Gender & ethnic groups leadership in sustainable business in the Amazon

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The Amazon Investor Coalition (AIC), a collaborative program of the Earth Innovation Institute (EII), and the Brazilian Reference Centers on Innovative Technology Foundation (CERTI, in the Portuguese acronym), with support from the British government’s Partnerships for Forests (P4F), established a multilateral strategic partnership to help the Amazon tropical forest reach its full economic potential. Such Alliance is still expanding to incorporate other organizations.

The Alliance’s strategy covers the protection of ecosystems, the restoration of food systems, carbon reduction, and the creation of regional wealth, involving the global financial community, the entrepreneurship community, subnational governments, and agricultural sectors in the Amazon.

Janela 8, a consulting firm specializing in gender and socio-environmental inclusion, currently working on projects throughout the Brazilian territory, was hired to analyze the context and develop recommendations to support the organizations of the Alliance in benchmarking,
and in seeking gender & ethnic groups equity in the leadership of sustainable businesses in the Amazon.

The document has four interdependent blocks: (i) multiple contexts of the Legal Amazon; (ii) gender, ethnic groups, and sustainable businesses; (iii) listening process; and (iv) strategy for gender & ethnic groups.

We hope that analysis and recommendations shared in this document will support the Alliance’s organizations, and those of the ecosystem, in making strategic decisions to evaluate and/or improve their actions for gender & ethnic groups in the Amazon business context. We also wish that gender, race, territoriality, and class are priorities in any initiative to strengthen a standing forest.

Have a great read!
Janela 8 Team
Introduction: Paths taken

01. Work Plan
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Paths to design the gender and ethnic group strategy

The Amazon Investor Coalition (AIC) and CERTI Foundation, with support from Partnerships for Forests (P4F), established a multilateral strategic partnership to help the Amazon tropical forest reach its full economic potential.

The partnership mobilized a series of actors from the sustainable businesses ecosystem and Amazonian startups to think together about combined strategies to potentialize efficiency, integration, and scale of enabling organizations in the impact businesses ecosystem for the Amazonian bioeconomy.

The process involves enabling organizations that support entrepreneurs, startups, community businesses, investors, and companies.

To develop a consistent strategy, the Alliance organizations understand the need to support and make visible the protagonism of women and ethnic groups in Amazon sustainable businesses. Thus, this document systematizes the context analysis and the elaboration of a strategy that encourages the organizations of the Alliance to search an equitable inclusion of gender & ethnic groups in the support for sustainable businesses in the Amazon.
Work Plan

The work plan encompasses four phases, as illustrated in Fig. 1, then detailed.

01 Context mapping

02 Lines of action first version

03 Listen to stakeholders

04 Strategy for gender and ethnic groups

In context mapping, an active search for studies related to gender, ethnic groups, and sustainable businesses in the Amazon was undertaken, focusing mainly in Brazil. The search located studies on entrepreneurship, impact businesses, startups and cooperatives, and in the context of gender and race in the Amazon. After analyzing the available studies, we prioritized those aligned to the Alliance goals, or more likely to contribute to the understanding of the gender & ethnic groups scenario in sustainable businesses in the Amazon.

From there, each study was analyzed from a perspective of gender & ethnic groups, in search of gaps and hypotheses to broaden such perspective in sustainable businesses in the Amazon.

Then, an initial consultation of stakeholders took place. Through a matrix of 71 organizations of the ecosystem, some were prioritized for interviews. Such interviews sought to listen stakeholders on the gaps and hypotheses previously found, besides identifying businesses that could be consulted for a better understanding of the context.

From scenario analysis and interviews, a tree of problems was built, and a first version of general lines of action for a gen-
der & ethnic groups strategy. That first version encompassed a definition and detailing of the main lines of action, and also the bases for a proper transversal implementation within the Alliance.

Next, we began consulting stakeholders about the strategy, a process in two steps. First, we had a workshop in Belém with the Alliance’s organizations to collect thoughts and contributions from them. After the workshop, some organizations previously mapped, including Amazonian sustainable businesses, were consulted in individual interviews.

The listening process led us to revisit, deepen, and complement the strategy, considering all the contributions and recommendations. The Strategy for Gender & Ethnic Groups in the Leadership of Sustainable Businesses in the Amazon seeks to assist the Alliance – as well as other initiatives in the region – in ensuring their actions are equitable under the perspective of gender & ethnic groups. It is presented in the last chapter of this document.
Methodology

For the context analysis, 15 studies dealing with the perspective of gender and sustainable businesses in the Amazon were prioritized and mapped (see Annex 1).

Other documents provided by the Amazon Investor Coalition were analyzed as well:

- Catalyzing new economic ways to regenerate the ecosystem
- Inscription form for Mapping Ways to the Amazon
- Database of businesses responding to the 2022 call

The interviews were guided by a series of open questions to capture perceptions, practices, and nuances from interviewed people and their organizations on the insertion of gender & ethnic groups in sustainable businesses in the Amazon.

Context mapping does not exhaust the issue. But it allows identifying information, challenges, and opportunities relevant to building a consistent strategy in support of Alliance organizations, to ensure their actions to strengthen sustainable businesses in the Amazon will be equitable toward gender & ethnic groups.
Gender & Ethnic Groups: Intersectional Approach

This work considers that gender relates to aspects socially attributed to sex, as Joan Scott\[1\]: “(...) gender is a constitutive element of social relationships based on perceived differences between the sexes”. In this concept, gender is also “a primary way of signifying relationships of power”, thus connected to what society has come to understand as the role, function, or behavior expected from someone, grounded only on their biological sex.

It is important to highlight the fact that women are not uniformly affected, and that what they experience in their lives is also related to factors such as race, social class, and gender identity, among others. Black, Indigenous peoples, quilombolas\[2\], peripheral populations, poor women, and feminized bodies that escape the norm suffer intersectional oppressions that increase their vulnerability. Thus, the gender approach adopted here follows an intersectional lens, as suggested by the recommendations of Latin America and Caribbean Economic Commission (CEPAL, in the Portuguese acronym)\[3\]:

As well as gender, the racial-ethnic issue is also connected to social relations, not only to biological aspects. According to Silvio Almeida, “there are no biological differences that justify discrimination between human beings. The notion of race is a political factor used to naturalize inequality”\[4\].

The phrase ethnicity refers to cultural features shared by a group. As for race, it is related to the historic process of racialization and hierarchy of peoples, based on phenotypic attributes, having White as reference.

In Brazil, when we refer to ethnic groups, we use the IBGE\[5\] categories: White, Black, Brown, Asian\[6\], and Indigenous. The sum of self-declared Black and Brown populations are considered Black, an achievement of the Brazilian Black Movement that contributes to make visible both the Black population in the country (currently more than 50% of the inhabitants of Brazil), and the historic attempt of whitening the population.

It is important to highlight that, in the context of the Legal Amazon, Indigenous peoples, quilombolas, and traditional com-


[2] Residents of quilombos, settlements first established by escaped slaves in Brazil.


munities (riverain dwellers, artisanal fishermen, family farmers, piassava gatherers, peconheiros\textsuperscript{[7]}, and others) have been recognized since the 1990s for their ability for extracting resources from the forest, while keeping it standing.\textsuperscript{[8]}

Indigenous peoples, traditional communities and quilombolas are not essentially vulnerable, nor are they homogeneous. On the contrary, they have their own history, identity, culture, millennial knowledge, and autonomy. The phrase ethno\textit{nic groups} adopted here aims to make them visible, and embrace their complexity, as they experience unequal relationships, and territorial and cultural expropriation of their ways of life.

\textsuperscript{[7]} Peconheiros are the gatherers of açaí.

\textsuperscript{[8]} See The People of the Forest, by the Brazilian Institute Society, Population, and Nature (ISPN, in the Portuguese acronym).
Multiple contexts in the Legal Amazon

01. Overview

02. Gender in the Amazon Context

03. Ethnic Groups in the Amazon Context

04. Entrepreneurship in the Amazon
Overview

The Amazon expands through six countries: Bolivia, Brazil, Colombia, Ecuador, Peru, and Venezuela. In Brazil, it covers nine states, the so-called Legal Amazon, a concept created in 1966: Acre, Amapá, Amazonas, Mato Grosso, Maranhão, Pará, Tocantins, Rondônia, and Roraima. **For the purposes of this work, the focus will be on the Brazilian Legal Amazon.**

In recent years, the Amazon had increasing world attention for many reasons: it is **the largest tropical forest on the planet**; it contains the **largest biodiversity in the world**; and it **plays a crucial role in the provision of ecosystemic services, including climate regulation.**

However, it represents just 8% of Brazilian GDP, and historically undergoes predatory development. The region has the worst Municipal Human Development Index (MHDI): from the list of 30 Brazilian cities with the worst MHDI, 21 are in the Amazon. [9]
Sanitation is one of the factors that impact the index. In Brazil, 52% of residences have a sewage collection network, but in the Amazon such residences are 12%, and only 37.3% of Amazonian homes have piped water.

Regarding the potential of the region, biodiversity is not its only asset. The Amazon also shelters a rich social diversity, including different traditional communities, Indigenous peoples, and quilombolas, all playing a fundamental role in maintaining and protecting territories, the biological diversity, and water resources.

The ethnic diversity of the population in the Amazon is directly related to the conservation of biodiversity and to sustainability. Traditional peoples and communities base their way of life on knowledge that contributes to the conservation of the forest and the upkeep of the ecosystemic services it provides. Understanding these populations and proposing models that ally the protection of the forest to better living conditions, is fundamental to the success of any development initiative.

Nowadays, there is consensus on this: it is neither possible to keep a standing forest, nor to achieve its economic potential, without improving the living conditions of the populations that inhabit the region. It is thus increasingly necessary to keep activated the lens of a gender & ethnic group’s perspective, intersected with preservation of the forest and local development. Next, we will contextualize those two perspectives in the region.
Gender in the Amazon Context

According to the Policy on Gender Equality of the Global Environment Facility (GEF)\textsuperscript{(10)}, “men and women use natural resources differently, and as a result they are affected differently by changes to these resources.” To ensure a gender lens within initiatives to promote sustainable businesses in the Amazon allows not only the understanding of how men and women act differently, but also assists on building mechanisms to potentialize women’s voice as protagonists in the leadership of such businesses. Additionally, the gender lens allows other voices to join, such as non-binary and transgender people.

\textbf{To understand the gender perspective in the context of sustainable businesses in the Amazon it is necessary to also understand how women, transgender, and non-binary people are inserted in the work market, and in power spaces.} Beyond gender identity, sexual orientation is still considered a taboo, and there are no systematic and updated data. The whole LGBTQIAP+\textsuperscript{(11)} agenda is seldom considered in schools, families, and communities.

\textsuperscript{(10)} See GEF’s Policy and Guidelines on Gender Equality.

\textsuperscript{(11)} LGBTQIAP+ means lesbian, gay, bisexual, transsexual, queer, intersexual, asexual, pansexual, and others.
Most mapping studies do not have a gender focus. When they do, the gender perspective is usually reduced to the binarism man-woman. Thus, data and information inserted here are the available data and information.

Evidence reveals an asymmetric distribution of men and women in different sectors of the Legal Amazon, when compared to the rest of Brazil, as seen below.\[12\]

→ In the Legal Amazon, **about 60% of women** in the workforce **graduated from high school, or beyond**. Among **men**, the percentage is **40%**. Brazilian average is **64.2%** for women, and **50.8%** for men.

→ **Almost half** the women with incomplete Elementary or Middle School **work without a contract**.

→ **61.7%** of women work in the **service sector**

→ **Women unemployment rate** is almost double the one for men in the region (**13.4% and 7.8%, respectively**). The **Brazilian rate** is **13.7%** and **9.1% respectively**.

→ **Women earn 20% less than men**, a percentage similar to the national average.

Women have fewer jobs, are more present in informal jobs without a contract, and earn lower wages for jobs similar as those for men. Women’s rates for employment and participation in the work market are also considerably lower than men’s rates. Even having more school years than men, women in the Legal Amazon face many more difficulties than men to get a job.

On the other hand, it is important to consider that women have a most important role in maintaining traditional ways of using natural resources, based on their lives and knowledge. In quilombos and Indigenous communities, women are seen as hands that heal, nourish, and care for the environment. They are protagonists of a commitment to future generations in their territories, and they have a greater concern about forest resources, which assure food safety for them and the whole family.

Ethnic Groups in the Amazon Context

Legal Amazon has a racial composition that is different from the rest of the country: 71% of the population self-identifies as Brown, 19% as White, and 8% as Black. In the country, these percentages are 43%, 46%, and 9%, respectively.
Population distribution by self-identified race in the Legal Amazon

Source: Created by the authors, based on the 2022 publication *Desigualdades no Mercado de Trabalho por Raça – Evidências para a Amazônia Legal*.

According to the publication *Desigualdades no mercado de trabalho por raça – Evidências para a Amazônia Legal* (Inequalities in the work market by race – Evidence for the Legal Amazon), education, access, and living and work conditions are very different for Browns and Blacks, on one hand, and Whites, on the other. Here are some data:

- Just **50% of Browns** and **52% of Blacks** in the workforce **managed to finish high school**. For Whites, the percentage is 61%.
The aforementioned study focuses on the differences between Whites, Blacks, and Browns, which are the most representative groups. It does not consider the Indigenous population, quilombola or traditional communities. However, the Legal Amazon shelters most of that population in Brazil. A total of around 440,000 individuals from 180 Indigenous peoples occupy an area of about 110 million hectares (almost 300,000 acres), including isolated groups. Additionally, the number of traditional communities and quilombolas is also meaningful. According to the project New Brazilian Social Cartography, more than a thousand quilombolas were mapped in the Legal Amazon, located mainly in the states of Maranhão, Pará, and Tocantins.

Besides the ethnic groups’ perspective, the study does not include an intersectional analysis of race and gender. Other research working with such analysis indicates that Black or Indigenous women face contexts even more challenging. It is necessary to illuminate those issues in order to better understand the reality of challenges and offer more assertive solutions.
In a context with multiple social, environmental, and economic challenges, one notes the rise of new forest businesses, forest restoration startups, and innovative enterprises to sustainably produce food. Such businesses arise in very diverse territories, different in extension and in environmental and socioeconomic features. Few initiatives seek to portray Amazonian entrepreneurship, but they are still incipient. Thus, there is a lack of analyses that consolidate the whole complexity of entrepreneurship in the region, and its nuances.

In this scenario, one needs to also consider two very different spheres, but completely interdependent, in the Amazon: urban and rural. While the impact business ecosystem appears to face similar challenges in the urban regions of the country, the scene changes in rural or riverain zones, in the most remote areas of the Amazon, and on the frontiers of deforestation.
In that context, some investors\textsuperscript{[15]} believe the bet on products with the Amazon brand yield an \textbf{almost perfect integration of the investment thesis and the impact thesis}; but some challenges remain to increase investment and business.

The territory’s size and diversity is one of such challenges. One important complexity concerns \textit{infrastructure, and the population’s access to it}. Besides the lack of sanitation, transportation, and social development, other challenges relate do connectivity.

In spite of growing interest from investors, \textbf{most impact businesses in the Amazon are still in their initial stages and need more time (and appropriate investment) to meet large investors criteria.}

In the universe of social-environmental impact businesses, it is also important to discuss business models, economic metrics, and impact measurement. To capture local \textit{welfare features, and singular market structures operating in the region}, is clearly a challenge. Initiatives committed to evaluate and promote impact projects related to Amazonian cultures need to be in tune with such peculiarities, and to adjust their metrics and indicators, or even their models for action.

Traditional peoples and communities hold knowledge and a way of life that contribute to the conservation of the forest, and the upkeep of its ecosystemic services. It is fundamental to understand these populations, and to propose models that are able to ally forest protection, knowledge, and local culture, plus the improvement of living conditions, all associated to local development.

Strongly associated to activities based on conservation and maintenance of ecosystemic services, these economic agents (indigenous peoples, riverain dwellers, quilombolas, rubber tappers, other extractivism activities, artisanal fishermen etc.) often operate within a market structure whose \textbf{results are not completely captured by the usual economic and quality of life indicators}. Most living costs of these populations, such as housing and food, stay hidden in the statistics, as they are associated to a lifestyle and to extractives activities, through their own production and consumption, and through bartering.

Thus, inferences on quality of life simply associated to monetary income might be very ineffective and are not comparable to families with similar income within urban settings. By the
same token, initiatives must seek a precise and comprehensive measurement of costs associated to degrading activities.

Local populations play a crucial role. They have inhabited and managed the forest for centuries, and they lead businesses that supply raw materials to productive chains that demand sociobiodiversity products, such as vegetable oils and butters, seeds, resins, fibers, fruits, and roots, among others.

These economic activities are especially relevant in territories of high anthropogenic pressure on forest and other native vegetation areas. In this context, community businesses (associations and cooperatives) and socio-environmental impact companies, based on a responsible use of natural resources, have great economic potential, with positive social effects.

However, in Brazil, the economy based on sustainable biodiversity use is fragile, and little structured. Thus, it is vital to activate the ecosystem of socio-environmental impact community businesses, enlarging their contribution to income generation, and conservation of forests and biomes.

Thus, when we contemplate a sustainable development for the Amazon, it is key to build a dynamic, respectful, diverse, and inclusive strategy, that will work as an effective way to protect and upkeep a standing forest and its peoples, their cultures, and traditions. Such goal is attainable through the strengthening and “pondered” structuring of existing sustainable and vocationally developed economic activities. The strengthening, structuring and visibility of such activities are also an important strategy to confront the environmental and climatic crises affecting all of us, not just those living in the Amazon.

In that sense, we must add a gender perspective in an intersectional way. Understanding reality from a woman’s point of view brings elements that express a narrative of changes in the very structure of society, establishing new paradigms for a more sustainable production. Women are responsible for a resistance ecological movement, which translates into protecting natural capital in its most diverse forms. Initiatives to promote female entrepreneurship are increasing in Brazil and in the world. One may hope such incentives will reach the Amazon too, as support to programs of socio-environmental entrepreneurship under female leadership and/or seeking to resignify women’s role in initiatives to generate income, or in connection to their role in society.
Gender & ethnic groups and sustainable businesses

01. Businesses: Profile, and Focus on Gender & Ethnic Groups

02. Capital Flow: the State-of–Art in Access to Resources

03. The Work of Catalyst Organizations
This chapter will analyze the context concerning gender and ethnic-racial inclusion in the leadership of sustainable businesses in the Amazon. It has three sections: the profile of businesses in the Amazon, considering a gender perspective and ethnic-racial inclusion; capital flow; and the work of catalyst organizations.

It is important to point out the absence of comprehensive studies on entrepreneurship in the Amazon, let alone a gender or ethnic-racial focus. There are few data available, and the studies available online have a limited scope: they either use national data with a limited or inexistent perspective of gender, ethnic-racial, and the Amazon; and/or they consolidate data coming from samples or from participants in projects, biddings, and specific acceleration programs, making it impossible to universalize such data.
Businesses: Profile, and Focus on Gender & Ethnic Groups

This section will present an overview of the Amazonian business profile, considering gender and ethnic-racial inclusion. Aiming at the most complete picture possible of the region, a mapping considered different perspectives used in sustainable businesses in the Amazon: social impact businesses, community businesses, cooperatives, and startups.

Highlighted data refer to the presence in the Amazon or in the Brazilian North, and to lenses of gender and ethnic-racial inclusion (when available). In many cases, there is a reference study for each type of business, but not always it is possible to ensure both perspectives (gender & ethnic groups). In no study was found an approach intersecting gender and race-ethnicity.
Sustainable Community Businesses

These are cooperatives, production associations, social businesses, and other associative forms for trade organization, working in productive chains as healthy and sustainable food, agroforestry, sociobiodiversity, and extractivism, sustainable artisanal fishing, communitarian forest management, and community-based tourism.

In May 2018, the project Desafio Conexsus began mapping sustainable community businesses to build a qualified and updated database on Brazilian community businesses, which would enable a business portfolio to attract investments in the socio-environmental impact area. They found more than a thousand organizations (1040 businesses), which now integrate the Desafio Conexsus Network. Most organizations (56%) earn up to 120,000 Brazilian reals per year (2017 values). The main biome of such businesses is the Amazon, with 36.5% of them, followed by the Atlantic Forest (24.8%), and the Cerrado (17.8%).

This study is one of few that present the relevance of ethnic groups in the origin of raw materials, most coming from rural properties, followed by settlements, extractivism reservations, quilombos, and Indigenous reservations.


In their social composition as well, these businesses involve people from family agriculture (58.5%), followed by extractivism workers (21%), "quilombos" (13.5%) and Indigenous peoples (7%).

**Distribution of sustainable social businesses by social composition**

- **Family agriculture**: 58.5%
- **Quilombolas**: 13.5%
- **Extractivism workers**: 21%
- **Indigenous peoples**: 7%

**Source:**
Created by the authors, based on overview and analysis by Desafio Conexsus.
It is important to emphasize that there are no data on gender and race-ethnicity in the leadership or among participants of mapped enterprises.

Cooperatives

Relevant categories for sustainable businesses in the Amazon are cooperatives and associations. There are 4,880 registered cooperatives in Brazil, and 18.8 million cooperated people, according to the Coop Yearbook 2022[^18], published by Sistema OCB[^19], an organization of Brazilian cooperatives. It is a 10% increase when compared to the 17 million members in 2020. Cooperatives in the states of the Legal Amazon are 16.5% of the total and involve 5.9% of cooperated people in Brazil.

Regarding gender & ethnic groups, we highlight the following:

→ Cooperated people in Brazil are 60% men, and 40% women.

→ Cooperative leadership in Brazil is composed by 80% men, and 30% women.

→ There is no data on race or ethnicity at OCB national data collection.

The analysis of gender according to economic sector reveals a larger unbalance in the transportation and farming sector, and a more balanced distribution in the credit, health, and consumption sectors. In consolidated data, there is a predominance of males.

[^18]: Available in Portuguese at: [https://anuario.coop.br/](https://anuario.coop.br/)
[^19]: In Portuguese, see Sistema OCB.
### Distribution of gender in cooperatives, according to economic sectors

<table>
<thead>
<tr>
<th>Economic Sector</th>
<th>Man</th>
<th>Woman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>92%</td>
<td>8%</td>
</tr>
<tr>
<td>Work, goods production, and services</td>
<td>66%</td>
<td>34%</td>
</tr>
<tr>
<td>Health</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Credit</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>Consumption</td>
<td>55%</td>
<td>45%</td>
</tr>
<tr>
<td>Farming</td>
<td>84%</td>
<td>16%</td>
</tr>
</tbody>
</table>

**Source:**
Created by the authors, based on the Coop Yearbook 2022.

The analysis of age groups in the leadership, by gender, denotes a predominance of women in the cohort of less than 50 years-old, and a predominance of men in the cohort over 50 years-old.

### Age group of cooperatives’ leadership

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Man</th>
<th>Woman</th>
</tr>
</thead>
<tbody>
<tr>
<td>20–30</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>30–40</td>
<td>9%</td>
<td>16%</td>
</tr>
<tr>
<td>40–50</td>
<td>23%</td>
<td>33%</td>
</tr>
<tr>
<td>+50</td>
<td>66%</td>
<td>46%</td>
</tr>
</tbody>
</table>

**Source:**
Created by the authors, based on the Coop Yearbook 2022.
Startups Ecosystem

The Brazilian Association of Startups (Abstartups, in the Portuguese acronym) defines startup as a company born from a lean and agile business model, able to generate value for its client by solving a real problem in the real world. Such companies offer the market a scalable solution, using technology its main tool.

The association publishes its *Map of the Brazilian Startup Ecosystem* since 2018, and updates it yearly. It contains demographic data, and the profile of startups all over Brazil, besides identifying activities, and agents that promote innovation and entrepreneurship in Brazilian communities. The study also includes regional clippings.

The 2021 edition of the report found that Brazil has a very pronounced gender imbalance, which is more severe in the Northern region. The scenario is different for the racial analysis. In Brazil, the group of founders/leaders of startups is mostly White men (73.8% men, and 69% White). In the Northern region, though, with just 3.6% of startups, the composition is different:

- **Founders are mostly Brown (55.1%), and mostly men (78.9%).**
- **28.9% of startups do not have women among their workers, and 88.9% have less than 50% of women in the team.**
- **72.2% of startups have less than 50% of Black or Brown people in their team.**
- **90.9% do not have transsexual persons in their team.**
The pictures below illustrate the profile of founders concerning gender and race.

Distribution of Gender and Race in Startups in Brazil and in the Northern Region of Brazil

Gender in Brazilian Startups

- No response: 9% (Brazil), 11% (Northern Region)
- Woman: 17% (Brazil), 10% (Northern Region)
- Man: 74% (Brazil), 79% (Northern Region)

Race in Brazilian Startups

- No response: 4% (Brazil), 2% (Northern Region)
- Asian: 2% (Brazil), 1% (Northern Region)
- Indigenous: 0% (Brazil), 3% (Northern Region)
- Black: 7% (Brazil), 5% (Northern Region)
- Brown: 18% (Brazil), 55% (Northern Region)
- White: 69% (Brazil), 34% (Northern Region)

Source: Map of the Brazilian Startup Ecosystem 2021 (Abstartups)
Socio-Environmental Impact Businesses

The Map of Socio-Environmental Impact Businesses is the largest national research on the impact market, a study designed in 2017, and repeated every two years, to follow the evolution of the positive impact business pipeline in the country. Its 2021 edition confirmed some evolution on gender equity (women are present in 67% of mapped businesses, men are 71%), but only 43% of founders or leaders are women.

Furthermore, women are less present in the business, and less quick, after the so-called “Death Valley,” the traction phase:

→ Only 22% of startups led by men and women raised funds from third parties vs. 29% of businesses led only by men; thus, women are less present in scale phase (25% vs. 35%).

→ 20% of women-led startups got acceleration support vs. 32% of business led only by men.

Regarding the racial profile of impact entrepreneurs, there is a great unbalance. The main founder or leader of the business is White in 66% of the cases; Browns are 16%, Blacks, 9%; Asians, 2%; and Indigenous, 1%, but 6% did not respond to the query. Comparatively, the Northern region of Brazil presents a better racial distribution, although there are still significant differences: 50% of Whites, 32% Browns, 8% Indigenous, 6% Blacks, and 2% Asians, with 2% not declaring their race.

The Northern region of Brazil concentrates only 5% of businesses. Under the environmental solutions area, though, this percentage goes up do 8%. Another interesting information is that only 71% of businesses are formalized in the national level.

In the context of the Amazon, the AMAZ Aceleradora de Impacto (impact accelerator) is 100% dedicated to entrepreneurs working there. In 2022, the initiative promoted a call
for businesses interested in acceleration and investment, accepting applications from other states outside the Legal Amazon, as long as candidates commit to begin operations in the region within six months from the start of acceleration. They received 96 applications coming from 15 states, and the Federal District, including 46 from the Northern region of the country – 26 from the state of Amazon and 20 from the state of Pará.

Most candidates are still in the phase of business organization, and also seeking traction. The call for businesses required initiatives to be in operation, even in the initial phases. Nevertheless, businesses in the idea or idea validation phases also applied. From 96 entries, around 40.5% stated they had already been accelerated. An analysis of the set of businesses responding to the AMAZ 2022 call shows that:

- **71.8% of businesses (69)** have women in the leadership
- **84.3% (81)** have Black and Indigenous people in the leadership
- **Most leaders are in the age group 35-39**, but there are also people between 19 and over 65 years-old

In **21% (20)** of businesses that applied, the community in which the startup is inserted, or that supplies raw materials to the business, becomes a relevant partner. In **47% (45)** of them, the community is consulted, although it does not participate in decision-making, or in business management.

As shown in the pictures below, the business database made available by the Amazon Investor Coalition for this study, also in the context of the Amazon, shows that **76% of businesses have at least one woman in leadership**. If the whole team is analyzed, 68% of businesses present up to 50% of women in the team. Only 14% of startups have no women in the team, and 7% have only women in the team.
Gender & Ethnic Groups in the Leadership of Sustainable Businesses in the Amazon

Strategy Framework

Businesses by % of women in the team

- 68% of businesses have up to 50% of women in the team / 14% have no women in the team
- 32% of businesses have more than 50% of women in the team / 7% have only women in the team

![Bar chart showing the distribution of businesses by % of women in the team.]

Businesses by number of women in leadership

- 24% of businesses have no women in leadership
- 76% of businesses have at least one woman in leadership

![Bar chart showing the distribution of businesses by number of women in leadership.]

Source:
Created by the authors, based on the AIC business database.
When analyzing available data, these aspects stand out:

- **Men are the majority** in the leadership, and in the team.
- **Barriers** that hinder the access of community businesses and women are being mapped and publicized, and there are initiatives working on coping mechanisms.
- The leadership and team profiles vary according to the business type (startup, cooperative/association, impact businesses etc.).
- There is an **opportunity to positively** influence the scenario, based on studies that consider impacts from the climate and environmental agenda in the perspective of gender and race.

There is a **lack of business data and analyses for the Legal Amazon**.

Existing analyses and studies do not generally consider the gender and ethnic-racial perspective; when they do, most do not analyze the intersection between gender, race, and social class.
Capital Flow: the current context in access to resources

Access to capital and financial resources is a pillar of the success of any entrepreneur initiative. It often determines the future of enterprises that keep the forest standing and generate jobs and income to those who need it.

In reality, though, not always the forest entrepreneurs have access to resources. Land ownership, formalization, and certifications are market requirements that hinder the access of community businesses to the formal market, and scaling-up.

This section has three parts. The first one is an overview of barriers to women’s access to resources. As one of the main sources for resources is access to the market itself, the second part will focus on socio-environmental criteria adopted by buyers. The third part will illuminate good practices in the Legal Amazon that facilitate access to financial resources.
Again, we must emphasize the lack of available data on women & ethnic groups’ access to capital in the Amazon. But we can still find enough data to build and understand the scenario under our study focus.

Barriers to women’s access to resources

Although women in Latin America are very entrepreneurial, often out of necessity, 73% of them do not receive the financial services they need. Thus, women-led small and medium-sized enterprises in Latin America are a non-explored opportunity of US$ 93 billion (2019).[21]

In Brazil, part of entrepreneurship initiatives has their access to financial resources impaired by gender inequality. A study by the British Council on Brazil[22] found that almost half of women entrepreneurs (46%) find barriers due to their gender, especially structural economic barriers, sector segregation, cultural and unconscious biases. As a result, women get less credit than men. Throughout 2020, for instance, 54% of men entrepreneurs sought credit vs. 45% of women entrepreneurs.

Women attract fewer investments. Among companies founded only by women, or that have a majority of women, only 25% managed to raise investments. The percentage is less than half the percentage attained by companies founded by men, or with a majority of men (55%).

By the same token, women have less access to other financial mechanisms. While businesses led by men have access to more robust and sophisticated mechanisms, such as equity and convertible debt, women-led businesses have less access to such options, and end up resorting to crowdfunding[23], public institutions, development banks, loans, and donations.

It can be partly explained by the fact that investors have unequal criteria for men and women. To evaluate the investment, they even ask different questions to men and women, exposing perspectives that harm women entrepreneurs, as revealed by a study published by the *Harvard Business Review*.[24] To men, in 67% of the time, they ask “promotion ques-

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[23] xxxxxxxx

tions” (about expectations and accomplishments); to women, in 66% of the time, they ask “prevention questions” (about safety and responsibility). As a result, the “prevention questions” companies (mostly female) got an average US$ 2.3 million, and the “promotion questions” companies (mostly male) averaged US$ 16.8 million. Venture capitalists also prefer pitches from male founders, even when the content is identical to that of a female founder.

These biases are great opportunities lost. According to the study by the British Council, companies that have a larger percentage of women in leadership positions present, on average, higher return on sales, on assets, and on its own capital, when compared to companies with lesser percentage of women in leadership. That study concludes that, **if women and men participated equally in the economy, the global GDP would grow an additional US$ 28 trillion until 2025.**
Market access for socio-environmental impact businesses

Family agriculture, extractivism communities, Indigenous peoples, and quilombolas usually offer socio-environmental qualities, increasingly attractive to buyers, be they natural or legal persons. However, these companies still have little internal structuring in order to escalate their businesses, and are often in disadvantaged conditions in their commercial relations, which can derail their businesses in the long term. Such companies have great difficulty understanding the logic behind buyer’s companies. It is important to advise them on trading their products, so as to prepare them for market variables and requirements. A map of the needs of 82 companies buying sociobiodiversity products revealed that, among criteria and requirements, they declare their involvement with the socio-environmental agenda (see table below). Such companies come from all regions in the country, and most of them are small (77%, with revenues up to R$ 16 million).

Socio-Environmental Criteria of Purchasing Companies

<table>
<thead>
<tr>
<th>Warranties and Requirements</th>
<th>57% of companies researched have requirements related to corporate socio-environmental responsibility, such as transparency in commercial relations, environment conservation, and fair-trade warranty. Such requirements appear as even more relevant than quality requirements and delivery guarantee, considered by most interviewed companies as desirable – not mandatory.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Documents</td>
<td>To more than half the companies researched, only the invoice and the traceability of products are considered mandatory. It is desirable that community organizations are cooperatives. Health licenses, including ANVISA’s, and technical adjustments are only considered mandatory by 30% to 50% of the interviewed companies.</td>
</tr>
<tr>
<td>Indicators</td>
<td>Traceability, certifications, and environmental conservation practices appear connected to the degree of concern with the environmental agenda of the companies.</td>
</tr>
</tbody>
</table>

The larger the role of the socio-environmental agenda in the value proposition of the demanding company, the larger the need for the community organization to present indicators and certifications for (I) impact measurement, (II) environmental conformity, and (III) labor regularization, all of which implies better planning and monitoring of the productive process, in the field and in the processing.

Good Practices in the Context of the Legal Amazon

Next, we highlight four interesting initiatives in the region, three of them related to credit and financing, and one related to facilitate market access (selling to big corporations).

Amazônia pra Elas
Banco da Amazônia (BASA)[26] operates in the Northern region states

In 2022, the bank served over 1,500 women, and invested R$ 5.67 million:

Credit
To groups of micro and small women-led enterprises for investments, input and merchandise purchases, and small renovations or expansion of headquarters

Terms
To be paid in 12-24 months at fixed rates.

Customers served
In BASA’s microcredit portfolio, women are 58% of entrepreneurs served.


[26] BASA is the Portuguese acronym for Bank of Amazon. “Amazônia para Elas” (Amazon for Them) is their line of credit specific for women (elas is the feminine of “them” in Portuguese).
Crédito Rosa
Agência de Fomento do Amazonas (AFEAM) and Secretaria de Estado de Assistência Social (SEAS-AM)[27]

Credit portfolio of R$ 10 million to support women-led businesses.

Credit
To finance main expenses of implantation, maintenance, expansion, and modernization of the production, plus acquisition of machinery, equipment, furniture, and utensils.

Terms
The entrepreneur gets from R$ 500 to R$ 21,000, depending on credit analysis.

Customers served
Women entrepreneurs served by SEAS-AM.

→ https://www.afeam.am.gov.br/credito-amazonas-credito-rosa/#/

Pronaf Mulher
BNDES[28]

Two lines of credit for individuals (from R$ 60,000 to R$ 400,000) and groups (R$ 20 million)

Crédito
To finance the purchase of machines and commercial vehicles, installation of irrigation systems, connection to the electric or telephonic grids, among others.

Terms
There are variations in individual and group limits, as stated above, depending on the goal and the type of investment. The deadline for acquisitions goes up to ten years, including the grace period for the loan.

Customers served:
Women farmers within a family unit of production included in Pronaf, regardless of her marital status.

→ https://www.bndes.gov.br/wps/portal/site/home/financiamento/produto/pronaf-mulher

[27] AFEAM is the Portuguese acronym for the Amazon state promotion agency. SEAS-AM stands, in Portuguese, for the Welfare State Secretary of the state of Amazon (AM). Crédito Rosa, their program for women entrepreneurs, means Pink Credit.

[28] BNDES is the Portuguese acronym for the national bank for social and economic development. Pronaf is the acronym of a national program to strengthen family agriculture; it has a line of credit for women (mulher).
Boas Compras[29] ANDE Brasil[30], within its Gender Lab, a program financed by USAID, and coordinated by the Impact Hub Manaus[31], in partnership with Tide Setubal Foundation.

Goal
Influence big corporations to hire more diverse companies and generate R$2 million in closed deals.

Proposition
Apply the diversity lens to the purchasing sector of companies, establishing a preference to hiring, as suppliers, women and Black people from the North and the Northeastern regions of the country, in order to integrate three factors: gender, ethnicity, and territory.

→ https://www.programaboascompras.com/

Capital Flow: Aspects to Consider for the Strategy

Although Legal Amazon is attracting growing attention, there are few studies analyzing how capital flows there, and who access capital, especially from the gender and ethnic-racial perspective. There is also growing interest in assuring Amazon communities expand their access to financial resources, which requires attention to the ethic-racial biases.

→ Women are inserted in a cultural, social, and economic context that hinders their access to resources.

→ Mapped good practices regarding financial resources point to the development of specific financial products for women, considering the peculiarities and challenges of female entrepreneurship.

→ Land ownership, formalization, and certifications are market requirements that also hinder community businesses access to a formal market, and to scaling-up their businesses.

→ There are opportunities to engage international financers in strengthening the gender and race perspective regarding capital access.
The Work of Catalyst Organizations

This section contains an overview of accelerators, incubators, the catalyst organizations in Brazil, and in the Legal Amazon.

Overview of Incubators and Accelerators in Brazil

Given the need for consolidated information on the work of accelerators and incubators in Brazil, especially on their involvement with environmental or social businesses, the Aspen Network of Development Entrepreneurs (ANDE), and the Insti-
Institute for Business Citizenship (ICE)\textsuperscript{[32]}, launched in 2017 the Panorama das Aceleradoras e Incubadoras no Brasil\textsuperscript{[33]}. The study identifies a total of 53 accelerators and incubators in the five regions of the country, with a larger concentration in the Southeast (~60%) and the South (~25%). Only one is located in Northern region of Brazil.

But the Mapeamento dos Mecanismos de Geração de Empreendimentos Inovadores no Brasil\textsuperscript{[34]} found 363 incubators and 57 accelerators operating in Brazil, most of the Brazilian ones connected to some scientific and technological institution. The initiative results from the technical cooperation between the Ministry of Science, Technology, Innovation, and Communication, and the National Association of Entities Promoting Innovative Enterprises (Anprotec, in the Portuguese acronym), with support of the National Council for Scientific and Technological Development (CNPq, in the Portuguese acronym). The study presents location, activities, and profile of incubators and accelerators, as well as the number and profile of companies supported.

There is no mention of gender or race in sections of data collection or analyzes in either study.

According to the map by the Ministry and Anprotec, 11\% of the incubators (39, or 7\% of interviewees), and 4\% of the accelerators (2, or 3\% of the interviewees) are in the Northern region.

The study defines incubators as a mechanism to supporting entrepreneurs, so they can develop innovative ideas, and convert them into successful enterprises. The assistance involves infrastructure, business management, and managerial support, besides orientation on competition. Incubators act as facilitators of growing and survival for emerging companies in their initial phase, helping them when they are most vulnerable. As for accelerators, they are legal persons (for profit or not) dedicated to support the initial development of new innovative businesses (startups), through a structured process, with a deadline, including selection, capacitation, mentoring, opportunities for market access, infrastructure, and services, besides capital contribution (their own capital, or from their investor network), in exchange for a future partnership in the accelerated business. Regional distribution of incubators and accelerators is illustrated below.
Incubators and Accelerators in Different Brazilian Regions

Percentage of incubators by Brazilian region

- **28%** South
- **37%** Southeast
- **17%** Northeast
- **11%** North
- **6%** Midwest

Percentage of accelerators by Brazilian regions

- **21%** South
- **58%** Southeast
- **11%** Northeast
- **7%** Midwest
- **4%** North

Source:
Created by the authors, based on Mapeamento dos Mecanismos de Geração de Empreendimentos Inovadores no Brasil.
Regarding the accelerators’ areas of operation, the Information and Communication Technology (ICT) segment attracts most of them (65.52%), followed by Financial Sector, and Health and Life Sciences, with 41.38% each. Most of the incubated companies themselves are also connected to ICT, but they operate in other areas as well: Agribusiness (41.3%), Health and Life Sciences (25.62%), Education (19.83%), Energy and Food (19.01% each), and Environment and Climate (17.36%).

The study asked the accelerators whether they have a strategy to support impact businesses. Most of them (59%, or 17 accelerators) do not, but they do have mechanisms in that direction: the researchers found 375 impact businesses that were or still are supported by the investigated accelerators.

As for the incubators, more than half of them (53%) have a strategy to support impact businesses, and also have some specific mechanisms to incubate that kind of business.

Regarding the United Nations Sustainable Development Goals (SDG 2030), 89% stated that incubated companies develop solutions that impact some of the SDG – but Gender Equality (Goal 5) appears in the 10th position. Other five SDGs stand out:

- **Goal 2**: Zero Hunger and Sustainable Agriculture;
- **Goal 8**: Decent Work and Economic Growth;
- **Goal 3**: Good Health and Well-Being;
- **Goal 10**: Reduced Inequality, and
- **Goal 6**: Clean Water and Sanitation.

### Catalysts in the Legal Amazon

According to the database 2022 Caminhos da Amazônia, 25 organizations state they are catalysts, incubators, and accelerators; 80% of them are based in a state from the Legal Amazon, and 68% prioritize a specific target audience (riverain dwellers, extractivism workers, quilombolas, Indigenous peoples etc.).
There is no gender and race information on the profile of the leadership, the team, or the supported businesses. Even so, it is possible to extract some information about how these organizations evaluate diversity. Only 24% of them do not consider the diversity issue, other 24% do, but do not elaborate on the subject. Those who evaluate diversity and explain how, do so on the selection (28%), and on the monitoring (24%).

It is also possible to evaluate requirements regarding the maturity level of community-based organizations: 40% of the catalysts participating in the study do not support community-based organizations; when they do, maturity levels 3 or 4 are preferred.

**Evaluation of diversity in supported organizations**

- 24% Yes, through monitoring
- 24% Yes, does not say how
- 24% No
- 28% Yes, through selection
Support to community-based organizations

- **20%** Level 4
- **24%** Level 3
- **8%** Level 2
- **8%** Level 1
- **40%** Does not apply

**Source:**
Created by the authors, based on the database 2022 Caminhos da Amazônia.

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**Work of catalyst organizations: Aspects to Consider for the Strategy**

In Brazil, there is a lack of catalyst organizations to strengthen businesses, and productive chains. The existing organizations concentrate their operation in the support to information and communication technology companies.

There is a recent movement of strengthening incubators and accelerators that support socio-environmental impact businesses.

- Analyzed studies do not specifically consider the gender and race perspective, be it on the composition of incubators/accelerators or of supported companies.
- According to the AIC survey, there are organizations stating that they consider diversity when supporting businesses, but very few describe consistently how they do so.
The listening process

01. Phases, and People Listened To

02. Considerations on the Gender Perspective

03. Considerations on the Ethnic Groups Perspective

04. Strategy Recommendations
Phases, and People Listened To

Throughout the elaboration of a strategy for gender & ethnic groups, there were three moments of listening to key-people. In August 2022, we consulted organizations that operate with sustainable businesses in the Amazon to help us understand the context, a fundamental stage to check whether the perceptions about the studies analyzed were aligned to the perceptions of these organizations.

We then designed a first version of the strategy, and in September 2022 presented it to a meeting in Belém of organizations belonging to the Alliance. After adjusting the strategy accordingly, we finally had a third moment of consulting, involving one more round of conversations in October 2022, with people from different organizations and sectors that offered to share their considerations about the strategy proposal for gender & ethnic groups inclusion in the work of the Alliance.
In all, **16 people from 13 organizations** (see Annex 2) **participated in the process**. Regarding gender, there were nine cis women (56%), and seven cis men (44%); no transgender people participated in the process. Regarding race, we talked to seven Whites (44%), three Blacks (19%), three Browns (19%), two Asians (12%), and one Indigenous person (6%).
All interviewed people operate in the Amazon, but their experience in the territory varies: four have been operating there for less than five years (25%); four have been there for 5-10 years (25%); two are there for 10+ years (12.5%); and the remaining six are Amazonians (37.5%).

Time Working in the Amazon

As for the type of organization, we consulted four supporting ones, three accelerators, two financing companies, two businesses, one consulting firm, and one incubator.

Profile by Type of Organization

The listening process contributed to put into perspective some of the suggestions originally planned for the strategy, considering current challenges for sustainable businesses in the Amazon, and their supporters. Furthermore, the different profiles allowed the project team to perceive certain themes, and priorities, that appear in most conversations, and other
more specific issues, depending on the context or on the person participating in the process.

The description below points out some of the issues considered priorities for the strategy design.

## Considerations on the Gender Perspective

Interviewed people have **limitations on understanding the gender perspective, and most are restricted to the binomial man-woman.** Most people deem the issue relevant, but **few understand the complexity of the gender issue in the Amazon.** It is important to highlight that there are people who do not consider the issue as a priority, given the complex context of businesses in the Amazon. To insert the gender variable in the strategy could be seen as making too complex something that is already difficult.

Regarding making deeper **contents and practices with a gender perspective,** there are some organizations, not most of them, adopting strategies, and internally moving towards the creation of tools that might allow a deeper approach to the issue, and greater representativeness. Some practices in that direction are:

- Mapping criteria to prioritize women-led businesses
- Inserting the gender lens from the structuring of a call
- Capacitation of internal teams on the issue

Although some argue that gender representativeness in businesses must be a goal, or there will be no effort to change reality, **none of the interviewed organizations have goals with that perspective.**
Considerations on the Ethnic Groups Perspective

All interviewed people agree that ethnic groups representatives must be considered relevant when designing any strategy for the Amazon, as they are the one who keep a standing forest. However, organized people perceive a partial inclusion of ethnic groups, as most of them only participate in supplying raw materials. The end result is that benefits are not entirely distributed.

The time of operation in the Amazon strongly impacts vision and perspective brought to the context. Interviewed people who have been there longer, or the Amazonians, present considerations on the importance of taking into account what such groups consider important in terms of cultural preservation.

When approaching the financing issue, some people pondered that financing agents often prioritize income generation, ignoring that it is often not the most important factor for some communities, and that such approach may cause conflicts. Generally speaking, the main concern about this perspective is the need to ensure supporters understand the context.

Some people brought up the importance of looking at the diversity of profiles and accesses within ethnic groups. Some Indigenous groups, for instance, can already access more resources than others. By the same token, quilombola and extractivism communities also have their specificity, and manage to be in different spaces and links of the productive chains. In that sense, the strategy must strengthen those who still cannot access resources. Those who already do tend to continue accessing resources.
One needs to be careful when approaching the gender agenda within different ethnic groups. There are strong cultural components that often work as barriers to expanding women protagonism. Even so, most people point to the need of inserting that agenda, and slowly stimulating transformation. The need to promote literacy within the communities on concepts as gender and inclusion, with the assumption of assuring basic rights, was also pointed out as a necessity.

**Strategy Recommendation**

→ **Involvement of Amazonians on thinking strategies for the Amazon**: they have a different perspective, coming from an affectionate relationship, and the sense of collective construction. Outsiders contribute a perspective of professionalization, and less romance, but the local perspective is essential.

→ It is necessary to **promote formative environments that support people and organizations involved in building repertoires** about gender & ethnic groups in the Amazon. It is about a building and awareness process that is important for all elements of an operation.

→ **Develop effective actions of incentive, and structured capacitation, aiming at empowering women**, and turning them into leaders in sociobiodiversity businesses. Make access available to all necessary tools to carry out such process.
→ **Promote more moments of articulation among financiers** to exchange strategies and processes, adding a more systemic approach to gender equity, and inclusion of diverse groups of the Amazon.

→ **Stimulate the design of objective policies or practices for gender inclusion in organizations**, such as: gender parity, women in management positions, protection policy, and wage parity policy.

→ Ensure a **rigorous gaze regarding criteria for support**, considering the businesses themselves will not have the same maturity level.

→ It is necessary to be attentive to location, and work on the specificities of each business.

→ An additional challenge is to establish gender & ethnic groups goals in a context where it is already difficult to find businesses to invest into. One must be careful to, while attempting to include, not to end up excluding.

→ Financing to women must be thought within the reality where they are inserted, from the increase of their participation in the productive process to the search for ways to include them in other instances of the association.
Financiers must require gender equity and racial diversity. It will be a most relevant initiative, as the process needs incentives to change.

It is important not to exclude. In some territories, caution is necessary not to create antagonism between men and women.

Evaluate the possibility of remunerating women for their shared knowledge, to incentive, and promote more opportunities for women participation.

It is necessary to ensure resources for implementation of planned actions, focused on gender equity, representativeness, and racial inclusion.
Gender & Ethnic groups strategy

01. About the Strategy
02. Assumptions
03. Strategy Elements
04. Goal
05. Target Audience
06. Lines of Action
07. Strategy Base
08. Governance
09. Procedures & Monitoring
The present strategy aims at directing gender & ethnicity within the context, and the initiatives of the Amazon Investor Coalition. From the directives and notes of this chapter, we hope the Alliance will be able to allocate, and implement actions contributing to ensure gender & ethnic groups equity within investments in sustainable businesses in the Amazon.

We remind readers that this document to not go into tactical and operational details of the strategy, which constitute the next step to define the general strategy of the initiative.

The figure below shows the nuances of each level of detailing.
Strategy

- Planning departing point
- Define general goal and broad lines of action
- Delimit organization action
- Designed with decision-making committees

Tactical

- Turn the strategic planning into a concrete plan
- Define actions to be executed
- Define goals and conditions to develop the actions

Operational

- Involve all levels that ensure the execution of designed actions
- Must be revised continuously
- Must follow the budgetary planning (financial physical chronogram)
Assumptions

Considering the variety of nomenclatures, we suggest the following terminology to understand the designed strategy:

- **Territory**: Legal Amazon, considering important differences within it (many Amazons).

- **Gender**: the gender perspective approaches relations between different genders. In this context, we focus on strengthening the protagonism of women, transgender and non-binary persons. Their inclusion has distinct challenges when considered the intersection with ethnic groups.

- **Ethnic Groups**: we chose this phrase to include publics with greater vulnerability, due to their ethnic-racial profile in Brazil and within Legal Amazon – Indigenous peoples, quilombolas, and traditional communities. Different contexts must be considered in each group.

- **Youth**: it is a specific profile that intersects the gender & ethnic groups lens, and demands a specific strategy, not addressed in this document.
Strategy Elements

In this section, we present the basic elements of the Alliance’s gender & ethnic groups strategy. The figure below shows the connection between such elements. Guidelines must lead the elements, which will be executed through implementation references.

Goal

The gender & ethnic groups’ strategy must ensure an equitable contribution to the Amazonian context, avoiding the magnification of existing inequalities.
Target Audience

The project aims at strengthening sustainable businesses in the Amazon. Priorities are community businesses or start-ups led or composed mainly by:

- Indigenous peoples
- Quilombolas
- Representatives of traditional peoples
- Women, considering the intersection with the profiles mentioned above

To potentialize its impact, and increase the capillarity of its actions, the Alliance will seek to influence the ecosystem’s leaders and intermediate organizations, and businesses supporters, all within the following profiles:

- Catalyst organizations
- Financiers
- Investors and corporations
Lines of Action

These were designed to ensure the strategy transversality within the Alliance itself. In other words, the lines of action aim at assuring viability and effectiveness of the gender & ethnic groups components, considering different aspects needed for their implementation.

I. Gender & Ethnic Groups Ecosystem of Entrepreneurship and Impact Innovation

II. Building evidence, increasing awareness, and integrating the gender & ethnic groups perspective into capital.

III. Mobilizing philanthropic resources sensitive to gender & ethnic groups

IV. Facilitate business flow with a gender & ethnic group lens

V. Strengthening businesses led or composed mostly by women & ethnic groups

Every action proposed was divided in three blocks:

→ **Short-term actions**: Initial actions, to be carried out in the planning phase, or in the start of the initiative, essentially on the first year of implementation.

→ **Medium term actions**: May be carried out throughout the initial years of the initiative implementation, depending on planning, or on the available budget.

→ **Recommendations for later implementation**: Actions depending on more extensive negotiations, or on cultural changes that might result from new priorities arisen in the first years of the strategy implementation.
01
Gender & Ethnic Groups Ecosystem of Entrepreneurship and Impact Innovation

Short-term actions:

- **Baseline** design for gender & ethnic groups entrepreneurs and generated or supported startups.
- Implement **adaptation plans for incubation and acceleration methodologies**.
- Adapt the **language of documents and promotional materials** to the Amazonian context.

Medium term actions:

- Systematize, analyze, and disclose data on the gender & ethnic groups’ perspective within the Alliance actions.
- Publicize a detailed mapping of available programs focused on women and ethnic groups.
- Include a **gender & ethnic groups module** in technical assistance processes, and in the support program for incubators and accelerators.
- Adapt the program and mentorships (schedule, workload, methodology) to the specificities of each group.

Recommendations for later implementation:

- Define goal for a gender & ethnic groups perspective
- Systematize, analyze, and widely disclose data and available programs for startups, considering the gender & ethnic groups perspective.
- Review and support compliance with requirements to access resources and capacitation.
02
Building evidence, increasing awareness, and integrating the gender & ethnic groups perspective into capital

**Short-term actions:**

- Create gender & ethnic groups follow-up parameters to be applied to all forms and participation processes within the Alliance; such parameters will allow measurement of representativeness and parity in different action fronts.
- Ensure parity for Amazon women in all promoted events.
- Ensure significant representativeness for ethnic groups in all promoted events.

**Medium term action:**

- Follow-up the gender and race perspective among stakeholders (financiers, participants, and people enrolled in all programs).
- Identify Amazonian women, and representatives of ethnic groups, to participate in media campaigns.
- Systematization and sharing of information about the gender & ethnic groups’ perspective.

**Recommendations for later implementation:**

- Develop research and analyses stemming from the participation of women and ethnic groups in the Alliance’s programs, aiming at:
  - Evaluating and seeking options to overcome participation hurdles
  - Evaluating and seeking options for awareness processes
03
Mobilizing philanthropic resources sensitive to gender & ethnic groups

Short-term actions:

→ Inclusion of a gender & ethnic groups block in shared scripts and toolkits

Medium term actions:

→ Continuous mapping, and dissemination of good philanthropic practices focused on Amazonian women & ethnic groups.
→ Design a specific module for mentorship of businesses led by women & ethnic groups.
→ Define and/or disseminate goals, and follow-up a budget sensitive to gender & ethnic groups.

Recommendations for later implementation:

→ Mapping the amount of available and allocated philanthropic resources that are sensitive to a gender & ethnic groups’ perspective.

04
Facilitate business flow with a gender & ethnic group lens

Short-term actions:

→ Continuous mapping, and dissemination of comparative data of the financing flow with a perspective of gender & ethnic groups.
→ Continuous mapping, and communication about specific financing lines for women & ethnic groups.
Medium term actions:

- Publicize qualitative, and quantitative benefits from the broadening of business flow for women & ethnic groups.
- Build a strategy with financial institutions to promote the creation and strengthening of financial programs specific for gender & ethnic groups.

Recommendations for later implementation:

- In business flow facilitation programs, induce large purchasing companies to commit to a percentage of suppliers led or mostly composed by women and ethnic groups.

05

Strengthening businesses led or composed mostly by women & ethnic groups

Short-term actions:

- Analyze the viability of increasing the volume of products from businesses led or composed mostly by women & ethnic groups.
- Build a plan of action to reach a minimum sales volume in women & ethnic groups’ businesses.

Medium term action:

- Mapping and strengthening initiatives to reduce bureaucracy in purchasing processes in companies focused on prioritizing women & ethnic groups.
- Mapping and publicizing programs for institutional strengthening of companies led by women & ethnic groups.

Recommendations for later implementation:

- Stimulate the adoption of a differentiated punctuation to prioritize women & ethnic groups’ businesses in purchasing processes (repertory construction, good practices publicity, institutional articulation).
Strategy Base

It is understood that any strategy needs a base to ensure its implementation. The next figure shows the needed components to build such base.

Each component has a series of actions that must be warranted to ensure effectiveness. These recommendations must be analyzed and followed-up throughout the process of strategy implementation, and may be revisited to strengthen some actions that become more challenging, or present more barriers.

Human and Financial Resources

- Create a workgroup (WG) to lead and follow-up the gender & ethnic groups’ agenda within the Alliance.

- The Alliance needs one dedicated person to ensure the gender &
Keep the agenda in the spotlight, and present it in events, and decision-making processes.

Availability of resources to ensure implementation of actions focused on the agenda.

Capacitation and Information

Promote the debate about gender & ethnic groups’ relationships in every space where the project circulates.

Promote educational environments to support stakeholders involved in building repertories around Amazonian gender & ethnic groups.

Incorporate the gender-ethnicity approach to the strategy and its communication products, highlighting in a simple way its relationship to the initiative success.

Representativeness and Influence

Seek gender parity and meaningful representativeness for ethnic groups in the governance and the consulting committees of the Alliance.

Seek representativeness in decision-making, evaluating and contributing to power balance, and keeping in mind that quantity does not mean effective participation.

Establish criteria to ensure gender & ethnic groups’ parity in events, capacitation, and opportunities promoted by the Alliance.
Goals and Indicators

→ Design a **baseline** for all action fronts for women and ethnic groups participation in businesses.

→ Define **process indicators** and follow up any efforts to include gender & ethnic groups, while revising paths to adapt to new challenges that may have arisen.

→ Evaluate the possibility of including **indicators beyond market logic** to evaluate businesses and actions’ results (socio-environmental impact).

→ Evaluate the possibility of establishing goals for participation of women and ethnic groups’ businesses in the Alliance’s support initiatives.
Governance

It is important that the strategy for gender & ethnic groups has an appropriate management and follow-up process, and that debates around such agenda be included in regular follow-up and management meetings. To that goal, strategy governance must have three main tasks: strategy follow-up, strategy execution, and communication and transparency.

Strategy follow up

In charge
The gender & ethnic workgroup is in charge, including executive secretariat, and Alliance members. It is important to ensure the presence of women and different ethnicities in the workgroup.

Responsibilities
Follow work plan, make decisions on trajectories, and also on conflicts or financial resources, get approval from instances at the Alliance, report to regular meetings of the Alliance.

Periodicidade
Quarterly meetings, or as needed

Strategy Execution

In charge
A person nominated, or hired, to follow-up the strategy, it is important to ensure gender & ethnic groups’ representativeness.

Responsibilities
Detail and follow-up the work plan for the strategy, consolidate information, and analyze evolution and challenges. Also share the strategy execution with the WG team.

Periodicidade
Weekly activities, and bimonthly meetings or on demand from the WG.
Communication and Transparency

**In charge**
Alliance’s communication team, in partnership with the person in charge of execution.

**Responsibilities**
Develop materials to share the agenda’s evolution with members of the Alliance, beyond the WG.

**Periodicidade**
Bimonthly or on demand (e.g., when Alliance’s events happen).

Procedures and Monitoring

We recommend drawing an implementation plan, mixing components of the tactic and operational plan, which should be designed with members of the workgroup, respecting the following basic structure:
## Implementation plan for the gender & ethnic groups strategy

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible</th>
<th>Deadline</th>
<th>Expected result</th>
<th>Connected actions</th>
<th>Risks</th>
<th>Mitigation plan</th>
<th>Monitoring plan</th>
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</table>

### Plan item Definition

**Action**

Detailing tactical and operational actions defined from the lines of action and the basic mechanisms to execute the strategy.

**Responsible**

Based on the designed governance, nominate one person to be in charge of each action. Team participation is essential to ensure assimilation of the gender & ethnic groups’ strategy.

**Deadline**

Establish a deadline for each activity.

**Expected Results**

Which products and/or results may be expected from the action.

**Connected Actions**

Which later actions depend on or are influenced by current activities.

**Risks**

Which internal or external threats might hinder or delay the activity execution.

**Mitigation Plan**

Which steps must be taken to mitigate possible risks.

**Monitoring**

Build a range of viable indicators (processes, products, and results) that may help to accomplish and monitor the plan. Determine the means of collection, periodicity, and analytic methods of such indicators.
Based on the implementation plan, we recommend building a physical-financial flowchart to monitor the project.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
<th>Month 4</th>
<th>Month 5</th>
<th>Month 6</th>
<th>Month 7</th>
<th>Month 8</th>
<th>Month 9</th>
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<tbody>
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</table>

We also recommend a risk mitigation plan to promote debate on possible obstacles:

- Lack of agenda prioritization by members of the Alliance
- Stakeholders’ lack of interest, or availability, to approach the gender & ethnic groups’ agenda in actions
- Difficulty to find businesses led by women and members of different ethnicities in the Amazon
- Difficulty to approach the gender & ethnic groups agenda within ethnic groups

Finally, as an additional orientation, and considering the scope of the program and the target audience, we strongly recommend building a safeguard/protection policy, defining the commitment of the organization while conducting activities with the target audience, and the policies and procedures established to cope with that public in terms of protection, conduct, and ethics.
Team in charge
As mentioned in the Foreword, the Strategy of Gender & Ethnic Groups in the Leadership of Sustainable Businesses in the Amazon was designed by the consulting firm Janela 8, which supports organizations to reduce inequalities and to reach gender equity.

Consultant team:

Carolina Alves de Jongh
Denise Maellaro Ferreira
Ellen Acioli

Communication team:

Letícia Carvalho Ferreira
Illustrations

Victoria Carvalho
Design and layout
Annexes
Annexe 01
List of priority studies


→ Gabriel Leão et all (2020). Negócios pela Terra: inteligência de mercado para empreendimentos comunitários. Rio de Janeiro: Instituto Conexões Sustentáveis - Conexsus. Available in Por-


## Annexe 02
### Interviewees

<table>
<thead>
<tr>
<th>Organization</th>
<th>Person interviewed</th>
<th>Date of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amazon Doors</td>
<td>Alexandre Vilella</td>
<td>01/09/22</td>
</tr>
<tr>
<td>ANDE</td>
<td>Cecília Zanotti</td>
<td>31/08/22</td>
</tr>
<tr>
<td>CLUA</td>
<td>Melissa Sendic</td>
<td>14/10/22</td>
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<tr>
<td>Conexus</td>
<td>Marlena Soares</td>
<td>31/08/22</td>
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<tr>
<td>Conexus</td>
<td>Frineia Rezende</td>
<td>31/08/22</td>
</tr>
<tr>
<td>Fundação CERTI</td>
<td>Janice Maciel</td>
<td>01/09/22</td>
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<tr>
<td>Fundação CERTI</td>
<td>Ana Julia</td>
<td>01/09/22</td>
</tr>
<tr>
<td>Fundo JBS</td>
<td>Conrado Mello</td>
<td>14/10/22 e 28/10/22</td>
</tr>
<tr>
<td>Imaflora</td>
<td>Léo Ferreira</td>
<td>01/09/22</td>
</tr>
<tr>
<td>PPA</td>
<td>Denyse Mello</td>
<td>31/08/22</td>
</tr>
<tr>
<td>P4F - Partnerships for Forests</td>
<td>Iara Basso</td>
<td>13/10/22 e 20/10/22</td>
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<tr>
<td>Redes da Amazônia</td>
<td>Lourran Tenório</td>
<td>30/08/22</td>
</tr>
<tr>
<td>Coopaflora</td>
<td>Maria Daiana Figueiredo da Silva</td>
<td>24/10/22</td>
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<tr>
<td>Hannei Green</td>
<td>Bruno Kato</td>
<td>18/10/22</td>
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<tr>
<td>NESsT</td>
<td>Marcelo Cwerner</td>
<td>19/10/22</td>
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<tr>
<td>NESsT</td>
<td>Cairo Bastos</td>
<td>19/10/22</td>
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</tbody>
</table>