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SUSTAINABLE MANAGEMENT OF FOREST CONCESIONS

Final Agreement Completion Report

Green Gold Forestry Perú

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ACRONYMS AND ABBREVIATIONS

CEDIA	Centro para el Desarrollo del Indígena Amazónico
CCB	Climate, Community and Biodiversity
CI	Conservation International
COP	Complementary Operative Plan
FECONAMNCUA	Federation of Communities of the Middle Napo, Curaray and Arabela
FSC	Forest Stewardship Council
FY	Fiscal Year
GERFOR	Gerencia Regional de Desarrollo Forestal y de Fauna Silvestre
GGF	Green Gold Forestry Perú S.A.
GGLI	Green Gold Loreto I
HA (ha)	Hectares
MEL Plan	Monitoring, Evaluation and Learning Plan
NTFP	Non-timber forest products
OP	Operational Plans
GAP	Gender Action Plan
PMP	Permanent monitoring plots
SA	Strategic Approaches
SI	Space Intelligence Ltd.
SMFC	Sustainable Management of Forest Concessions
USAID	United States Agency for International Development
VCS	Verified Carbon Standard



I. EXECUTIVE SUMMARY

The Sustainable Management of Forest Concessions (SMFC) is a USAID-financed project, led by GGF in Loreto, Peru, with the goal of establishing a sustainable and profitable business model rooted in conservation and non-timber forest products. Managing over 400,000 hectares of production forest concessions, GGF has shifted from timber harvesting to carbon storage and non-timber products. This transformation benefits 17 communities in the Napo and Marañón basins.

The theory of change for the SMFC project revolves around redirecting the management of Loreto's production forest concessions. The shift, from logging to prioritizing carbon storage and non-timber forest products, is designed to secure consistent profits for GGF while ensuring improved and sustained benefits for the forest communities. This theory is translated into action through two strategic approaches. The first approach focuses on vigilantly monitoring and safeguarding forest concessions, employing remote sensing, on-ground patrolling, initiating a non-timber forest products business, and fostering research within GGF concessions. The second approach seeks to empower and fortify local economies by nurturing community-based enterprises.

Over the project's lifecycle, noteworthy achievements have been realized. The implementation of a no-logging regime across 184,446 hectares of forest has resulted in a substantial reduction of over 1,184,199 tCO₂e emissions. This success can be attributed to the meticulous monitoring of

concessions through remote sensing, on-ground patrolling by a dedicated team of forest custodians, and the adept identification of causes for forest disturbances.

Engaging intimately with 17 communities, GGF has been a catalyst for positive change. The creation of 700 temporary jobs, coupled with the facilitation of 400 workshops focusing on environmental consciousness and gender-related issues, underscores the project's commitment to holistic community development. Additionally, GGF has pioneered four ongoing productive projects, serving as pilot initiatives destined to evolve into robust community-based enterprises.

The journey of SMFC has been illuminated by valuable lessons. Firstly, forest carbon initiatives not only offer economic viability but also contribute significantly to biodiversity preservation. To unlock the full potential of such initiatives, refinements in forestry regulatory frameworks are deemed essential. These refinements are envisioned to encourage a holistic approach to forest utilization, bolstering investments in projects dedicated to conserving non-timber products and enhancing the overall profitability and sustainability of forestry enterprises. Secondly, the project underscores the paramount importance of consolidating and nurturing relationships with indigenous federations. These alliances serve as the bedrock for fostering trust and transparency in all activities conducted within the communities.

As we reach the culmination of this transformative journey, GGF's Green Gold Loreto I (GGLI) carbon project, validated in 2021 and verified in 2024 under the Verified Carbon Standard (VCS), is now set for a significant milestone—the sale of its first Verified Carbon Units (VCU). This moment not only marks a financial triumph but serves as the cornerstone propelling forward the enduring impact initiated by the SMFC project. As we bid farewell, this chapter stands as a testament to our commitment to environmental conservation, community development, and the establishment of a sustainable forestry model. It's not just the end of a project; it's a beacon lighting the way for future endeavors and a legacy of positive change in the delicate balance between nature and thriving communities.

2. PROJECT BACKGROUND

Green Gold Forestry Perú (GGF) is a Peruvian forestry company that, currently manages over 400,000 ha of production forest in the Peruvian Amazon Forest. Founded in 2008, GGF has been a company dedicated to sustainably harvesting timber from its concessions, being an FSC certified company since 2011. Despite its efforts to reduce their impact on the Amazon while maintaining profitability, it was clear that a change on the business model had to be made.

Since 2019, GGF aimed to reconfigure the use of the Peruvian tropical forest, not limiting its capacity to a single product—timber—but seeking an integrated use of the ecosystem services associated with its (at the start of the project) 254,017 hectares of forest concessions. Consequently, GGF converted 183,446 hectares of its forests designated for logging into a large carbon project called Green Gold Loreto I (GGLI). The remaining areas have been designated for non-timber product harvest (40k hectares), conservation, and scientific research (35k hectares)

In March 2021, GGF was awarded a grant from USAID, being the first private company to directly received a grant from the American agency, creating the Sustainable Management of Forest Concessions (SMFC) project.



Picture 1: Visiting a Permanent Monitoring Plot within GGF concessions

THEORY OF CHANGE

The theory of change stated that **if Loreto’s production forest concessions are managed for carbon storage and non-timber forest products, rather than logging, THEN GGF can**

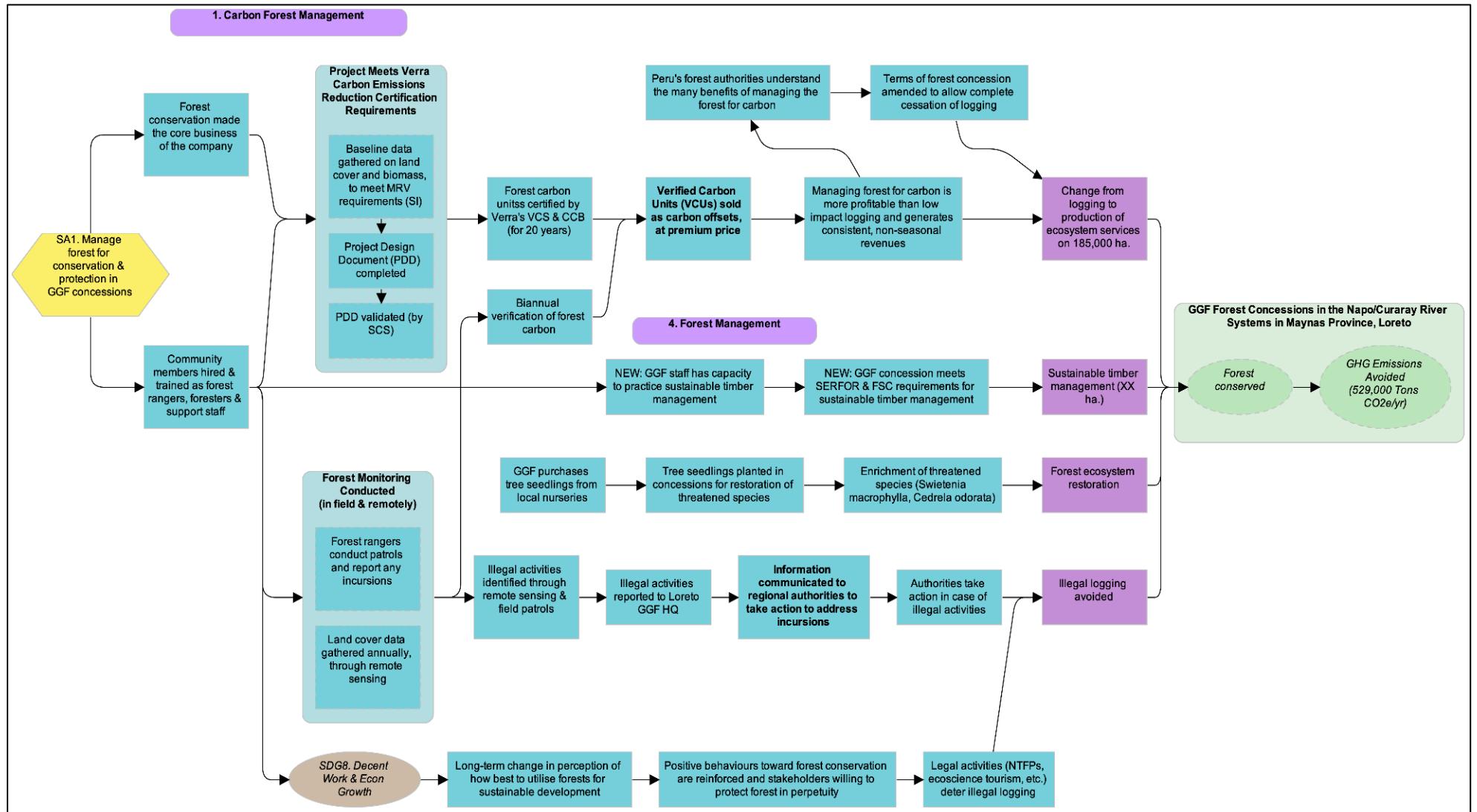
make consistent profits and generate improved and sustained benefits for forest communities.

It relied on employing two different strategies to ensure that a change of business model in a forest concession for timber harvesting was sustainable and beneficial for the environment and the indigenous communities in the zone of influence:

Strategic approaches (SA) 1 - Manage Forest for Conservation and Protection in GGF Concessions: Under this approach, outcomes were focused on the success of verified carbon units and non-timber products sales, increased monitoring and surveillance in the concessions and the implementation of tourism and research programs within the concessions to benefit surrounding communities. See the updated results change for this SA.

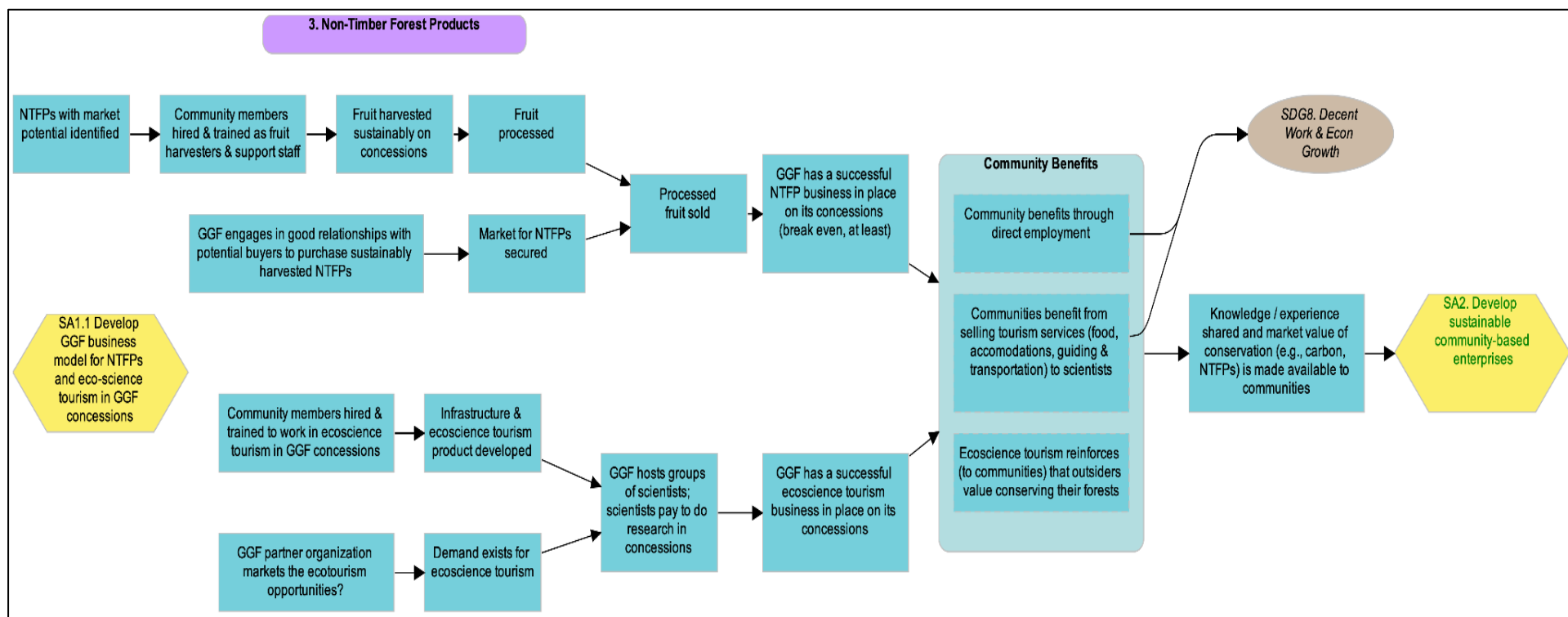
Strategic approaches (SA) 2: Develop sustainable community-based enterprises: Through this strategic approach, GGF expects to create jobs and empower at least twelve (12) communities and a small town it works with by developing and implementing business plans focused on non-timber production and ecotourism. See the updated results change for this SA.

Figure I: Updated Results Chain for SA I



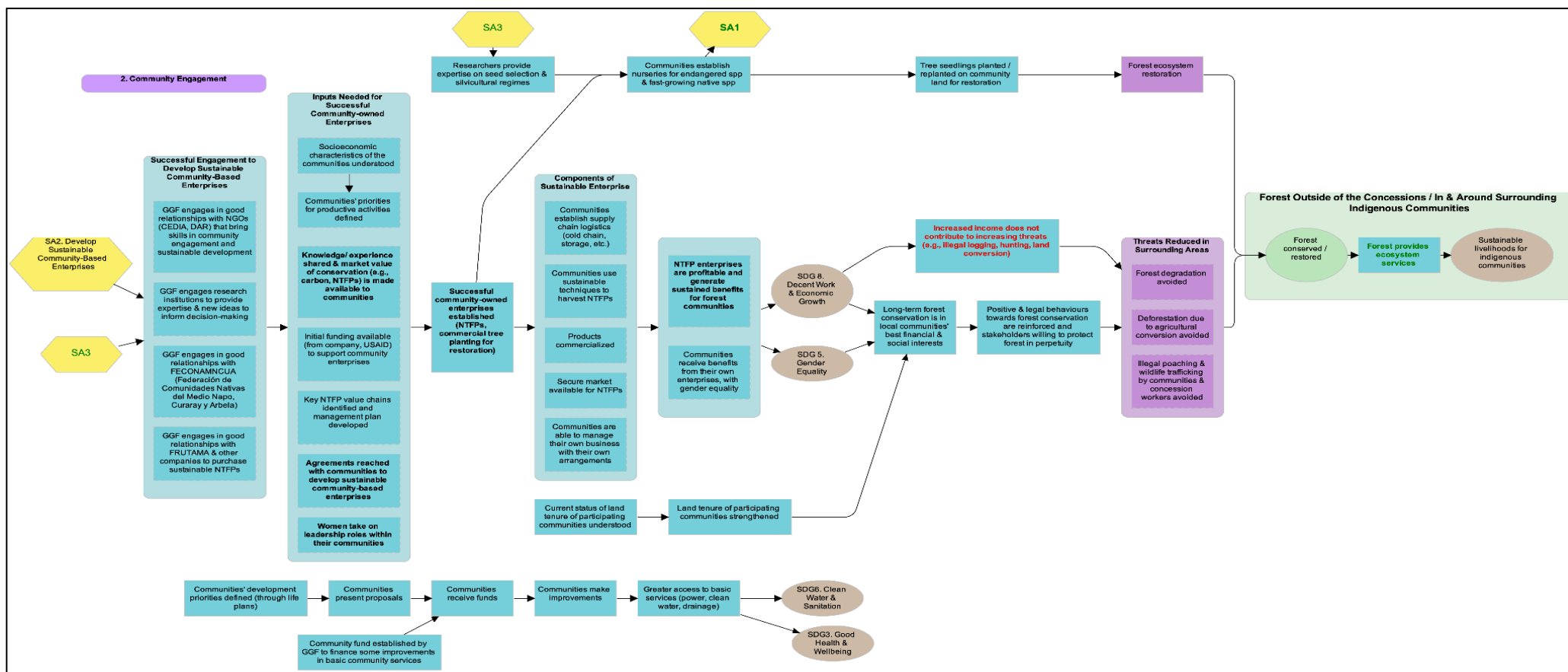
Source: Pause and Reflect Workshop (2022)

Figure 2: Updated Results Chain for SA I.1



Source: Pause and Reflect Workshop (2022)

Figure 3: Updated Results Chain for SA 2



Source: Pause and Reflect Workshop (2022)

PROJECT BENEFICIARIES

The project considers as beneficiaries a total of 4,000 persons from 17 communities located on the banks of the Napo and Marañón basins, that are in proximity with GGF forest concessions. These communities are:

N°	Type	Ethnic group	Name
1	Native Community	Kichwa	Copal Urco
2	Native Community	Kichwa	Patria Nueva
3	Native Community	Kichwa	Huiririma
4	Native Community	Kichwa	Sargento Lores
5	Native Community	Kichwa	Berlín
6	Native Community	Kichwa	Santa María de Loreto
7	Peasant Community	Kichwa	Santa Rosa
8	Native Community	Kichwa	Chambira
9	Native Community	Kichwa	Vencedores de Vista Alegre
10	Native Community	Kichwa	Bellavista
11	Native Community	Kichwa	San Felipe
12	Native Community	Kichwa	Santa Teresa
13	Native Community	Murui Muinane	Huitotos de Fortaleza
14	Native Community	Cocama Cocamilla	Solteritos
15	Native Community	Cocama Cocamilla	Villa Monte Alegre
16	Village	-	San Luis de Tacsha Curaray
17	Village	-	San Regis

Baseline evaluations as well as a Participatory Rural Appraisal (PRA) conducted early in the project allowed the company to have a better understanding of the initial economic, environmental and social conditions prior to the start of the project's activities.

1. Economic landscape: Subsistence activities, encompassing small-scale agriculture, hunting, fishing, and livestock rearing, serve as primary means for survival. However, the dependence on social programs, with an average monthly income of S/100, highlights economic fragility. Vulnerability to engaging in illicit activities, driven by economic constraints, remains high. While some communities delve into sugar cane cultivation and handicrafts for income, the majority struggle with unsustainable economic practices.



Picture 2: Collecting baseline information

2. Community structure: Traditional organizational structures, following a pyramidal model through federations, govern native and peasant communities. However, challenges related to communal governance result in non-compliance with established regulations. Community assemblies, serving as the paramount decision-making authority within a community, are supposed to undergo updates every two years. Unfortunately, this timeline is frequently not adhered to, and sometimes, the new assembly isn't registered promptly due to resource constraints. Consequently, the minute book loses its significance, rendering any agreements reached therein devoid of legal validity.
3. Social challenges: A staggering 95% of families residing below the national poverty line face limited employment prospects, rendering them susceptible to illegal activities introduced by external agents. Communities grapple with legal issues stemming from illegal timber harvesting, resulting in fines and sanctions. Alcoholism emerges as a pervasive issue, particularly in Bellavista and San Felipe, triggering physical and psychological violence within families and the community at large. Access to quality education remains deficient, leading to early pregnancies and the prevalence of child labor. Limited healthcare access exacerbates the impact of prevalent tropical diseases, waterborne illnesses, and the flu.
4. Environmental impact: Insufficient waste disposal infrastructure coupled with the indiscriminate opening and burning of forests for agricultural expansion contribute to severe environmental degradation. The absence of a sanitary landfill exacerbates the problem, compromising the ecosystem's integrity.
5. Cultural and linguistic shifts: The decline in the use of ancestral languages, primarily due to limited educational initiatives, is evident. External influences from urban centers contribute to cultural shifts, impacting traditional practices.
6. Gender dynamics: The analysis revealed entrenched gender gaps in the communities, perpetuating traditional roles where women are confined to domestic and caregiving duties, while men are assigned provider and leadership roles. Strong gender stereotypes persist, limiting women's political participation and educational opportunities, as they often become mothers at a young age. Economic violence, marked by limited financial autonomy, and various forms of gender-based violence, exacerbated by alcohol consumption, further marginalize women. Cultural practices associated with masculinity pose potential threats to women's rights, and concerns about the loss of language and traditional customs persist.

3. PROJECT IMPLEMENTATION

As described in the preview section, the SMFC project is implemented based on two SAs.

STRATEGICT APPROACH I: Manage Forest for Conservation and Protection in GGF Concessions

Milestones
<ul style="list-style-type: none">- Reduce 1,184,199 tCO₂e as a result of a no-logging regime- Validation and verification of the carbon project Green Gold Loreto I (GGLI)- Trained and hired 6 forest custodians- Construction of 1 patrol boat- Conserve 183,446 ha of production forest
Next Steps
<ul style="list-style-type: none">- Design and develop a new carbon project in around 250,000 ha of production forest- Increase the team of forest custodians up to 10

A. IMPLEMENTING THE CARBON PROJECT GREEN GOLD LORETO I (GGLI)

The GGLI is GGF's carbon project that will remove over 9 million tCO₂ over a 20-year period and will guarantee the continuity and sustainability of the new business model. The project uses the VM0010 Methodology for Improved Forest Management: Conversion from Logged to Protected Forest and was validated under the Verified Carbon Standard (VCS) by VERRA during the 2021.

In 2022 and 2023, GGF initiated verification under VCS for GGLI's initial monitoring period, enabling the first group of Verified Carbon Units (VCU) to enter the voluntary carbon credit market by the first quarter of 2024. Furthermore, GGLI opted for validation under the Climate, Communities, and Biodiversity (CCB), ensuring tangible benefits to local communities and biodiversity.

The audit, conducted in tandem with CCB validation and VCS verification, was overseen by the Validation and Verification Body (VVB) SCS Global Services. Delays in the audit process were experienced due to VERRA's backlog in reviewing the registry for validation.

B. MONITORING AND PATROLLING OF FOREST CONCESSIONS

Monitoring and patrolling of GGF forest concessions was done using a combination of remote sensing analysis and ground surveys conducted by private forest custodians. Thus, we have been able to be a permanent presence in the basins, in hope to deter illegal actors like illegal loggers.

REMOTE SENSING

In 2022, GGF developed an Early Warning Protocol (EWP) which allows to detect disturbed areas within the GGF forest. Using information from satellites, we have been able to use this information to prioritize areas that need to be verified in the field by forest custodians.

In addition, using Space Intelligence's Carbon Mapper, we are able to calculate how much biomass is lost by disturbances between each GGLI's monitoring period (every 2 years).

FOREST CUSTODIANS MONITORING



Picture 3: Forest custodians installing boundary markers

Forest custodians play a vital role in overseeing, monitoring, and safeguarding the forest and wildlife resources within the designated forest concession area. Accreditation by the regional forestry authority, GERFOR in the case of Loreto, is a prerequisite for individuals undertaking this responsibility.

Originally limited to community members, GGF collaborated with GERFOR to establish a curriculum for certifying individuals, expanding the pool of

potential forest custodians beyond the local communities. Consequently, by the project's conclusion, GGF successfully certified and employed a team of six (6) forest custodians¹ actively engaged in the project zone. These certified custodians are instrumental in the conservation and protection of GGF's forest, performing essential functions to ensure its sustainability and ecological health.

Over the last 3 years, the forest custodians had:

¹ While three (3) more people were trained and certified as forest custodians, they are not currently employed by GGF.

- I. Conducted ground surveys: Upon identification and prioritization of disturbed areas within the forest through satellite analysis, the forest custodians play a crucial role by conducting on-the-ground verification to ascertain the cause of the disturbance, distinguishing between natural factors and anthropogenic influences.

In instances where illegal activities are discovered within the concessions, the forest custodians meticulously record coordinates and capture photographic evidence. These records are then submitted to the relevant authorities to prompt intervention. Regrettably, due to procedural shortcomings within the authorities, this intervention process has yet to be executed.

- II. Fauna and flora monitoring: During their field excursions, the forest custodians gather pertinent information about the local fauna and flora. Utilizing methods such as identifying sounds, tracks, or actual sightings, they adeptly discern, and document various species encountered during their journeys.



Picture 4: Prints from animals found during ground monitoring

- III. Installation of land boundaries: This activity is done to signal the limit between the GGF's concession and the community through the installation of boundary markers. The activity is done with the assistance of each community member. This way, we expect to reduce the risk of third parties harvesting inside GGF concessions.
- IV. Adequacy and improvement of the forest nursery in "Bahía": Since 2022, the company has been building and adapting a forest nursery in Bahía Camp. The objective is to be able to provide the communities with NTFP and vegetables seedlings to complement their diet.
- V. Engagement with indigenous communities: Serving as a consistent presence in the basin, forest custodians play a pivotal role in community relations, engaging in two primary activities:

- Participatory Rural Appraisal (PRA): Undertaking this comprehensive assessment enables the company to identify potential risks related to illegal entry while gaining a nuanced understanding of the scope of community activities. This evaluation is conducted every two (2) years and is a requirement under the VCS
- Community control and surveillance committees: Since 2023, the company has collaborated with OSINFOR to establish and nurture control and surveillance committees within the communities. These committees are instrumental in monitoring and preventing illicit activities such as illegal logging. Initial efforts have been initiated in two (2) communities that incurred substantial fines from OSINFOR. The establishment of these committees is integral to a program implemented by OSINFOR, allowing communities to offset their fines by actively conserving a designated portion of their forest.

STRATEGICT APPROACH I.1: Develop GGF Business Model For NTFP And Eco-Science Tourism in GGF Concession

Milestones
<ul style="list-style-type: none"> - First approved Complementary Operating Plan for NTFP in Loreto region - 3 research were conducted inside GGF concessions
Next Steps
<ul style="list-style-type: none"> - Build the processing plant in Santa Clotilde village

C. NON-TIMBER FOREST PRODUCTS BUSINESS



Picture 5: Pilot test of aguaje

GGF is diversifying its operations by establishing a new business line focused on the sustainable harvesting and processing of non-timber forest products (NTFP). To facilitate this initiative, a processing plant is slated for construction in the Santa Clotilde village, with completion expected by the first quarter of 2025.

Notably, in 2023, GGF achieved a milestone by becoming the first forestry company to secure approval for a Complementary Operating Plan for the harvest of NTFPs, specifically aguaje (*Mauritia flexuosa*), within a forestry concession traditionally used for timber. This accomplishment involved an extensive learning and research process, encompassing inventory, census activities, four pilot tests, and a subsequent recensus for aguaje and açai (*Euteper precatória*).

While the construction of the processing plant couldn't be realized within the SMFC project cycle, GGF has successfully secured substantial funding for its development. A notable grant of USD 250k from Alianza Empresarial, a project backed by USAID, the Government of Canada, and International Conservation (CI), has been obtained. Additionally, CI Ventures has extended a loan offer of USD 250k specifically earmarked for the acquisition of machinery. These financial commitments are pivotal for sustaining GGF's advancements in establishing this business line, building upon the successes achieved during the SMFC project. Importantly, this initiative aims to bridge the gap between trained individuals and those employed, providing expanded job opportunities, especially for women.

This project is reshaping investment norms, considering that only 15 companies in Peru are currently engaged in aguaje oil production, with merely 3 of them exporting products at the peak in 2019. The mobilization of such an endeavor would be implausible without the support of the carbon business.

D. ECO-SCIENCE TOURISM BUSINESS

In 2021, GGF took a strategic step by selling its former sawmill machinery and initiating maintenance activities with the intention of transforming the space into GGF's Research Center. The primary objective is to facilitate in-house research to assess the impact of the company's activities and the overall health of the forest. Additionally, the Research Center aims to serve as a platform for external researchers and institutions to leverage GGF's forest concessions for their research endeavors.

Despite delays in hiring a Research Center Manager and finalizing the center's design and research focus, GGF has actively facilitated third-party research on its concessions between 2021 and 2024. Notable research areas include bioacoustics, the preliminary design of a botanical garden, the collection of botanical and wood samples by World ID. and the identification of non-timber forest products (NTFP) from GGF concessions. These initiatives underscore GGF's commitment to advancing scientific understanding and sustainable practices within their forest management operations.

STRATEGICT APPROACH 2: Develop sustainable community-based enterprises

This strategic approach is focused on establishing community-based enterprises that could sell products based on sustainable chains and cultural heritage to conserve their culture and create incentives to choose more sustainable economic activities

Milestones
<ul style="list-style-type: none">- 700 temporary jobs created- 150 people trained in conservation, climate change, gender, sustainable harvest practices- 8 communities titled, with Life Plans and without land conflicts- 13 community boards updated- 4 active productive projects- PEN 360k raising of state funds for productive projects in communities
Next Steps
<ul style="list-style-type: none">- Raising funds for current and future productive projects- Partner with new communities for a second carbon project- Continue conducting activities related to reducing social and infrastructure gaps

A. LOCAL STAKEHOLDER CONSULTATION

Through community assemblies and a consistent presence in the basins, GGF successfully obtained free, prior, and informed consent to initiate activities within the communities in the zone of influence. Since the project's inception, GGF has forged a vital partnership with FECONMANCUA, encompassing 14 out of the 17 communities involved in the project. This collaboration has proven instrumental in building trust and ensuring transparency with the communities and other stakeholders.

By the end of the project, GGF has expanded its partnerships to include a total of 17 communities, with 14 located in the Napo basin and 3 in the Marañón basin. The process of local consultation is ongoing, beginning with project presentations in May 2021 and evolving into continuous meetings where community participation in the design and implementation of activities is emphasized. In 2022, this collaboration was reaffirmed as 16 communities signed a letter of acceptance to continue their joint efforts under the CCB standard.

It's noteworthy that each time an evaluation is conducted in the communities, such as a baseline or resource mapping, the findings are presented to each participating community, emphasizing a commitment to transparent and inclusive communication.

B. LOCAL GOVERNANCE

Within the area of influence, GGF has partnered with a total of 17 communities, with 15 of them being indigenous. The company has actively worked towards enhancing their governance by aiding in three crucial aspects: 1) establishment of a formal community management committee, 2) development of a Life Plan, and 3) Support in land titling and resolution of any land and property disputes.

At the project's onset, five communities were already in compliance with all three points. As the project progressed, GGF, in collaboration with the NGO CEDIA, facilitated the strengthening of governance in an additional eight communities. CEDIA, leveraging its experience in titling and crafting Life Plans with other communities, played a key role in this collective effort to fortify community governance structures. The collaborative work reflects GGF's commitment to supporting indigenous communities in establishing robust and sustainable governance practices within their territories.



Picture 6: Presentation of Life Plan of 8 communities

C. COMMUNITY-OWNED ENTERPRISES

Developing community-owned enterprises is a key component to improve their quality of life, creating new income streams that are sustainable and highlight their cultural heritage.

During the project, GGF has implemented, along with the communities, pilot projects, according to their existing knowledge and needs.

FARIÑA FLOUR – HUITOTOS DE FORTALEZA

The community received a grant from AGROIDEAS to fund the acquisition of machinery for fariña flour production. GGF generously contributed the community's required share, facilitating the completion of the entire process.

The outcomes achieved were:

- Fund raised PEN 127k

- Sale of 1,251 kg of fariña in Santa Clotilde
- Training in tapioca and fariña production
- Establishment of the "FARIÑA MURUI" brand
- Productive process diagnosis by the Maynas Productive CITE
- Access to the 2022 Rural and Indigenous Women Empowerment Plan
- Establishment of social networks for product marketing
- Involvement of Sierra y Selva Exportadora

CHAMBIRA HAMMOCKS – HUITOTOS DE FORTALEZA

The Murui Muinane community has successfully preserved their cultural heritage and craftsmanship. Annually, they host a fair to celebrate their rich culture and showcase and sell their exquisite handicrafts. Recognizing the potential of their products in the international market, GGF sought to promote them globally. Following discussions with Novica, a company dedicated to assisting artisans in international sales, GGF collaborated with the community to create hammocks that meet Novica's standards. The aim is to eventually offer these unique creations for sale through the Novica platform, connecting the Murui Muinane community with a broader audience on the global stage.



Picture 7: Artisans during a chambira workshop

The outcomes achieved were:

- Conducted 1 sustainable utilization workshop with an average participation of 17 individuals (11 women and 6 men).

- Developed a methodological guide for the sustainable utilization of chambira palm.
- Held 1 weaving techniques workshop with an average participation of 15 individuals (10 women and 5 men).
- Organized 1 reinforcement workshop on sustainable utilization and weaving techniques with an average participation of 17 individuals (10 women and 7 men).
- Created a methodological guide for the sustainable utilization of chambira palm.
- Compiled a product catalogue.
- Determined the production cost.
- Established our own brand, "Moika."

LAYING HENS – BERLÍN



Picture 8: A boy with the laying hens

When formulating individual community action plans, it was recognized that Berlín had a necessity to diversify its sources of income. The selection of laying hens emerged as a suitable option, offering a communal activity that could garner higher participation, particularly from women. Additionally, this initiative would address GGF's requirement for a local egg supply for Bahía Camp, given the proximity of Berlín to this community.

The outcomes achieved were:

- Establishment of a communal poultry house.
- Distribution of 98 hens.
- Production and sale of 550 eggs at S/. 1 per unit.
- Sale of 52 hens to GGF at 35 soles each.
- Situational diagnosis of the hens.

CHAMBIRA HANDICRAFTS – VILLA MONTE ALEGRE

Villa Monte Alegre is a community with a rich tradition of crafting handmade items, particularly jungle animals made from wire and naturally dyed chambira fiber. Women predominantly lead this artisanal activity. Building upon this established foundation, GGF is actively working to enhance their skills and identify commercial opportunities, aiming to promote their craftsmanship in both national and international markets.

The outcomes achieved were:

- Crafting of handmade products for various fairs such as the Amazon Business Convention, CIF, and USAID Events.
- Conducted 1 sustainable utilization workshop with an average participation of 16 individuals (15 women and 1 man).
- Held 1 weaving techniques workshop with an average participation of 20 individuals (17 women and 3 men).
- Organized 1 reinforcement workshop on sustainable utilization and weaving techniques with an average participation of 15 individuals (14 women and 1 man).
- Developed a methodological guide for the sustainable utilization of chambira palm.



Picture 9: Artisan explaining how the animals made of chambira are made

D. SOCIAL PROJECTS AND DONATIONS

In an effort to enhance the quality of life in our partner communities, GGF initiated projects after identifying key gaps through a baseline assessment before engaging with them. By the conclusion of the project, GGF successfully achieved:

- Construction of 5 communal boats
- Establishment of 5 first-aid kits.
- Implementation of 3 loudspeakers.
- Donations for the celebration of the communities' anniversaries
- 10 hectares of community forests were restored with multipurpose agroforestry systems

E. GENDER

GGF is dedicated to integrating a gender perspective into project activities related to conservation, forest protection, social inequality reduction, and non-timber product harvesting. The SMFC employs indicators aligned with the Sustainable Development Goals (SDGs) to measure and identify challenges and opportunities faced by women in communities surrounding GGF's forest concessions.

The social baseline analysis revealed that, on average, women in our partner communities are less involved in political life due to its time-consuming and responsibility-intensive nature. Additionally, women tend to spend more time on unpaid work, particularly household responsibilities. In response, the Gender Action Plan (GAP) for the 'Sustainable Management of Forest Concessions' Project was developed in 2022.

The GAP employs strategies for gender inclusion and equity from an intersectional, intercultural, and environmental standpoint, addressing multiple facets of community development. GGF aims to narrow gender gaps through informative talks, realignment of company goals, awareness-raising initiatives, workshops, institutionalization of inclusive language use, and monitoring indicators reflecting the GAP approach.



Picture 10: Women from communities in a workshop for the elaboration of the Gender Action Plan

After thorough investigation, identified gender gaps include salary disparities, unequal promotion opportunities, minimal female representation in managerial positions, gender-specific roles, limited access to training, challenges or guilt associated with maternity leave, and issues related

to harassment and sexual harassment (with machismo playing a significant role in perpetuating these gaps). GGF's workshops have contributed to raising awareness and empowering women, but there is acknowledgment that changing institutionalized gender perspectives requires ongoing efforts.

F. EMPLOYMENT

Since 2021, GGF has successfully generated over 700 temporary job opportunities, benefiting more than 200 individuals from the local communities. It is noteworthy that, in addition to these temporary

positions, the company has hired 5 people from these communities as full-time employees. Among them, two serve as GGF forest custodians, emphasizing the company's commitment to community engagement and local employment.

G. TRAINING

GGF has provided training to nearly 200 individuals through more than 40 workshops since its inception. These workshops cover a diverse range of topics, including gender, family planning, gender violence, and enhancement of technical skills. Additionally, starting in 2022, the company introduced the Environmental Curricula, a program designed to educate 82 children and young people of 13 schools on subjects related to climate change and conservation. This initiative reflects GGF's commitment to comprehensive community development and environmental education.



Picture 11: Children after an environmental workshop

4. PROJECT PERFORMANCE OUTCOMES

(EG.13.6) Greenhouse gas (GHG) emissions, estimated in metric tons of CO₂ equivalent, reduced, sequestered, or avoided through sustainable landscapes activities.

Definition	The indicator measures the tons of avoided GHG estimated through monitoring of CO ₂ emissions. The methodology used for the calculation of the carbon sequestered is VM 0010, approved by VERRA. This NGO organization has a number of global standards frameworks that focus on mitigating climate change and promoting sustainable development, including VCS program, which certifies carbon emission reductions.
Target	1,302,449 tCO ₂ e
Result	1,184.199 tCO ₂ e
Discussion	<p>The presented results currently account only for the emissions reduction attributed to the implementation of a no-logging regime, representing the emissions that would have occurred if timber harvesting had continued (which is the baseline emission of the project).</p> <p>The main reason for this approach is that GGLI project emissions for 2023 and 2024 are pending verification.</p>

(GGF.1) Number of forest rangers employed.

Definition	The indicator reports the number of people who have received the training “Custodians of the Nation’s Forest and Wildlife Heritage” and will be hired to protect GGF concessions. This training course is the result of the partnership between GGF and the regional forestry authority, GERFOR. This is an initiative promoted by GGF due to the identified need for a surveillance network within the project area
Target	10
Result	6
Discussion	At the project's conclusion, a dedicated team of six (6) certified forest custodians remains actively engaged in GGF concessions. Their effectiveness in executing

	<p>planned activities has been notably enhanced through the utilization of remote sensing analysis, contributing to heightened operational efficiency.</p> <p>Over the course of the project's duration, an additional three (3) individuals obtained certification and contributed to GGF's initiatives. While they are no longer part of our team, they have chosen to pursue their professional careers elsewhere.</p> <p>Looking ahead to the first half of the upcoming year, plans are underway to recruit and certify four (4) more custodians. This ongoing commitment to expanding and certifying the custodian team underscores our dedication to sustainable forest management and community involvement.</p>
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(GFF.2) Number of reports generated by the identification of illegal activities within GGF concessions.

Definition	The indicator reports the number of people who have received the training “Custodians of the Nation’s Forest and Wildlife Heritage” and will be hired to protect GGF concessions. This training course is the result of the partnership between GGF and the regional forestry authority, GERFOR. This is an initiative promoted by GGF due to the identified need for a surveillance network within the project area
Target	2
Result	1
Discussion	<p>During the field trips conducted by our forest custodians, instances of illegal logging were identified within our concessions. GGF promptly reported these findings to the appropriate authorities. Regrettably, despite our diligent efforts, there has been no significant progress or advancements in addressing the issue thus far.</p> <p>We remain committed to collaborating with the authorities and pursuing all necessary channels to address and rectify the situation. Continued vigilance and proactive engagement will be essential in ensuring the protection and sustainability of our concessions.</p>

(GGF.3) Total sales of non-timber products sold in USD thousands.

Definition	The indicator reports the number of sales made by GGF and community's enterprises of non-timber products to intermediate and final customers that have been identified within the concessions and the communities territory, respectively.
Target	USD 1,500
Result	USD 6,660
Discussion	<p>Huitotos de Fortaleza excelled in selling 1,251 kg of traditionally crafted Fariña flour within the local Santa Clotilde market, all without the use of machinery. This accomplishment yielded a revenue of PEN 6,255 (approximately USD 1,646).</p> <p>Meanwhile, GGF achieved a notable milestone by selling 141 lt. of aguaje oil and 411.57 kg of aguaje cake to Amazon Fruit Peru, a respected local company specializing in organic products derived from tropical fruits and NTFP.</p>

(GGF.4) Number of workshops on natural resource management, biodiversity conservation, climate change and other environmental topics as a result of GGF assistance

Definition	Number of workshops, seminars, lectures and information dissemination actions and awareness activities on natural resource management, biodiversity conservation and climate change adaptation actions conducted through the GGF team.
Target	82
Result	40
Discussion	GGF has provided training to nearly 200 individuals through more than 40 workshops since its inception. These workshops cover a diverse range of topics, including gender, family planning, gender violence, and enhancement of technical skills.

(EG.10.2-4) Number of people trained in sustainable natural resources management and/or biodiversity conservation as a result of USG assistance

Definition	The indicator reports the number of people who have received the training "Custodians of the Nation's Forest and Wildlife Heritage" and will be hired to
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	protect GGF concessions. This training course is the result of the partnership between GGF and the regional forestry authority, GERFOR. This is an initiative promoted by GGF due to the identified need for a surveillance network within the project area.
Target	200
Result	158
Discussion	In addition to the forest custodian training course, of which only two have been conducted in the last three years, this parameter encompasses participants from workshops dedicated to social issues (such as domestic violence or women empowerment) and environmental topics (like climbing a palm tree with a maquisapa). Although the assistance is within the expected levels, it's noteworthy that there is a consistent group of individuals who regularly attend these workshops. Consequently, the overall number of people trained may not necessarily show a significant increase.

(GGF.5) Number of ongoing research funded by GGF or conducted in GGF forest concessions.

Definition	The indicator measures the number of ongoing research and academic papers or articles inside GGF concessions that are conducted by a research center or educational entity.
Target	2
Result	3
Discussion	Some investigations are carried out in cooperation with other institutions: <ol style="list-style-type: none"> 1. Tropical Forest ID, with USFS, Forest Species Identification using isotopic sampling. 2. Bio Acoustics, Researchers from Edinburgh University & Amazon: Summit to Sea (NP). 3. Technical proposal for the implementation of the Botanical Garden, a GGF initiative.

(CBLD.9) Percent of USG-assisted organizations with improved performance

Definition	The indicator reports the ratio between assisted organizations with improved performance (numerator) and organizations that are receiving assistance from GGF (denominator). The assisted institutions are the management committee of fourteen (14) neighboring GGF's forestry concessions. For the report of this indicator, each assisted community must comply the following: a) have a formal community management committee, b) have a Life Plan, and c) resolve any pending land tenure procedure and property disputes.
Target	88%
Result	55%
Discussion	<p>Regarding the indicator, there are two specific topics to consider:</p> <ol style="list-style-type: none"> 1. Land Tenure Disputes Resolution Challenges: Resolving land tenure disputes can be a prolonged process, especially when local authorities undergo changes. Such transitions can necessitate restarting the resolution progress from the beginning. This dynamic nature of local governance introduces complexities that may impede the timely resolution of land tenure issues. It is crucial to acknowledge the potential impact of political changes on the resolution timeline and implement strategies to mitigate delays. 2. Formalizing Community Management Committees: The progress of formalizing community management committees involves a biennial renewal process. The renewal depends on two key factors: <ul style="list-style-type: none"> - Bureaucracy of Regional Authority: The approval of the new committee is subject to the bureaucratic processes of the regional authority, over which there may be limited control. - Community Capacity and Accessibility: The capacity of the community to travel to Iquitos and present the necessary documentation plays a vital role. The logistical challenges involved in this process can be significant, potentially causing delays and hindrances. <p>While addressing the bureaucracy of regional authorities may be challenging, the second point presents an opportunity for intervention. GGF has actively served as an intermediary to expedite the process. This involvement includes facilitating the transportation of documents to Iquitos through messaging services or the RC team, as well as assisting in bringing part of the committee to expedite the</p>

	formalization process. These intermediary actions have proven effective in overcoming logistical challenges and accelerating the renewal process for community management committees.
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(PSE.2) Number of private sector enterprises that engaged with the USG to support U.S. Foreign Assistance objectives

Definition	<p>This indicator sums up the total number of private sector enterprises worked with in the reporting year. A private sector enterprise is defined as “For-profit, commercial entities and their affiliated foundations; financial enterprises, investors and intermediaries; business associations and cooperatives” (See USAID’s Private Sector Engagement Policy). Private Sector enterprises can vary in size and origin.</p> <p>An engagement is defined as a tangible/formal with documented arrangement (e.g., financial assistance, materials, provision of goods and services) or informational/informal (e.g., convenings, facilitation, strategy development) exchange between a private sector enterprise and the USG or USG implementer. An engagement counts towards this indicator if the interactions between the USG and the private sector result in a documented exchange (tangible or informational) that affects the approach or programmatic strategy or objective in achieving the desired U.S. foreign assistance objective</p>
Target	1
Result	0
Discussion	<p>While formal agreements with other private institutions are still pending, we have initiated discussions with Novika, a social enterprise dedicated to assisting artisans in selling their creations globally. Our aim is to collaborate with Novika to enable partner communities to market their crafted chambira hammocks on an international scale. Concurrently, our efforts persist in identifying and securing commercial partnerships to guarantee that the productive projects undertaken in these communities find a sustainable and lucrative market. This proactive approach reflects our commitment to supporting local communities by showcasing their skills and products to a broader audience.</p>

(GGF.6) Number of community enterprises that are legally established and operating

Definition	This indicator reports the number of community enterprises that were created and trained with the help of GGF that are legally established and operating.
Target	4
Result	0
Discussion	While no community enterprises have been officially launched as of now, it's noteworthy to highlight the significant progress made by four pilot productive projects. These initiatives, supported by GGF, have undergone substantial improvements in their products to align with both national and international market standards. This progress underscores the commitment to preparing these projects for eventual successful operation, ensuring that they meet the necessary criteria to thrive in the broader market landscape.

(GGF.8) Number of jobs generated by GGF for the benefit of people from partner neighbouring communities.

Definition	The indicator reports the number of jobs directly generated by GGF activities in the communities surrounding the project area.
Target	984
Result	716
Discussion	GGF generated employment opportunities based on the specific requirements of activities implemented during the project's duration. It's important to highlight that this indicator doesn't capture instances where services were rendered by one of the community's enterprises. In such cases, although jobs were created within the community's own business entities, they may not be reflected in the traditional measurement of job creation.

(GGF.9) Amount of goods and services purchased in communities in USD thousands

Definition	The indicator measures the amount of goods and services that GGF purchases in communities in USD thousands every time that there are activities near or in the concessions (like fieldtrips, forest inventory, census, others).
Target	USD 300,000
Result	USD 321,393

Discussion

Recognizing the importance of fostering economic development within the local communities, GGF has actively engaged in initiatives to stimulate the local economy. Over the years, GGF has played a pivotal role in formalizing 20 small businesses, providing them with the necessary support and resources to operate within a structured framework. This not only contributes to the sustainability of these businesses but also enhances their ability to participate in the broader economic landscape.

In addition, GGF's logistical teams demonstrate a commitment to community economic empowerment by conducting regular visits, at least once a semester. These visits serve the purpose of identifying potential local providers. By actively seeking out and connecting with businesses within the community, GGF helps create opportunities for these enterprises to contribute to the supply chain and, in turn, bolster the local economy. This proactive approach aligns with GGF's broader mission to create sustainable and positive impacts on the economic well-being of the communities it serves.

5. STORIES OF CHANGE

STORY OF CHANGE 1: Empowering young people to further their career – Maicelo Melendez



Maicelo Melendez's journey is a remarkable testament to the transformative impact of education and community engagement. A young professional hailing from Huitotos de Fortaleza, Maicelo graduated as an Environmental Engineer and initially embarked on a teaching career within his community after completing his studies.

The pivotal moment came with the advent of the first recruitment process for forest custodians, where Maicelo was invited for an interview. His life story and evident enthusiasm for contributing to the project left a lasting impression. Since that crucial juncture, he has not only been certified as a forest custodian but has also become an integral part of the team responsible for monitoring and patrolling the forest concessions.

Maicelo's trajectory serves as an inspiring narrative within his community, showcasing the possibilities that education and professional growth can unlock. His achievement is particularly noteworthy, given that he is among the few young individuals who, thanks to the Beca 18 government scholarship rewarding academic excellence, were able to pursue a university education. In essence, Maicelo has become an exemplary role model, illustrating how determination, education, and community support can propel individuals toward success and contribute meaningfully to the conservation and management of forest resources.

STORY OF CHANGE 2: Building bridges with communities through federations

Building strong connections with communities has been a crucial aspect of our project's success over the past three years. Central to this achievement is the trust and transparency that has flourished through collaboration with FECONMANUCA, an indigenous federation encompassing 14 communities.

The initial connection between our company and the federation was facilitated by CEDIA, who had previously worked with them in the Napo basin, though not specifically in the communities falling within the project's area of influence.

From the outset, we have prioritized open and clear communication channels with FECONMANUCA. We extend invitations to them for the various activities we execute within the communities, fostering a sense of shared involvement. Their consistent presence not only lends support but also instills trust in the initiatives undertaken by our company. Importantly, we've observed that the federation actively strives to enhance the quality of life in their communities and works towards achieving better forest management practices.

This collaboration exemplifies the power of partnerships in creating positive change, showcasing how building bridges with key federations contributes to the overall success and sustainability of our project.



Picture 12: President of FECONMANUCA talking in an GGF activity

6. LESSONS LEARNED

In reflecting on the SMFC project, several key lessons have emerged.

STRATEGIC APPROACH 1: Manage Forest for Conservation and Protection in GGF Concessions

1. **Reevaluating our monitoring boat for jungle operations is imperative.** The existing boat has proven impractical due to its sluggishness over long distances. Considering a more suitable alternative like a "chalupa," known for its lighter build and increased maneuverability, would enhance operational efficiency. Interestingly, we discovered that amenities like bunk beds, initially deemed necessary, are redundant as forest custodians prefer sleeping in tents during field assignments.
2. **Precision in communicating information to communities is crucial.** Engaging with neighboring communities has posed challenges in articulating the specific role of custodial teams, emphasizing their focus on concessions rather than community surveillance. Issues surrounding the use of banners to mark forest concession locations have surfaced, with caution needed to avoid unnecessary disclosure.
3. **Leveraging remote sensing technology is pivotal for efficiency during field trips.** In order to optimize the outcomes of our field entries, robust remote sensing analysis is essential. This analysis enables the team to prioritize areas with higher disturbances, particularly focusing on regions where there are indications of illegal logging activities taking place. This strategic use of remote sensing not only improves the precision of our interventions but also ensures a more targeted and effective approach to address environmental threats in a timely manner.
4. **Institutional weaknesses within forestry authorities impede the reporting of illegal logging activities.** To address instances of logging, the custodial team has adopted a comprehensive approach involving the collection of evidence such as GPS points, photos, and documentation. Despite collaborative efforts in reporting to GERFOR and FEMA, delays in GERFOR's response persist due to time constraints.
5. **Innovating in the NTFP business requires a trial-and-error approach.** The initial phase involved identifying NTFPs, conducting inventories, and performing censuses in the Loreto region. Limited prior expertise necessitated adapting timber inventory methodologies for NTFPs, allowing for precise product location identification. Challenges during the census process, including time constraints, flood-prone areas, and an abundance of products, led to a reduction in coverage to 7 hectares per day. Pilot tests revealed accessibility and experience challenges, addressed by hiring climbers from 20 de Enero. Understanding the seasonality of fruits in the basin proved challenging, and logistical issues arose in transporting products within tight timelines. Negotiation challenges with local plants and the absence of designated storage facilities required

improvisation. Bureaucratic hurdles in the signing of guides for a Complementary Operational Plan stemmed from the lack of specific guidelines for NTFP exploitation in concessions.

6. **Forest carbon initiatives present a significant chance to render forestry concessions economically viable** while ensuring the preservation and enhancement of biodiversity and the well-being of local communities. Nevertheless, certain refinements in the forestry regulatory framework are necessary to encourage the holistic utilization of forests, thereby offering enhanced prospects for forestry concession holders. These regulatory modifications would fortify and stimulate investments in novel projects aimed at conserving and managing non-timber products, broadening the avenues for profitability and sustainability within forestry enterprises.

STRATEGICT APPROACH 2: Develop sustainable community-based enterprises

1. **Establishing trust and transparency from the outset is crucial when navigating local contexts.** Initiating a strategic partnership with CEDIA, an NGO entrenched in the Napo basin for several years, proved pivotal in forming a strong alliance with FECONAMNCUA, especially given the historical implications in the timber industry. The unwavering support from this federation played a pivotal role in establishing credibility and nurturing trust within the communities. Going forward, forging ties with new federations and other key stakeholders would greatly benefit from leveraging trusted actors in targeted areas.
2. **Aligning administrative protocols with community expectations is imperative.** Sensitizing community members to fieldwork expectations, payment schedules, and flexibility is essential, as exemplified by the need to address concerns related to payment delays under a fixed schedule. By maintaining a constant presence and exhibiting flexibility in specific cases, we have effectively managed such challenges. Additionally, changes in field activities must be carefully implemented to avoid undermining credibility and incurring opportunity costs for beneficiaries.
3. **A continuous presence in the territory is essential to counter rumors.** A vigilant territorial presence is necessary to identify and address rumors and distorted facts that could negatively impact the company's reputation and potentially lead to conflict. Our team's consistent presence in the area has allowed us to promptly identify and address misinformation through timely meetings to set the record straight.
4. **Sustaining local governance is an ongoing and dynamic endeavor.** The biennial formalization of boards introduces challenges, particularly with bureaucratic approval processes in Iquitos contributing to occasional delays. Furthermore, the development of Life Plans for communities is a labor-intensive process, demanding dedicated hours over several days and incurring opportunity costs for participants. In our role as intermediaries, we have played a pivotal role in fostering communication between the community and government. This involves

addressing logistical costs and streamlining processes to ensure efficient and effective support for the community in their governance initiatives.

7. FINANCIAL ANALYSIS

In the inaugural year of the project (2021), expenditures were 54% below the initial budget, totaling \$554k. This variance can be primarily attributed to discrepancies in the project's initial timeline estimation, which was originally anticipated to start in February 2021 but initiated at the end of March. Delays in hiring personnel and consultants, coupled with a partial purchase of equipment and boats compared to the planned schedule, contributed significantly to this deviation.

Moving to the 2022 fiscal year, expenses surpassed the initially budgeted amount by 7% (\$116k). Some of the savings from the preceding year were counterbalanced by new hires for the forestry and community relations teams, validation and certification fees, and contractual expenses associated with non-timber forest product activities, installation of permanent plots for carbon monitoring, facility security services, among others.

By September 2023, the "Contractuals" budget allocation had exceeded expectations by approximately \$550,000. This difference was explained by the fact that the budget presented for project evaluation included the addition of personnel to the company's payroll, who were at the end hired as consultants. Consequently, GGF proposed to offset this surplus with the "Personnel" and "Fringe Benefits" categories, both of which, at the time of the request, demonstrated lower expenditures than budgeted by approximately \$700,000. USAID approved this adjustment in the configuration and schematization of the initial cost elements' categories through the ROAA PER 221/2023 letter on September 26, 2023.

Expenses for 2023, third year of the project, were 40% below budget, amounting to \$354k. The standout categories during this period were "Equipment and Supplies" and "Contractuals." These notable figures were primarily influenced by the acquisition of software licenses, aimed at streamlining and automating budget requests and payment executions. Additionally, contracted services from Space Intelligence for report preparation for the certification process played a significant role. It's crucial to emphasize that the budget adjustments detailed in the preceding paragraph effectively offset any excesses incurred during this period.

Finally, project to date expenses, which includes the last quarter of 2023, are US\$68k or 1.9% above budget. Based on the budget realignment, variations in expenditure categories for the executed period were minimal, with none exceeding or bellowing 5%. This outcome reflects the effectiveness of the adjustment process in aligning expenses with budget projections, ensuring effective financial management and close control over allocated resources.

USAID CONTRIBUTION - BUDGET	USAID Fiscal Year 2021	USAID Fiscal Year 2022	USAID Fiscal Year 2023	USAID Fiscal Year 2024			Category Adj. 2023*	Total Contributions
	FY2021	FY2022	FY2023	Q4-2023	Q1-2024	FY2024		
1. PERSONNEL	\$ 371,838	\$ 690,780	\$ 472,342	\$ 49,461	\$ 49,461	\$ 98,921	\$ (482,715)	\$ 1,151,166
2. FRINGE BENEFITS	\$ 129,074	\$ 231,700	\$ 153,420	\$ 15,747	\$ 15,747	\$ 31,495	\$ (67,285)	\$ 478,403
3. TRAVEL AND PERDIEM	\$ 38,931	\$ 81,294	\$ 75,792	\$ 9,544	\$ 9,544	\$ 19,089	\$ -	\$ 215,106
4. EQUIPMENT & SUPPLIES	\$ 152,537	\$ 195,770	\$ 36,725	\$ 1,021	\$ 1,021	\$ 2,042	\$ -	\$ 387,074
5. CONTRACTUALS (Consultants)	\$ 144,472	\$ 232,646	\$ 89,660	\$ 5,202	\$ 5,202	\$ 10,404	\$ 550,000	\$ 1,027,182
7. OTHER DIRECT COSTS	\$ 199,960	\$ 173,422	\$ 67,687	\$ -	\$ -	\$ -	\$ -	\$ 441,069
8. TOTAL DIRECT COSTS	\$ 1,036,812	\$ 1,605,611	\$ 895,626	\$ 80,975	\$ 80,975	\$ 161,950		\$ 3,700,000

USAID CONTRIBUTION - ACTUALS	FY2021	FY2022	FY2023	Q4-2023	Q1-2024	FY2024	Project to Date
1. PERSONNEL	\$ 175,691	\$ 436,633	\$ 431,874	\$ 101,165		\$ 101,165	\$ 1,145,363
2. FRINGE BENEFITS	\$ 33,068	\$ 273,099	\$ 155,909	\$ 15,524		\$ 15,524	\$ 477,601
3. TRAVEL AND PERDIEM	\$ 14,750	\$ 116,633	\$ 37,544	\$ 46,106		\$ 46,106	\$ 215,033
4. EQUIPMENT & SUPPLIES	\$ 102,367	\$ 157,950	\$ 87,340	\$ 37,813		\$ 37,813	\$ 385,471
5. CONTRACTUALS (Consultants)	\$ 119,642	\$ 475,413	\$ 428,796	\$ -		\$ -	\$ 1,023,850
7. OTHER DIRECT COSTS	\$ 36,465	\$ 261,520	\$ 107,975	\$ 33,769		\$ 33,769	\$ 439,729
8. TOTAL DIRECT COSTS	\$ 481,984	\$ 1,721,249	\$ 1,249,437	\$ 234,377		\$ 234,377	\$ 3,687,047

USAID CONTRIBUTION - ACTUALS VS BUDGET	FY 2021 vs Budget	FY 2022 vs Budget	FY 2023 vs Budget	Q4-2023	Q1-2024	Fiscal Year 2024 vs Budget	Project to Date	Project to Date (with Adj.)
1. PERSONNEL	\$ 196,147	\$ 254,147	\$ 40,468	\$ (51,705)		\$ (2,244)	\$ 439,057	\$ (43,658)
2. FRINGE BENEFITS	\$ 96,006	\$ (41,399)	\$ (2,489)	\$ 223		\$ 15,970	\$ 52,340	\$ (14,945)
3. TRAVEL AND PERDIEM	\$ 24,181	\$ (35,339)	\$ 38,248	\$ (36,561)		\$ (27,017)	\$ (9,472)	\$ (9,472)
4. EQUIPMENT & SUPPLIES	\$ 50,169	\$ 37,820	\$ (50,615)	\$ (36,793)		\$ (35,772)	\$ 582	\$ 582
5. CONTRACTUALS (Consultants)	\$ 24,830	\$ (242,767)	\$ (339,135)	\$ 5,202		\$ 10,404	\$ (551,870)	\$ (1,870)
7. OTHER DIRECT COSTS	\$ 163,495	\$ (88,099)	\$ (40,287)	\$ (33,769)		\$ (33,769)	\$ 1,340	\$ 1,340
8. TOTAL DIRECT COSTS	\$ 554,828	\$ (115,637)	\$ (353,811)	\$ (153,402)		\$ (72,427)	\$ (68,022)	\$ (68,022)

USAID CONTRIBUTION - ACTUALS VS BUDGET	FY 2021 vs Budget (%)	FY 2022 vs Budget (%)	FY 2023 vs Budget (%)	Project to Date vs Budget	Project to Date vs Adj. Budget	Project to Date vs Budget (%)	Project to Date vs Adj. Budget (%)
1. PERSONNEL	52.75%	36.79%	8.57%	\$ 439,057	\$ (43,658)	27.7%	-4.0%
2. FRINGE BENEFITS	74.38%	-17.87%	-1.62%	\$ 52,340	\$ (14,945)	9.9%	-3.2%
3. TRAVEL AND PERDIEM	62.11%	-43.47%	50.46%	\$ (9,472)	\$ (9,472)	-4.6%	-4.6%
4. EQUIPMENT & SUPPLIES	32.89%	19.32%	-137.82%	\$ 582	\$ 582	0.2%	0.2%
5. CONTRACTUALS (Consultants)	17.19%	-104.35%	-378.25%	\$ (551,870)	\$ (1,870)	-116.9%	-0.2%
7. OTHER DIRECT COSTS	81.76%	-50.80%	-59.52%	\$ 1,340	\$ 1,340	0.3%	0.3%
8. TOTAL DIRECT COSTS	53.51%	-7.20%	-39.50%	\$ (68,022)	\$ (68,022)	-1.9%	-1.9%