire call for proposals process creates a genuine space for governance and legitimacy, ensuring alignment with prioritized territorial leaders.

The establishment of Indigenous Economy Committees enabled us to stay connected with IP needs and tailor the project to local realities. These governance structures developed trust and proved to be effective practices.

Facilitate forums for collaboration between enterprises and territorial authorities to mitigate conflicts and misunderstandings over economic matters that could impact them negatively.

paramount, alongside leveraging lessons learned for future progress.

Advocacy:



Continue ensuring the ongoing participation of IPOs in various international advocacy opportunities, including COPs, both online and in person. We have actively engaged in monitoring agreements and integrating their impacts into our agendas. This participation should encompass activities carried out by AIRR, such as preparatory meetings that facilitated the development of collective proposals and unified positions for dialogue and advocacy.

Knowledge Management:



Maintain exchanges that build capacities among organizations, entrepreneurs, and networks, learning from both successes and mistakes. It is crucial to ground our work in our spirituality and traditional knowledge, guided by our elders. Additionally, promoting in-person reflection workshops and meetings fosters stronger bonds and enhances interaction among partners. The development of targeted informational materials for diverse audiences is also invaluable.

Communications:



Communications strategy to disseminate achievements and impacts of advocacy processes, as a key line item for influencing stakeholders and achieving objectives. This line should be allocated dedicated budgets for each partner and include communications strategies among partner entities and within their organizations through collectives.

Utilize existing capacities, particularly from training programs to recruit and employ young indigenous communicators trained in documenting and disseminating project results. This initiative aims to strengthen communications capabilities within IPOs.

Continue adapting technical materials into accessible formats suitable for diverse audiences, using both digital and printed formats to ensure widespread dissemination across project areas.

Promote the co-design of user-friendly materials and publications with IPOs to ensure cultural relevance and alignment with their visions. This collaborative approach enables IPOs to take ownership of these materials, enhancing their dissemination and utility beyond project boundaries.



Calls for Applications & Selection:

Adapt dissemination strategies to suit indigenous Amazonian conditions and infrastructure, ensuring messages effectively reach the target population through radio broadcasts and direct engagement with community leaders during territory visits.

Maintain a selection process that accommodates local realities and simplifies application procedures, minimizing extensive formats.

Establish a technical committee comprising partners and an Indigenous Economy Committee including political decision-makers to facilitate evaluation, decision-making, selection, ownership, and trust.



Budgeting:

During enterprise selection, establish and strengthen administrative structures and processes. Evaluate, define, and thoroughly communicate minimum selection requirements based on goals, capacities, resources, and available timelines.

Ensure a budget that supports increased territorial presence and engagement with indigenous organizations.

Allocate initial resources to enhance enterprise technological infrastructure with equipment, connectivity, and digital training. Include provisions for in-person workshops to facilitate more effective knowledge transfer.



Support and Strengthening of Indigenous Enterprises:

Begin by diagnosing the talent and technical equipment of entrepreneurs, including analyzing communication limitations and social context to identify difficulties and design effective strategies for accessing the program.

Work plans should include concrete actions to connect with investors and clients, such as participating in trade fairs and business roundtables.

Ensure field staff are available to monitor activity development, with regional and local IPOs playing a crucial role.

Promote the participation of enterprises in national trade fairs and business roundtables, ensuring resources and support for their involvement.

Establish mechanisms for modifying approved investment plans under certain conditions.

Provide training in monitoring social and environmental indicators.

Continue developing and socializing indigenous economy concepts, leveraging advancements such as those by CONFENIAE, which could be replicated with COICA playing a fundamental role.

Actively engage with selected organizations and enterprises in regional Amazonian development events to align with other actors and attract resources.

Include exchange workshops and on-site internships among indigenous organizations to share experiences with enterprises and foster collaboration.



What We Recommend Doing Differently from AIRR

Co-Management with Indigenous Organizations

-  **Methodologies:** Employ more inclusive methodologies that consider the visions and opinions of all indigenous participants to avoid perceptions of imposition. Additionally, hire more indigenous facilitators and educators.
-  **Grassroots organizations:** Always involve grassroots organizations, not just national IPOs, especially during the enterprise selection process.

Advocacy Processes

-  **Clarity and Prior Identification:** Ensure clarity on the capacity baseline before implementation and identify needs, as well as technical and budgetary constraints, to enhance IPO participation.

Capacity-Building

-  **Training activity formats:** Avoid fully virtual training programs. Prefer in-person modalities to enhance learning effectiveness and address connectivity limitations.

Approaches from Indigenous Organizations

-  **Consultation and Governance:** Avoid developing a governance structure that interferes with that of the Indigenous Organizations.
-  **Assessment and Clear Rules:** Enhance the sustainability of organizational strengthening efforts by establishing clear rules of engagement and ensuring compliance.
-  **Open Participation:** Establish open and competitive calls for training programs.

Indigenous Enterprises

-  **Eligibility and Accountability:** Clearly define specifications for eligible expenditures and accountability mechanisms from the outset to avoid delays.
-  **Technical participation:** It is recommended that all IPOs involve their technical staff in the design, implementation, and monitoring of IE activities.
-  **Mapping of enterprises:** Incubators and partners focused on business strengthening should develop support strategies based on comprehensive mapping and study of the indigenous entrepreneurship system.
-  **Impact Investors:** Do not assume that impact investors will automatically be interested in investing in an IE. It is crucial to collaborate with investors to ensure they gain a deeper understanding of the unique characteristics of Amazonian indigenous businesses.

Project Governance and Management

-  **Indigenous participation:** Ensure that indigenous leaders play a primary role in all events.
-  **Joint planning:** Minimize reliance on frequent online meetings and prioritize collaborative planning sessions.
-  **Knowledge transfer:** Ensure continuity of knowledge and agreements during periods of political transitions within IPOs.
-  **Trust and accountability:** Empower IPO partners with greater responsibility to lead governance bodies.



Stakeholders engagement



Ensure that a full mapping of actors is carried out and that it is clearly identified with whom to work, with whom to coordinate or cooperate, and to whom to report. Links should be strengthened with, inter alia, academic and research institutions, regional authorities, government agencies promoting business initiatives, etc.

Coordination Among Components



Coordination among components: Coordinate components effectively from the formulation stage to ensure clear articulation between community monitoring, enterprises, management plans, advocacy actions, and training processes.

7. ANNEXES

Annex 7.1 Performance indicator report

Below, we report on our compliance with the project's monitoring indicators, in accordance with the MEL Plan's Performance Indicator and Reference Sheets (PIRS). We highlight key achievements in meeting the targets, and the indicator tracking table shows performance relative to the targets set for all project years (see table below in this annex). These figures are also mentioned in Chapter 3 of this report, linked to project results, but here we summarize the achievements in terms of indicators.

In terms of **people**, the targets were far exceeded. For the number of people trained (Indicator AIR05 [EG 13-1]), we tripled the target and doubled the baseline number of people who had received training prior to the project. This significant achievement is partly due to the interests and priorities of the IPOs, resulting in a total of **1,215 people trained** on various topics, with 47% being women and 92% being indigenous. Additionally, **15,413** people benefited in terms of livelihoods (AIR04 indicator [EG 13-10]), primarily through benefits from strengthening their enterprises or through concrete actions to care for the territory by enhancing territorial monitoring, tripling the target set at the beginning of the project.

The impact of **advocacy actions** exceeded expectations. Partner efforts, especially those of IPOs, resulted in significant achievements. A total of **37 IPOs and/or communities provided inputs to decision-makers at various levels**, from national organizations to international bodies such as COPs and ECLAC (indicator AIR06 [EG 10-12]), slightly surpassing the projected target. Notable contributions include the work of Community Surveillance Committees (CVCs) in Peru and the complete monitoring cycle in Brazil and Peru, which began with territory monitoring and culminated in advocacy with state agencies and participation in international advocacy forums.

Moreover, in response to these advocacy actions, **32 institutions took measures in favor of Indigenous Peoples** (indicator AIR07 [EG 10-16]), exceeding the projected target by more than four times. This clearly demonstrates the empowerment of IPOs and the positioning of their political agendas from local to international stages.

With continued support provided to 29 **indigenous enterprises** (Indicator AIR09 [EG 10-17]), we achieved significant milestones: **22 IEs increased their number of commercial partners** (Indicator AIR010C [EG 10-4.3]), doubling the projected target. Additionally, **24 of the 29 IEs increased their sales**, although the target of a 35% increase was not met. The two largest enterprises, which significantly exceeded the sales of the majority, skewed the overall figures, obscuring the growth of smaller IEs. Nonetheless, we achieved an average sales increase of 30% across the 29 enterprises and 168% when excluding Kemito Ene and AFIMAD (Indicator AIR011 [EG 10-18]). Furthermore, **we raised \$788,610 in additional funding**, surpassing the projected target by 158% (Indicator AIR012 [EG 10-19]). The nine private entities supporting the IEs with funds contribute to the indicator of companies committed to the project's objectives (Indicator AIR014 [PS-2]), achieving a total of **6 private companies**, achieving the target.

In addition to the **improved performance** of the 29 supported enterprises, 13 out of 15 IPOs showed notable improvements: in Brazil, these include COIAB, FEPIPA, FEPOINT, Tapi'ô Association, and Uruwí Association; in Colombia, OZIP and OPIAC; in Ecuador, CONFENIAE; and in Peru, AIDSESP, CODEPISAM, CORPI, and ORPIO. For ORAU and ORPIAN-P, performance improvements were not measured and therefore do not contribute to the indicator, although we believe there were some improvements. This means that **95.5% of the assisted organizations have improved their performance**, slightly exceeding the projected target (Indicator AIR013 [CBLD-9]).

Finally, when analyzing the indigenous **territories** where the project was implemented, we found that forest cover increased compared to the baseline, surpassing the projected target (Indicator AIR01C [EG 10-15]). However, caution should be kept with these analyses because, although they show a reduction in the deforestation rate, the project cannot be solely credited for these changes due to the multiple variables at play.

On the other hand, when analyzing the areas under improved management (Indicator AIR03 [EG 10-2.2]), we achieved a significant milestone of **1,845,739 hectares with improved management**. This was achieved through territorial monitoring, participation in formal territorial planning processes, and improved practices by supported indigenous enterprises. However, this achievement falls 30% short of the projected target. The shortfall is attributed to an initial overestimation of the target due to: a) over-calculation of project areas before understanding the actual scale of Amazonian projects, and b) overestimation of the scale of territorial monitoring areas in Peru and Colombia, which did not account for changes in IPO agendas and interests, nor their realistic capacities to conduct territorial monitoring.

Monitoring matrix for AIRR indicators (Tracking Table)

INDICATOR CODE AND NAME	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	Actual	Target	Actual	Target	Actual	
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	4,895,577	3,101,887	4,885,539	4,798,259	4,885,539	😊
AIR03 [EG 10-2.2] Number of hectares in areas of biological significance under improved management as a result of USG assistance	6,122,027	May 2021	0	0	1,410,334	1,473,149	2,135,526	1,629,470	2,186,560	1,643,557	1,365,000	1,845,739	6,118,654	1,845,739	😞
AIR04 [EG 13-5] Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscapes activities	0	Sep 2020	0	0	430	428	1,500	3,853	2,000	1,618	200	9,689	5,000	15,413	😊
AIR05 [EG 13-1] Number of people trained in sustainable landscapes supported by USG assistance	1569	Dec 2020 (Col, Ecu, Peru) / May 2021 (Bra)	50	7	200	280	300	794	150	363	40	148	450	1,215	😊
AIR06C [EG 10-21] Number of IPOs providing input to decision makers.	4	Dec 2020	0	0	7	5	7	7	10	19	10	23	34	37	😊
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	17	2	11	7	32	😊
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	29	30	29	😐
AIR010C [EG 10-4.3] Number of indigenous enterprises with new commercial partners.	0	May 2021	0	0	0	0	0	7	10	13	10	22	10	22	😊
AIR011 [EG 10-18] Percentage increase in sales of supported indigenous enterprises.	0%	May 2021	0%	0%	0%	0%	0%	0%	35%	19.2% 190.5%	35%	30% 168%	35%	30% 168%	😞 😊
AIR012C [EG 10-19] Amount of additional financing raised for Indigenous enterprises.	0	May 2021	0	0	0	0	0	186,947	300,000	\$567,764	\$ 0	\$ 44,000	500,000	\$ 788,610	😊
AIR013C [CBLD-9] Percent of USG-assisted organizations with improved performance	0	Sep 2020	N/A	N/A	75%	21%	61%	26%	85%	95%	79%	95,5%	80%	95.5% (86.7% = 13/15 OPI) (100% = 29/29 IE)	😊
AIR014 [PS-2] Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives	0	May 2022	N/A	N/A	N/A	N/A	1	2	3	4	4	6	4	6	😊

Annex 7.2. Success Stories

Young Indigenous Communicators: Echoing the Voices of Indigenous Peoples



Young Indigenous Communicator Providing Media Coverage of the Tierra Libre 2024 Camp. Photo: Edegar Xakriabá

Throughout the Amazon Indigenous Rights and Resources (AIRR) project, one of its standout achievements in Brazil has been the empowerment of young indigenous communicators. These individuals now play pivotal roles within indigenous organizations and the broader indigenous movement. While AIRR was not the sole catalyst for this progress, it significantly bolstered existing training initiatives led by indigenous partners.

The training program for young indigenous communicators began with a cohort of 10 participants from diverse regions of the Brazilian Amazon. They completed a rigorous 160-hour course that included both theoretical learning and hands-on practical modules. Facilitating the training were indigenous communicators Alana Mancheri and Cristian Wariú. Participants, nominated by COIAB, FEPIPA, and FEPOIMT, comprised an equal number of men and women.

Throughout the project, these young communicators produced more than 600 minutes of video content, captured 20,000 photographic records, and generated hours of podcasts—all centered around topics critical to Indigenous Peoples and their respective communities.

The theoretical curriculum encompassed topics such as indigenous mobilization, digital activism, writing and script development, communication fundamentals, audiovisual production, social media utilization, entrepreneurship, climate change impacts, mining and mercury contamination issues, and legal frameworks for rights advocacy. Practical components included a study trip to Brasília, fostering strategic dialogues with decision-makers, indigenous leaders, researchers, and experts across various disciplines.

Youth Training Youth: Building a Network

After completing the training program, these ten young individuals passed on their newfound skills to others in their communities. Some were subsequently employed by grassroots organizations or by COIAB itself, forming a network of 80 young indigenous communicators. This network enhances

coordination and ensures a dynamic flow of information between grassroots and national organizations, facilitating effective communication.

These young communicators leverage their technological expertise and social media acumen to educate non-indigenous audiences about their culture. They also use these platforms to raise awareness about the challenges and threats facing their territories, advocate for their rights, and promote initiatives for just and sustainable development for Indigenous Peoples.

Their professional growth is evident in the quality of social media content and coverage of significant events produced for partner organizations like COIAB, FEIPA, and FEPOIMT. Moreover, these young communicators serve as inspiration for other indigenous youth, encouraging them to undergo training and join the advocacy efforts for Indigenous Peoples' rights, making their voices resonate across diverse audiences.

From the Amazon to the Runways: Kichwa and Cofán Craftsmanship Transforming Fashion



Arte Suku's artisan proudly explains how the alliance with a fashion house and an Ecuadorian designer has opened doors to more clients. Photo: María José López/ WWF Ecuador

In the Ila Kucha community, a group of Kichwa women had a dream to enhance their economic opportunities through new skills. The Cofán Suku Association, known as Arte Suku and supported by the Amazon Indigenous Rights and Resources (AIRR) project, stepped in to turn these aspirations into reality. Through a series of workshops, the women of Arte Suku taught their counterparts in Ila Kucha the art of crafting, focusing especially on making bracelets from seeds.

These workshops not only empowered the women of Ila Kucha but also inspired the Suku women to innovate and explore new designs. Motivated by their newfound passion and skills, the project facilitated a collaboration between the Suku Association and renowned Quito-based designer Lia Padilla. This partnership enabled their handicrafts to be showcased not only in prestigious fashion spaces but also ensured that 70% of the profits returned directly to the artisans, significantly improving their income and quality of life.

"We gather seeds from the forest and create handicrafts that we want everyone to recognize us for. We aspire to become an international enterprise. Lia Padilla's collaboration helped us craft pieces using natural fibers and

seeds, which we proudly displayed and sold in her Quito shop," explained Magdalena Kenamá, a partner at Arte Suku.

The success of their initial collaboration was just the beginning. Buoyed by newfound confidence and skills, the Suku women expanded their horizons further. Following their partnership with Lia Padilla, their creations found a new home at Casa Kiki, a prestigious hub of Ecuadorian fashion, art, and culture. This not only opened doors to the national market but also connected them internationally, elevating their products to haute couture and sharing their art and culture with a global audience.

At AIRR's closing event, the Suku women enthusiastically shared their journey. "Suku means toucan," they proudly stated, "and like toucans, we are committed not only to defending and safeguarding our territory but also to showcasing our culture to the world." This declaration underscored their determination and pride in their identity and craftsmanship.

The story of the Suku women exemplifies the transformative power of empowerment and dedication to environmental stewardship. Through robust community support, technical training, and strategic alliances with the fashion industry, these women not only improved their economic standing but also preserved and celebrated their rich cultural heritage.

To learn more about their inspiring work and view their creations, watch [this video](#) featuring the Suku Association.

AFIMAD: The Story of an Enterprise and the Self-Sustainability of Indigenous Peoples in Madre de Dios



© Yawar Films / WWF US

Sixteen years ago, a group of indigenous community members from Madre de Dios took a bold step towards collective well-being. Led by Martín Huaypuna, they secured personal loans to establish an association focused on collecting and selling Brazil nuts. This initiative offered hope to residents of indigenous communities, organizing them around a sustainable livelihood to combat the growing threats of illegal logging and mining in the region.

With support from WWF and other partners, they formed the Madre de Dios Indigenous Forestry Association (AFIMAD) in 2009, becoming the technical arm of the Native Federation of the Madre de Dios River and its tributaries (FENAMAD).

Initially lacking technical guidance on proper storage, drying, and harvesting techniques for Brazil nuts, each harvest season and the technical assistance they received enhanced their production methods.

By 2010, AFIMAD achieved organic and fair-trade certifications, securing a fair price seal and signing their first contract with Candela Perú, a national company.

This placed AFIMAD in the local market, and by 2020, they made their inaugural individual export, reaching international markets such as the United States and Europe. This economic activity has empowered 920 families from Sonene, Palma Real, Puerto Arturo, Boca Paríamanu, Monte Salvado, and Puerto Nuevo—representing the Yine, Ese Eja, Amahuaca, and Shipibo Indigenous Peoples—to boost their incomes through Brazil nut harvesting and sales, thereby enhancing food security.

Crucially, the harvest coincides with the school year, making this activity a primary income source for purchasing school supplies. It has become a communal endeavor involving all community members, reinforcing their economic resilience and unity.



© Yawar Films / WWF US

During recent years, AFIMAD has actively promoted the inclusion of indigenous women, recognizing their leadership and integrating them into productive activities. They have also explored complementary ventures such as tourism, agriculture, and handicrafts. In a significant milestone, Nadia Pacaya Grifa became the association's first female president in 2018, marking a pivotal moment. By 2023, the entire board of directors comprises women, highlighting a transformative shift.

"It's a time of change. Women bring a unique vision of organization and a family-centered approach to entrepreneurship," emphasizes Emilie Urquía Sebastián, current president of AFIMAD.

While Brazil nuts remain AFIMAD's flagship product, external factors like climate change, international conflicts, and internal dynamics have prompted the association's boards to diversify income streams. Reflecting on this evolution, they acknowledge that "...putting all your eggs in one basket," is unsustainable. Therefore, they are actively seeking alternative, sustainable resources to ensure continuous income generation.

Under this context, the utilization of huicungo (*Astrocaryum murumuru*) has emerged as a viable option. This resource, derived from a native palm tree, naturally thrives within the communities and holds significant value as a raw material for cosmetics production. AFIMAD obtained the region's first management plan for huicungo this year, paving the way for its integration into their product offerings.

Despite the expansion into huicungo, Brazil nuts remain central to AFIMAD's activities. To enhance their value chain, AFIMAD established a processing facility capable of not only handling dried or shelled nuts but also producing by-products such as Brazil nut oil and flour.

"Throughout these 15 years, this enterprise has provided us with new avenues to enhance our quality of life. Today, we have community members who have pursued specialized education at universities to contribute

more effectively to our initiatives. We've established a hub in Puerto Maldonado where young community members can reside while completing their university studies. The communities have embraced organized work practices and diversified into complementary activities like artisan workshops and tourism services," explains Martín Huaypuna, AFIMAD's commercial manager.

AFIMAD serves as a compelling illustration of how indigenous communities can leverage their ancestral economic activities to sustain themselves, fortify their sovereignty, bolster food security, and reaffirm the value of their natural resources. Furthermore, it serves as a model for nurturing future generations in business models that enhance their quality of life while safeguarding their territories and resources.

Over the past 15 years, AFIMAD has sustainably harvested from 29,000 hectares of forest, significantly contributing to biodiversity conservation in the Bahuaja Sonene National Park, Tambopata National Reserve, and the Madre de Dios Territorial Reserve's surrounding area. Undoubtedly, AFIMAD exemplifies a sustainable enterprise with export-quality products, driven by and benefiting Indigenous Peoples.



© Daniel Martínez / WWF Perú

Annex 7.4 Assets acquired by and for indigenous partners.

In this annex we summarize the assets acquired by the IOIs and the EIs as part of the organizational strengthening process.

Table 6. Annex 7.4 a Assets acquired by indigenous organizations with the support of the project as part of their organizational strengthening.

Regional	 COICA: Acquired equipment to strengthen the SATT-RR COICA (Computer, cell phones, television, Internet improvement, Ipad and keyboard)
Brazil	 COIAB: Acquired equipment to improve connectivity with its bases and for the young communicators of Floresta in networks: a notebook, a computer, 13 cell phones, ten portable chargers, 12 cell phones, 12 external batteries.
	 FEPIPA: Acquired the following equipment to carry out the project activities in virtual and on-site conditions that required providing equipment to the associations and local leaders: technological equipment (two computers, a digital camera, a camera lens, a scanner, seven multifunctional printers, four monitors, two keyboards and mouse, six stabilizers, seven notebooks, six drones, 11 power-banks, 12 memories, eight portable microcomputers, 18 cell phones, three external disks), two computer backpacks. One water purifier, one water dispenser.
	 FEPOIMT: Acquired equipment to improve communications with the associations and for their work within the framework of the project: six notebooks, five hard disks, four printers, two portable microcomputers and projectors.
Colo	 OPIAC: Acquired equipment for the creation and strengthening of the GIS office (three cameras, computer, two printers, a microphone, ten camera traps, two GPS, a computer monitor, a plotter).
	 OZIP: Acquired equipment to carry out the PFGT activities and the meetings (a laptop, a printer, a projector, four speakers, eight voltage regulators).
Ecuador	 CONFENIAE: Acquired equipetmen to continue improving their organización work; six computers, a printer, a projector, kitchenware, a library cabinet, four desks, four swivel chairs.
Perú	 AIDSESEP: Acquired equipment for the execution of the project, on the one hand, to improve communications with the bases, within the framework of the pandemic and to strengthen the SATT (ten notebooks, Wi-Fi adapter, I9, stabilizer, keyboard, monitor, mouse). In addition, AIDSESEP, CODEPISM, ORAU and CORPI SL acquired equipment to continue improving their communications units, as well as AIDSESEP's women's program and EGIDA. As detailed below: • AIDSESEP: one camera, three notebook and Web EGIDA. • CODEPISAM; one digital recorder, one external disk, one HDMI cable, one kit video, one microphone, one photographic camera, one portable battery and two SD card for camera. • CORPI SL: one digital recorder, one external disk, one HDMI cable, one kit video, one microphone, one photographic camera, one portable battery and two SD card for camera.

	• ORAU: one digital recorder, one external disk, one HDMI cable, one kit video, one microphone, one photographic camera, one portable battery and two SD card for camera.
	The five subnational OOIs, CODEPISAM, CORPI-SL, ORAU, ORPIAN and ORPIO, each had four laptops to carry out their work within the framework of the project, improving communications with the Els and with the CdV.
	The Vigilance Committees (CoV) of 21 CCNNs were equipped to improve their territorial monitoring actions: • Eight CdV of the CCNN San Antonio de Pintuyacu, Huampami, Urakuza, Dos de agosto de Palometa, Los Angeles, Sinchi Roca, Panan and Nueva Esperanza have a computer and solar panel. • Four CdVs of the CCNN of Shambo Porvenir, Flor de Ucayali, Santa Rosa de Tamaya Tipishca, Paoyhan have the following drone, cell phone, tablet, camera, computer and solar panel equipment for each of them. • Four CDVs of the CCNN Tutumberos, Nazareth, Shimpiyacu and Yarau have a computer, • Two CdV of the CN of Santa Clara de Uchunya and Centro Arenal have a drone, cell phone, tablet and camera. • Two CdV of the CCNN Puerto Prado and Vista Alegre have a computer, solar panel and WiFi adapter. • A CdV of the CCNN Bretaña has a computer and Wifi adapter

We summarize the goods and services acquired by indigenous enterprises through the project's donation funds, the total donated was total \$461,914

Table 7. Annex 7.4b Goods and services acquired by Indigenous Enterprises

Brazil		AIRE: Strengthening of administrative and communication processes with the acquisition of technological equipment, computer and purchase of machinery for better seed collection.
		AMPRAVAT: Strengthening of administrative processes through specific training, creation of visual identity, purchase of agro-industrial equipment and redesign of QR code labels.
		ABEX: Improvement of financial management through the acquisition and use of the ERP system for financial management and strengthening of the handicraft chain.
		Casa de Cultura Karajá: Management of sales media, social networks, acquisition of tools for operational support, hiring of a sales assistant (physical store and <i>online sales</i>) and organizing the physical store.
		Associação Kawaiwete: Improvements in operational and commercial management processes and strengthening of the Brazil nut chain. Complementary funds from another WWF Brazil project, with resources from Reckitt.
		COOPAITER: Strengthening of administrative, commercial and chestnut chain processes. Funds from complementary projects of WWF Brazil with resources from Reckitt.
		Munduruku Institute: Financial and business plans and strengthening of the Brazil nut chain. Complementary funds from another WWF Brazil project, with resources from Reckitt.
Colombi		Comaiji: Acquisition of utensils for oil extraction, materials for seed collection days (field equipment), biosecurity and for oil packaging. In addition, an outboard motor, fiberglass boat, and technology elements (camera, hard drive, GPS).
		Econawa - Nature ecotourism: General equipment (cauldrons, pots, sets of sheets, sets of towels, mattresses, crockery, others), purchase of technological equipment (desktop computer, cell phone) and outboard motor (25 hp).

	 Achalay Ethno-Artistic Centre: Provision for the accommodation area and kitchen, purchase of materials and adaptation of the social area. In addition, purchase of technology equipment (cell phone, blender, chainsaw, refrigerator, laptop, projector, radio, router, two cameras, solar charge controller, two stationary batteries)
	 Bioincos: General equipment (furniture, disinfection mat, lockers, ecological recycling point and others), purchase of seeds and provision of elements for the extraction plant (tables, tanks, filters, electric pumps, steel table, steel storage tank, decanter tank, steel vessel) and also, a computer and a 2 HP motor.
	 Shinyak Association: Purchase of technology equipment (computer, printer, CorelDraw license, television, external hard drive, external memory cards and power stabilizer), furniture and tools for cutting and carving wood (airbrush, vacuum cleaner, jigsaw, 5HP brush, pneumatic nailer, professional pneumatic stapler, compressor, laser cutter, 1600W miter, orbital sander, chainsaw, laser grader, heat gun, PH30 type glider, polisher, beading machine, circular saw, two drills, two drill bits, 15 presses, four conical cutters)
	 Hummingbird Art Handicrafts: Purchase of materials for the elaboration of handicrafts (beads, ironwork, threads), tools for cutting and carving wood (compressor, galler, chainsaw, planer, glider, industrial router, table saw, wood lathe) and technological equipment (computer, printer, two cameras).

Ecuador	 Arte Sukû: Acquisition of textile machines, tools for handicrafts (coater, embroiderer, two electric cutters, sewing machine, six dremel with their sets of accessories, four entenallas, textile articles and materials for embroidery and crafts), technological equipment (computers, printers, projector, external hard drive), restaurant equipment (panoramic display case, freezer, industrial kitchen, washer, work table, water purifier), handicraft display,
	 Ila Kucha: Acquisition of kitchen equipment (two refrigerators, two stoves, displays, blender, water dispenser, microwave, service counter), hotel supplies, advertising banner, field equipment (life jackets, tents, boots, t-shirts), tools (four dremel with accessories, six antennas), a motor, a canoe, technological equipment (Internet access, laptop, cell phone, external hard drive) and supplies for handicrafts.
	 El Pilchi Lodge and Mandi Wasi: Four solar panels, two solar water heaters, refrigerator, oven, counter, semi-industrial oven, cold display, two blenders, a freezer, kitchenware, panoramic wooden display case), three mototools, field equipment (boots, binoculars, life jackets) and technological equipment (camera, laptop, cell phone, Wi-Fi repeater, external disk).
	 Challuwa Mikuna: Equipment for chonta processing plant (two fruit dehydrators, two cookers, fruit peeler and slicers, two pickers, fruit slicer, stainless steel pots, grain pulverize mill, stainless steel table, stainless steel sink, stainless steel work table, wood and glass display case), an external hard drive, three advertising banners and advertising material,
	 Shuar Cultural Center: Two fiberglass canoes, motor, field equipment (binoculars, telescope, tripod), kitchen equipment (dehydrator, safety equipment, kitchen cabinet, generator, kitchen supplies, a kitchen, alcohol meter/thermometer, bottle/glass container, bottle safety cap, bottle safety caps, manual coding machine, stainless steel distiller, stainless steel pot, heat gun, Tramontina Digital Scale, Tramontina Cook's Knife, Tramontina Cooker, Industrial Burner Cooker), a 2500L water tank, brand branding, website and technological equipment (computer, and external disk).
	 Andy Wayusa: Improvement of the marketing of its products through a website, brand and branding manual, stationery, t-shirts, packaging for the products and the procedure to register the trademark "Andi Wayusa". Also, purchase of utensils and equipment for the beverage production plant (250L stainless steel tank, stainless steel basket, tank measuring system, medium iron burner, aluminum plate platform, manual packer, 4 keg, CO2 tank, 30 kilos of organic hibiscus flower, printer, pressure washer, 10 chairs, two mobile dispensing carts) and technological equipment (external hard drive, camera, laptop and cell phone).

Perú	 Koshicoop: Purchase of laptop, printer, GPS, fees of the general manager and two extensionists (technicians).
	 Ampik Sacha: Purchase of printer and cell phones, motor pump and lightning rod, kitchen with oven, work tables and improvement in the distribution and installation of machines and equipment in the plant, as part of the safety protocols.
	 Choco Warmis: Purchase of laptop, projector, printer and refrigerator. The purchase of a cocoa shelling machine was also financed.

	Nuwas Forest: Improvement and maintenance of tubular well (labor service), purchase of cell phone, speakers, printer; and furniture
	ASPAPPUKU: Purchase of air conditioning, table, cell phone.
	Charapi Women's Association: Purchase of motors, queues for engines, wooden boats, cell phone, laptop and mouse.
	Frutiawajun: Acquisition of cell phone, laptop, printer.
	AMBNE: Purchase of projector, printer, computer, laptop, cell phone.
	Kemito Ene: Purchase of motor and canoe, chocolate processing plant, design and printing of new packaging and updating of the website.
	AFIMAD: Purchase of a boat, two outboard motors, computer, laptop, purchase of containers and material for product labeling.