

**EASTERN
AMAZON**
FUND



**ANNUAL
REPORT
2022**



The challenge of maintaining a preserved **Amazon rainforest**, ensuring dignity for its 30 million inhabitants is complex.

The **EAF** is part of the **Amazon Now State Plan**, developed by the State of Pará.





The Government
encourages,
Society **leads,**
the world **supports.**

Win-win
partnerships that
foster **mutual**
growth.

The **Eastern Amazon Fund (EAF)** is a private operational and financial framework aimed at strengthening public policies and social initiatives established with a focus on the environment and sustainable development of the state.

Created by the government of Pará in 2019, **EAF** aims to mobilize private funding to support actions related to the Amazon Now State Plan (PEAA) and operates in synergy with the State Policy on Climate Change (PEMC) to combat deforestation and reduce greenhouse gas emissions from economic activities in Pará.



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1 FUTURE OUTLOOK



Photo: Alexandre Ferrazoli



WINDOW TO THE WORLD, AN OPPORTUNITY FOR THE FUTURE



The Climate COP (Conference of the Parties) is the largest discussion forum on climate changes in the world, in which themes associated with biodiversity, economic development and healthy life conditions permeate the debates. In this scenario, Pará and Brazil have an extraordinary opportunity for the environmental agenda with the coming of COP 30 to Belém, in 2025. A unique opportunity to demonstrate the effective efforts being made towards changing land use, promoting the value of the living forest, generating green employment, enabling an economic model that keeps the forest standing, and allowing people to have jobs and income from it.

In this sense, Pará has done its homework, making efforts to expand the reduction of deforestation in the State and expanding the fight against environmental illegality. But it is fundamental that we can find a solution for people to have a livelihood and be able to produce, thus putting food on the table. One of the paths found was the implementation of the Plano Estadual Amazônia Agora (PEAA), which converges multiple efforts to reduce gross Greenhouse Gas (GHG) emissions from the Land Use Change

and Forestry sector, with a view to establishing a development model based on the conservation and enhancement of environmental assets, increasing the efficiency of production chains and improving socio-environmental conditions in the countryside.

To make these goals viable, different mechanisms were designed, among them the Eastern Amazon Fund (EAF). A private mechanism, with public governance, less bureaucratic and that presents more agile processes for obtaining results.

EAF has been allowing the State to achieve protagonism among subnational states, which should be celebrated. But it also challenges management to always act in an innovative way.

Eyes are on us, there is fundamental hope in the process of this new development model for the Amazon. EAF is a window of opportunity, where the government encourages, society leads and the world supports. And so, we all win.

HELDER ZAHLUTH BARBALHO

Governor of the State of Pará



INNOVATION FOR PARÁ, CONNECTION WITH THE WORLD



In 2019, we were presented with a challenge: we desired to broaden our engagement in the fight against climate change, but the conventional funding sources were stagnant and hard to attain. We were expanding our development, with significant initiatives being integrated into the Amazon Now State Plan (PEAA), such as Sustainable Territories and projects aimed at reducing illegal deforestation, which enable the promotion of a low-carbon and more sustainable economy.

There was interest from both national and international donors to support Pará, but we still required a framework to facilitate this private sector support. That is how the Secretariat for the Environment and Sustainability led this initiative, which allows the State Government to receive donations, legal obligations, and other investment resources through a comprehensive framework of support, in addition to the possibility of partnerships that were previously unavailable to Pará.

With great excitement, we observed this endeavor flourish, and by 2022, we had already showcased remarkable outcomes. In just over a year, EAF bolstered its governance through regular and participative committee meetings, along with well-defined guidelines based on the Operational Project Manual. It successfully raised approximately 31 million Brazilian reais, and the projects have already commenced their execution. All the information is available on its dedicated website, providing unrestricted access to all interested parties, along with an external audit that scrutinizes the financial data.

For 2023, we anticipate that EAF will secure new investments, allowing us to deliver outstanding results for the state of Pará, showcasing our commitment to the environmental and climate agenda to Brazil and the world.

JOSE MAURO DE LIMA O'DE ALMEIDA

State Secretariat for the Environment and Sustainability



WITH ONLY THREE LETTERS, A **NOVEL PERSPECTIVE** FOR THE **FUTURE**



In 1992, a historic conference in Brazil would become a reference and trigger a new vision for the planet: The so-called Rio 92 was the driving force behind discussions, global agreements, and conventions that highlighted the ever-growing urgency of socio-environmental challenges and the significance of local, regional, and global actions.

A little over three decades later, it is a great satisfaction for FUNBIO, active since 1996, to be able to bring the accumulated experience in managing over 400 projects to the Eastern Amazon Fund (EAF). A commendable and pioneering endeavor by the Pará government, mobilizing private funds from diverse origins to promote socio-environmental projects in the state.

Frameworks for financial support from sub-national governments, like EAF, emphasize and reinforce innovative and diverse approaches and partnerships aimed at conserving and promoting the sustainable use of the Amazon. As operational and financial

managers of EAF, we are thrilled to witness, for instance, the announcement at COP27 in Egypt, of the nearly USD 4 million donation from the Gordon and Betty Moore Foundation to a project dedicated to quilombola communities. It is a testament to the favorable response from donors and partners to EAF's initiatives, exemplifying the widespread acceptance of its proposals.

The resources already allocated to the fund exemplify its potential and embody significant additional value in combating illegal deforestation, promoting conservation, sustainable production, and forest restoration. This endeavor undertaken by Pará, the second-largest state in the country, constitutes a valuable opportunity and holds the potential to make a lasting impact not only today but also to create a legacy for future generations. With only three letters, EAF denotes a novel perspective for the future of the Amazon.

ROSA LEMOS DE SÁ

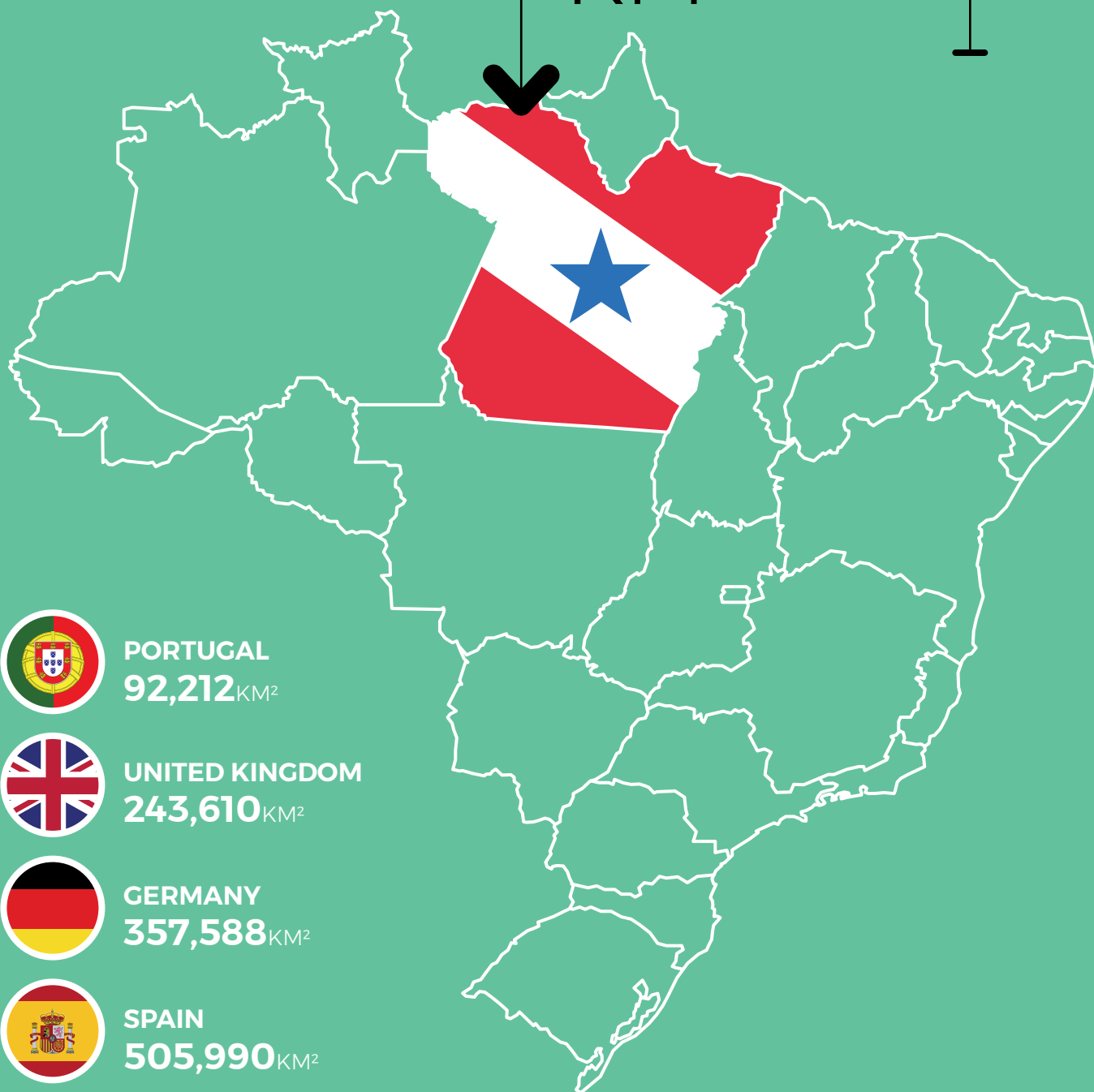
Secretary General of FUNBIO



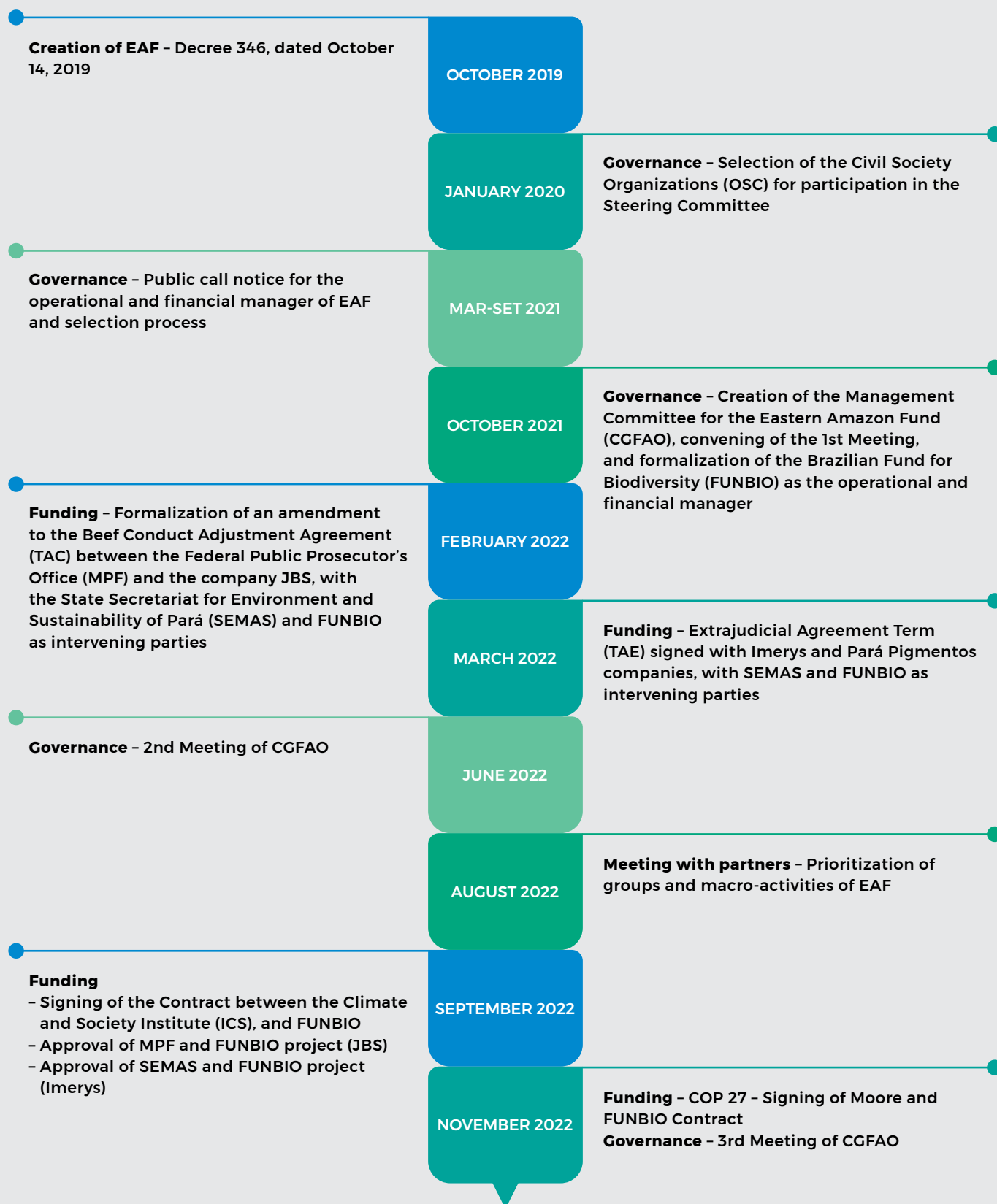
2 MAP

STATE OF PARÁ

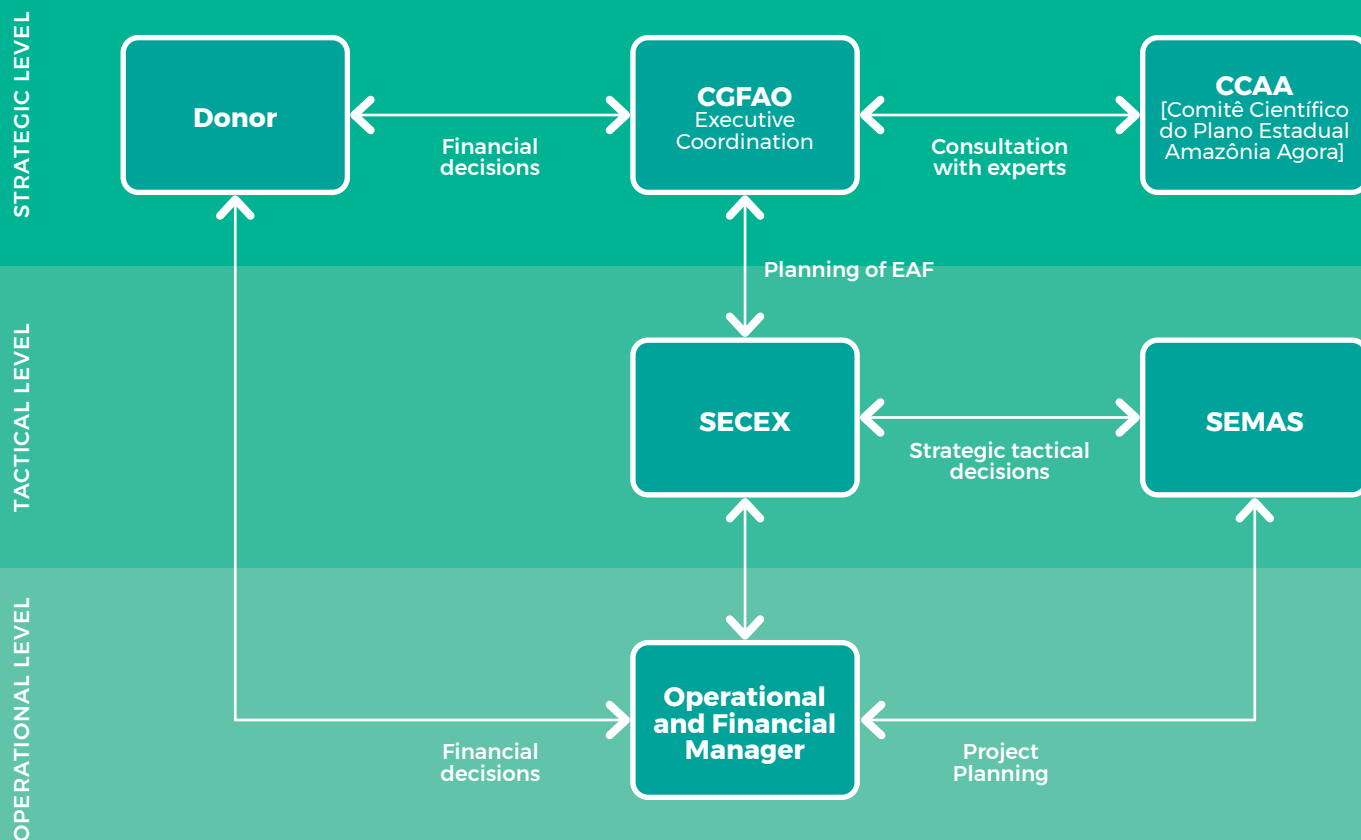
**1,25
MILLION
KM²**



3 TIMELINE



4 GOVERNANCE



The **governance of EAF** has been designed to ensure the swift performance of projects, based on effective, efficient, and result-oriented procedures. For this purpose, a dedicated governance and management structure has been designed to establish flows, decision categories, and forums for discussion. Part of this governance structure incorporated the legal provision for the establishment of EAF, adding significant levels of decision-making that encompass strategic, tactical, and operational aspects.



Within this context, and to enable the performance of the necessary set of activities across different types of operations within existing bodies, three levels of assignment have been defined. These levels vary in terms of the extent of detail of the actions involved and how each planning influences the overall outcome of the decision-making framework of the operational and financial framework.

Additionally, the levels of assignment present a differentiation between advisory and resolute functions. Each level of assignment has bodies responsible for decision-making regarding financial and technical planning. The complete description of each of the bodies can be found in the Operational Project Manual (MOP).

STRATEGIC LEVEL

Responsible for the planning of long-term actions, including decision-making that influences the goals, objectives, and procedures of the financial and operational framework. Its functions are linked to a high degree of complexity and responsibility involved in the strategies of action defined for EAF.

It is the responsibility of the CGFAO to assess the planning and to propose and resolve on the procedures, goals, guidelines, criteria, and strategic policies, as well as to oversee and guide the performance and project acquisition of EAF. Furthermore, it oversees and assesses the documents and performance reports of FUNBIO regarding the funds raised, with the aim of ensuring the attainment of set goals.

Together with the CGFAO at the strategic level, donors are present, including the OCSs, bilateral and multilateral agencies, as well as national and international organizations and companies. In turn, donors oversee the performance of projects they support, actively engaging in the financial strategic planning carried out by the Operational and Financial Manager and approved by the CGFAO.





Photo: Bruno Cecim

TACTICAL LEVEL

In charge of planning medium-term actions, making decisions that align with the strategic-level directives, and translating the vision, mission into goals, as well as significant indicators for measuring projects implemented through the financial and operational framework.

At the tactical level, FUNBIO takes on the role of the Executive Secretariat (Secex), which is the body responsible for facilitating the implementation of activities aimed at achieving project objectives. Moreover, it oversees the planning, performance, monitoring, and assessment of projects and their implementers, ensuring compliance with established processes, workflows, and regulations. Secex directly interacts with SEMAS at the tactical level, where the development of medium-term action



plans is established to ensure the fulfillment of strategic-level directives.

SEMAS also bears the responsibility of overseeing and monitoring EAF projects in the long run, in close collaboration with the Operational and Financial Manager. Furthermore, when the lines of action and supported activities involve other public agencies, SEMAS plays a crucial role as an integration bridge for the implementation of public policies and coordination with other government entities.

OPERATIONAL LEVEL

Responsible for the implementation of short-term actions within predefined models and standards, ensuring the performance of projects linked to EAF's areas of action.

The role of operational and financial manager of EAF is carried out by FUNBIO. This entity is responsible for raising, receiving, managing, executing, and accounting for the funding allocated to EAF. It is also responsible for the procurement and contracting of goods and services as planned, as well as for the development, publication, and selection of project calls, in addition to the assignments listed in the MOP, all aimed at achieving the objectives of EAF.

Photo: ASCOM/SEMAS



5 MEMBERS

The **CGFAO** brings together 7 members under the presidency of the Governor of the State of Pará, along with one invited member from the Forum on Climate Change and Adaptation of Pará (FPMAC/PA). The CGFAO is the resolution body aimed at the strategic decision-making of EAF, responsible for setting guidelines and priority areas for the allocation of funding resources.

The formation of the CGFAO was prescribed in Decree No. 246/19, with the civil society selection conducted in the same year, in accordance with Public Notice No. 01, issued on 11/25/2019.

In 2022, the formation of the GCEAF was established, comprising the following representatives:

PRESIDENT

HELDER ZAHLUTH BARBALHO
Governor of the State of Pará

VICE PRESIDENT

JOSÉ MAURO DE LIMA O'DE ALMEIDA
Secretary of State for Environment and Sustainability

GOVERNMENT SECTOR

JOSÉ MAURO DE LIMA O'DE ALMEIDA (principal)
WENDELL ANDRADE (deputy)
State Secretariat for the Environment and Sustainability

HANA SAMPAIO GHASSAN

As from June 2022:
IVALDO RENALDO DE PAULA LÊDO (principal)
BRENDA RASSY CARNEIRO MARADEI (deputy)
State Planning Secretariat (SEPLAD)

KARLA LESSA BENGTON

(principal)
GRACIALDA COSTA FERREIRA (deputy)
Institute of Forest Development and Biodiversity of the State of Pará (IDEFLOR-Bio)

BRUNO YOHEIJI KONO RAMOS

(principal)
SOCRATTES MARTINS ARAÚJO DE AZEVEDO (deputy)
As from November 2022:
YNGRID HENRIQUE TAVARES RODRIGUES SANTA (deputy)
Pará State Land Institute (ITERPA)

JOSÉ FERNANDO GOMES JUNIOR

(principal)
ANADELIA DIVINA SANTOS (deputy)
State Secretariat of Economic Development, Mining, and Energy (SEDEME)

PRIVATE SECTOR

JOSÉ OTÁVIO D'ACOSTA PASSOS (principal)
KAREN PIRES DE OLIVEIRA (deputy)
The Nature Conservancy (TNC Brasil)

MARCELLO BRITO (principal)

As from August 2022:
EDUARDO BRITO BASTOS (principal)
EDUARDO DAHER
As from August 2022:
GRACIE VERDE SELVA (deputy)
Brazilian Agribusiness Association (ABAG)

INVITED MEMBERS

RONALDO NUNES RAMOS AMANAYÉ (principal)
LUIZ CARLOS DE OLIVEIRA SOUZA (deputy)
Forum on Climate Change and Adaptation of Pará (FPMAC/PA)



6 EASTERN AMAZON FUND (EAF)

EAF is a private financial and operational framework of Pará, which is part of a set of strategies for implementing state policies to combat deforestation, promote restoration, sustainable production, and environmental conservation. Its primary guiding document is the PEAA, a public policy focused on sustainable economic development and the fight against deforestation.

The PEAA is one of the sectoral policies related to the PEMC/PA¹, specifically addressing land use change. Launched on August 3, 2020, through Decree No. 941, the PEAA aims to achieve a reduction of at least 37% in greenhouse gas emissions from deforestation and land use conversion by 2030, and a reduction of 43% by 2035.

¹ Ordinary Law No. 9,048, of April 29, 2020.



To achieve this goal, the PEAA primarily aims to enhance land use efficiency through management and control measures; foster the regularization of rural properties; combat deforestation and wildfires; and establish environmental funding frameworks to support sustainable activities and reduce greenhouse gas emissions. Moreover, it has three interdisciplinary pillars, which are: communication, data transparency, and collaborative management; infrastructure and logistics for sustainable development; in addition to information technology, innovation, and scientific research.

AMAZON NOW STATE PLAN (PEAA)

DECREE NO. 941, DATED AUGUST 03, 2020

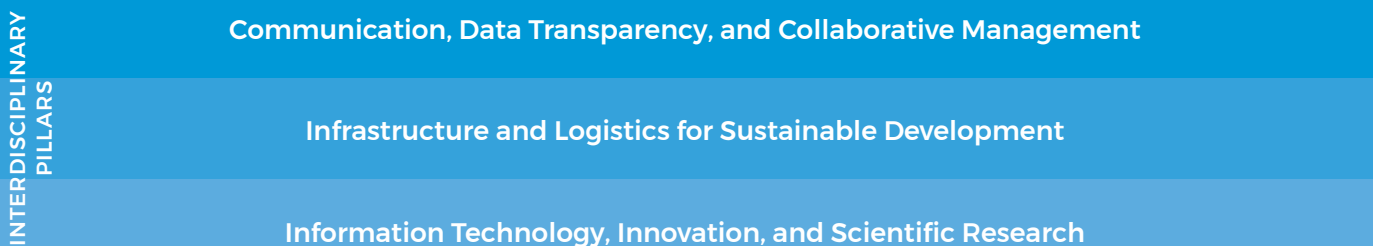
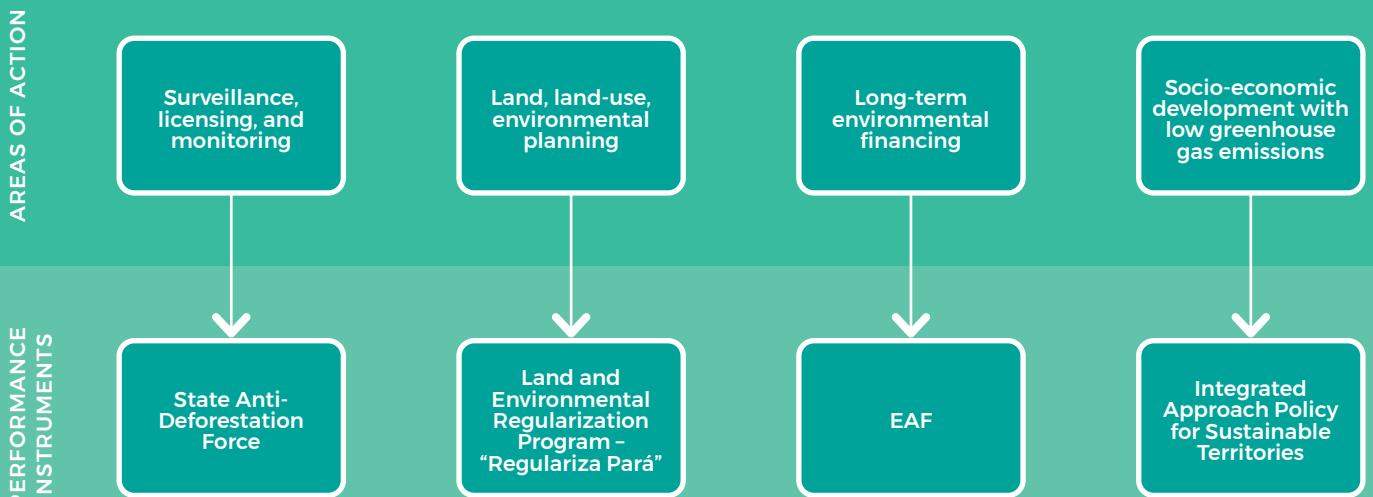


FIGURE 1 – Areas of action of the Amazon Now State Plan (PEAA)





Photo: Alexandre Ferrazoli

Constituted as a revolving fund, **EAF has 15 funding pillars, with one pillar dedicated to open up to other possibilities not previously envisaged, provided they are approved by its Steering Committee [...]**

For the long-term environmental financing axis, a strategy based on public-private collaboration has been devised, aiming to strengthen public policies and social initiatives through a privately funded fund with public governance, known as EAF. Its initial concept was launched in 2019 through Decree No. 346. This framework is part of a fund ecosystem in Pará, consisting of both public and private financial frameworks that provide different responses to the socio-environmental demands of the state.

Constituted as a revolving fund, EAF has 15 funding pillars, with one pillar dedicated to open up to other possibilities not previously envisaged, provided they are approved by its Steering Committee and are in synergy with its two general objectives, which are: sustained reduction of illegal deforestation and greenhouse gas (GHG) emissions in the Pará territory; and/or achievement of goals set forth in the public policies for environment and development of the State of Pará.

The framework was initially conceptualized by the Government of Pará; however, the design of its structure, modes of operation, and prioritization proposals were delegated to a formally selected private operational and financial manager, currently under the responsibility of FUNBIO.



6.1 STRUCTURING OF EAF

In 2021, the Government of the State of Pará, through SEMAS, released the Public Notice 001/2021, derived from the DPC/SEMAS Notice No. 001/2021, for the selection of a civil society organization to act as the operational and financial manager of EAF, in a widely announced process.

The selection process was widely announced and consisted of three different assessment phases:



A total of five (5) civil society organizations participated in the selection process.

All the organizations had their documentation and proposals assessed by professionals with notorious knowledge, invited to compose the technical chamber, who were responsible for assessing the documents and proposals.

LIST OF ASSESSORS	INSTITUTIONS
ANA CLÁUDIA DUARTE CARDOSO	Full professor at the “Universidade Federal do Pará” (UFPA, Federal University of Pará)
BRENDA RASSY CARNEIRO MARADEI	Director of the State Planning Secretariat (SEPLAD)
CRISTINA RODRIGUES DE MELO ORPHEO	Socioenvironmental Institute (ISA)
JOSÉ CARLOS DOS SANTOS DAMASCENO	State Secretary of Finance
JOSÉ OTÁVIO D’COSTA PASSOS	Executive Officer of TNC Brasil
MÁRIO PRESTES MONZONI NETO	Fundação Getúlio Vargas
ROGÉRIO STUDART	Senior Fellow at the Brazilian Center for International Relations (CEBRI)



FUNBIO was selected as the operational and financial manager of EAF.

Based on the selection outcome, the Cooperation Agreement SEMAS No. 006/21, dated 10/11/21, was signed. The agreement's purpose is the continuous and permanent activity of Operational and Financial Management of EAF, aiming to achieve the objectives of the fund as a private collaboration strategy for financing environmental and sustainable development public policies in the State of Pará.

Thus, FUNBIO assumed the role of operational and financial intermediary between funders/donors and beneficiaries/projects to achieve the strategic objectives defined by the EAF governance. That is, it acts as an entity that is empowered to raise and manage funding, and is responsible for assisting SEMAS in the coordination and operationalization of the activities associated with EAF.

The agreement has a period of five years, from the date of its signature, up to the limit of fifteen years, upon the conclusion of an amendment, except for the possibility of an extension that protects the public interest, provided for in a specific standard. Among the responsibilities of FUNBIO is the presentation of technical and financial reports, through annual accounts, which is submitted to the analysis and assessment of the CGFAO.

6.2 STRENGTHENING OF EAF

In 2022, EAF solidified its governance structure, enhancing the engagement of its members and establishing clear rules and procedures.

After the institutional formalities were completed, the representation of the members of each of the bodies was put into effect in October 2021, when the members were formally sworn in and the first meeting of the CGFAO was held. In addition to the solemn opening meeting of the activities, FUNBIO was introduced as the operational and financial manager of EAF, and the first donation pledge to the fund was signed by the ICS.



INVESTMENT PRIORITY IN THE PERIOD 2022-2024:

→ **PRODUCTIVE RECOVERY OF TERRITORIES**

→ **LAND, ENVIRONMENTAL, AND SANITARY PLANNING FOR SUSTAINABLE PRODUCTION**

→ **PROMOTION TO THE BIOECONOMICS**



Photo: ASCOM/SEMAS

During this meeting, priorities for the first phase of the EAF performance were also elected, identifying three key investment themes within its areas of action for the 2022-2024 period. Since 2021, the efforts of all partners have been focused on structuring and strengthening EAF, ensuring the governance flows that have enabled the establishment of a long-term framework. For this, the priorities listed by the CGFAO and SEMAS were observed, with special attention to the short, medium, and long-term goals.

As a new initiative, FUNBIO, in collaboration with SEMAS, held bilateral meetings with each of the CGFAO members. The meetings aimed at presenting the framework, its objectives, and expectations. With that, the members were able to gain access to all the information, clarify doubts, and engage in meetings with a clearer understanding of the entire process.

At the second meeting of the CGFAO held on June 1, 2022, two structuring documents were approved: The MOP, which contains the information and basic rules necessary for the performance of EAF; and the internal regulations of the CGFAO, a document that establishes the operating rules of the Steering Committee.



PRIORITIES PER SUPPORT PILLAR	PRIORITY GROUPS	MACRO ACTIVITIES
PROMOTION OF THE BIOECONOMY	INDIGENOUS PEOPLES	<ul style="list-style-type: none"> - Research and Innovation - Genetic Heritage - Production chains (cocoa, acai, fish, oils, rubber, chestnut, and cassava) - Associated traditional knowledge - Cultural heritage - Sustainable business
	QUILOMBOLAS	
	FAMILY FARMERS	
	EXTRACTIVE COMMUNITIES	
PRODUCTIVE RECOVERY OF TERRITORIES	INDIGENOUS PEOPLES	<ul style="list-style-type: none"> - Seeds and saplings - Training and technical assistance - Credit and payment for environmental services - SAF
	QUILOMBOLAS	
	FAMILY FARMERS	
	UNITS OF CONSERVATION	
SUSTAINABLE PRODUCTION	FAMILY FARMERS	<ul style="list-style-type: none"> - Technical Assistance - Credit - Environmental, land, and zoophytosanitary regularization - Agroindustry - Cultural heritage - Market access
LAND, ENVIRONMENTAL, AND SANITARY PLANNING	INDIGENOUS PEOPLES	<ul style="list-style-type: none"> - Analysis of CAR and land titling - “Regulariza Pará” Program (SEMAS/ ITERPA)
	QUILOMBOLAS	
	FAMILY FARMERS	

TABLE 2 - Priority groups and macro activities of EAF

As part of the EAF structuring process, meetings and alignments were conducted in 2022 led by FUNBIO and SEMAS, with the support of partners (TNC, IPAM, and IDB), to develop a detailed breakdown of the groups and prioritize macro activities that will guide the fundraising strategy of the fund. This prioritization has guided the fundraising efforts for EAF pursued by FUNBIO and SEMAS.

This increased level of detail is crucial for defining the scope of action and objectives to be pursued, as well as for prioritizing the funding sources to be addressed. These collaborative analyses have been assisting in the construction of EAF’s strategic operational planning.





Photo: Alexandre Ferrazoli

6.3 TECHNICAL AND FINANCIAL REPORTING

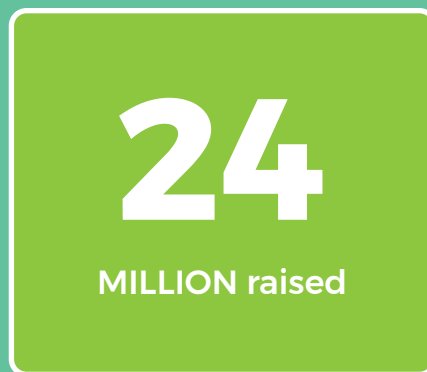
As the operational and financial manager of EAF, FUNBIO is required to regularly submit technical and financial reports on the activities carried out at the end of each fiscal year. Given that the activities of EAF effectively started in 2022, with the development of strategic documents, planning, and fundraising, the first technical report encompasses the last two months of 2021 and the year 2022.

To avoid a significant time gap between the information, it was agreed that FUNBIO would provide a summary of activities to the CGFAO on a semi-annual basis and an annual consolidated report. In addition to these activities and in compliance with specific donor overseeing rules, the possibility of adopting negotiated deadlines and content within the scope of implementation agreements was foreseen. Currently three contracts require specific reporting: TAC JBS, ICS and Gordon and Betty Moore Foundation.

As EAF strengthens its position among national and international donors and supporters, there is a growing anticipation for the complete adoption of the EAF's rules, deadlines, and procedures.



7 GOALS

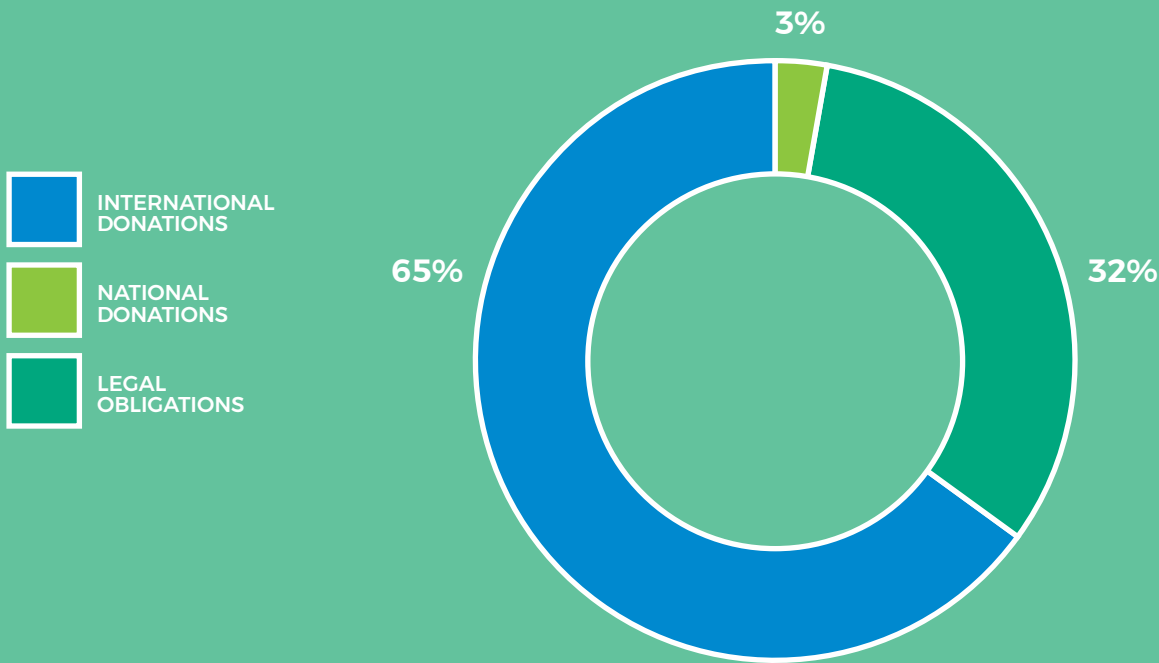


EAF has made remarkable progress, delivering significant results during the year 2022 (see results map). Numerous activities were carried out, and actions were taken to **strengthen the consolidation of the fund as a private financial framework for financing environmental policies in the state of Pará.**

Currently, EAF has a portfolio of around BRL 31.2 million, split among 4 projects, with funding coming from both donations and legal obligations. This demonstrates the fundraising potential, which goes beyond voluntary funding and expands the possibilities of using funds from legal obligations, which can arise from the conduct adjustment commitment as well as compensatory measures related to environmental licensing, permits, among others.



RAISED VALUES



There is significant potential that, if properly structured, it can enhance financial support for public policies, providing short-term responses. With this, it is possible to further expand efforts in long-term structural actions.

Therefore, in a little over a year of operation, EAF has successfully secured short-term and medium-term projects with different funding levels, and the results of these projects will be visible in 2023. One example is the Data Center Modular Outdoor, which is a valuable and important acquisition for CAR 2.0 and a key component of SEMAS's digital transformation strategy. The Data Center was made viable as a digital solution to support SEMAS' information technology needs. Its funding was achieved through a combination of resources from the JBS TAC and the Imerys TAE, highlighting the flexibility



The year **2022** also witnessed **advancements in partnering and collaborating with stakeholders** to design **new capitalization strategies** and establish **new support networks**

offered by the framework to achieve the desired results of the PEAA.

In 2022, EAF also focused on enhancing its visibility among institutional, bilateral, and multilateral partners and donors. Through the contract signed with the ICS, aimed at structuring the fund and enhancing its fundraising capacity, communication materials were developed. SEMAS and FUNBIO presented these products at COP 27, which took place in Egypt in November 2022. Furthermore, they are being widely disseminated among partners.

The trust placed in the framework and the visibility achieved at COP resulted in the signing of the project Conservation and Sustainable Production in New Protected Areas in Pará - Quilombola Territories, funded by the Gordon and Betty Moore Foundation. This significant project garnered widespread media coverage and was featured in national newspapers.

The year 2022 also witnessed advancements in partnering and collaborating with stakeholders to design new capitalization strategies and establish new support networks. Based on an opportunity presented with the IDB, a pilot project known as Payment for Environmental Services (PSA) was designed and submitted. This project, in collaboration with TNC, aims to serve as a PSA pilot program in the state of Pará, in alignment with the





Photo: ASCOM/SEMAS

Sustainable Territories platform. The project is currently under analysis by IDB.

Furthermore, another significant milestone was achieved in EAF: the structuring of prospecting priorities for the short and medium term, which will guide the fundraising efforts. These priorities were defined through a series of meetings and discussions held in 2022, with the aim of mapping and prioritizing available funding sources, as well as prioritizing funding pillars, groups, and macro activities. The process was carried out with SEMAS and involved the participation of TNC, IPAM, and IDB. The results of this prioritization were presented and validated by the CGFAO during the November 2022 meeting.

The success of these achieved results is closely related to the collaboration developed between SEMAS and FUNBIO. The teams are aligned and working together to achieve the best results. There is a joint learning curve, which allows the improvement of the framework and the partners institutions. The continued maintenance of alignment in this collaboration and joint effort are essential for the successful advancement of the framework and the beneficial outcomes of the supported public policies.



SHORT-TERM GOALS TRACKING












GOAL				
	Development of the Operational and Financial Management Manual for EAF	Development of the EAF Communication Plan	Development of the Fundraising Plan	Investment Plan
STATUS	MOP developed and approved at the CGFAO Meeting in June 2022	Development of communication materials for COP 27 Communication strategy foreseen at Imerys TAE	Planning and mapping of opportunities, priorities, and fundraising proposals were carried out	Conservative investment with a strategy being developed in accordance with the expansion of funding and donor guidelines
				
GOAL	Capitalization of funding	Development of a project for Environmental Quality and Sustainable Logistics, with a budget of up to USD 5 million	Development of a project focusing on sustainable production, with a budget of USD 10 million	Development of a project of up to USD 50 million
	New strategies are being developed, taking the opportunity of the Belém COP into consideration	Quilombolas TAC JBS TAE Imerys ICS PSA/IDB	Amazon Fund Living Forest GFC AMABIO	IDB Technical Cooperation USD 30 to 45 million
GOAL				
	Selection of projects from civil society	Selection of projects originating from state and municipal governments	Development of a Project Bank for the EAF-funded projects	
STATUS	Call for projects envisaged in the Moore Project	Digital transformation of SEMAS TAC of JBS Data Center and Environmental Restructuring System	Under development strategies and planned consultants	





Photo: Alexandre Ferrazoli

Therefore, in addition to the **goals set out in the Cooperation Agreement**, it is important that the **overall progress of the activities is assessed**, which involves **internal and external structuring**.

A large portion of the goals have been achieved or are currently in progress. However, in order to ensure effective capitalization of EAF, it is crucial to establish priorities for available resources and funding sources, as well as a phased timetable that considers both the demands of funders and the state agency's capacity for absorption. This initial phase is critical to the future development of actions and therefore must be successful.

Therefore, in addition to the goals set out in the Cooperation Agreement, it is important that the overall progress of the activities is assessed, which involves internal and external structuring. At this phase, the partners and funders closely oversee the activities, assessing the development and delivery capacity, which can then pave the way for the recognition of the framework, as well as expanding the possibilities of new acquisitions and long-term projects.

Some of the goals outlined in the Cooperation Agreement were also established as conditions for the donation from the ICS. With the fulfillment of these conditions and the development of a detailed project, it was possible to secure the financial contribution.



8 PROJECTS

During **2022**, **EAF secured** and **began implementing several projects.**

Below is a **concise overview of each one.**

8.1. PROJECT CAR 2.0 PHASE 1 – DIGITAL TRANSFORMATION

SOURCE OF FUNDING:

TAC signed between the MPF and JBS S.A., also known as “Beef Conduct Adjustment Agreement”

PERIOD:

15 months

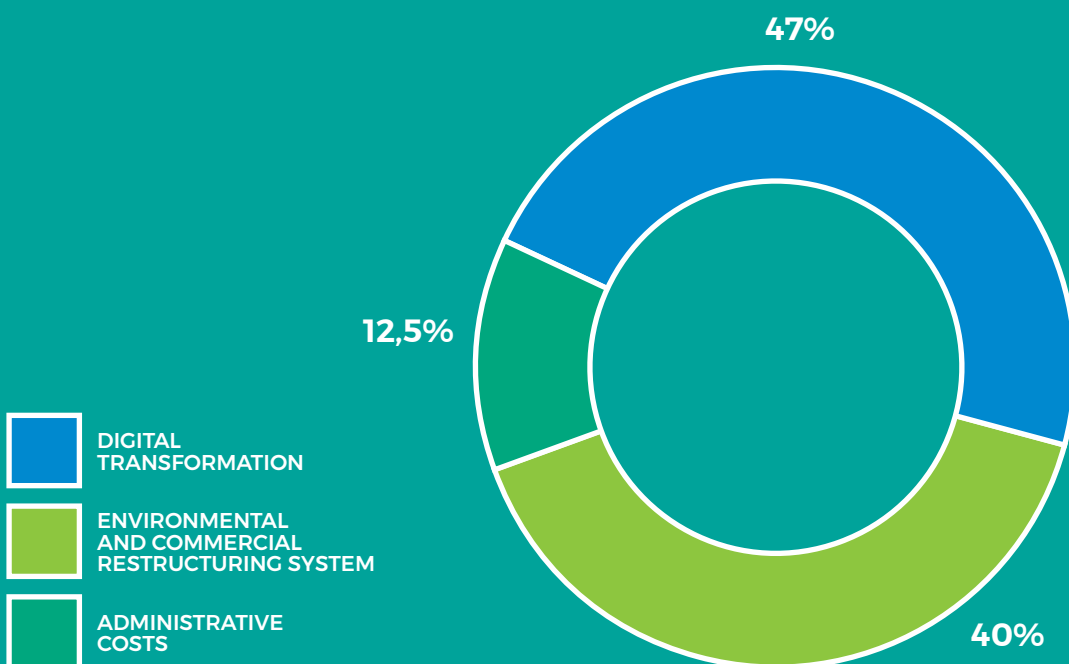
START OF PERFORMANCE:

September 2022

TOTAL AMOUNT:

BRL 5 million

JBS TAC



On February 14, 2022, the Federal Public Prosecutor's Office (MPF) formalized an amendment to the TAC with JBS S.A., also known as "Beef Conduct Adjustment Agreement", which has as intervening parties SEMAS and FUNBIO.

The commitment stipulated the allocation of 5 million Brazilian reais to EAF through FUNBIO, its managing entity. The allocation was established in the instrument itself, which outlined the following provisions:

- 1 million reais for the cost of the development, implementation, or adaptation of an auditable, public, transparent, and accessible system via the Internet, aimed at the rehabilitation of rural properties related to illegal deforestation, which will be accepted by the MPF for the purposes of compliance with the socio-environmental criteria of the Beef Conduct Adjustment Agreement;
- 4 million for the development and implementation of the CAR 2.0 project, designed by SEMAS to automate and speed up the analysis of the Rural Environmental Registry.

After the formalization of the document, meetings were held with the SEMAS team to assess the activities that would be necessary, considering the provisions of the TAC and the priorities identified by the CGFAO. The proposal concept was presented during the CGFAO meeting on June 1, 2022, and the following day it was approved by the MPF, endorsing the project's concept.

The project aims to support the implementation of the CAR 2.0 system and the restructuring of small-scale producers. For this purpose, two components have been planned, which aim to achieve the digital transformation of SEMAS through an integrated digital solution for data storage systems, as well as the development of an environmental and commercial restructuring system for small-scale producers involved in the livestock chain in the state of Pará.

Considering that the digital transformation proposal included a contractual modality known as Turnkey²

² Turnkey contracting is a hiring model in which the selected company takes on full responsibility for the entire service, where the architecture and/or engineering design covers all stages of a project, from its development to the delivery of the finished facility ready for operation.



and given that the prices of computer products, especially for system development, are high, a financial composition involving another funding also directed to EAF was envisioned. As a result, there was a restructuring of the initially proposed values, and the equipment acquisition was structured to be supported by resources from the TAC with JBS and funding associated with the TAE, signed between the Attorney General's Office of the State of Pará (PGE-PA) and SEMAS with the company Imerys Rio Capim Caulim S/A ("Imerys TAE").

The proposal details were designed in collaboration with the SEMAS teams, and the final version of the project was submitted to the MPF on August 18, 2022, receiving no objections on September 2, 2022. After that date, the performance activities commenced, which included the development of a terms of reference, dissemination, and selection for the digital solution.

The procedures, operational costs, and governance established for the project's performance adhere to the EAF's guidelines, as stated in the MOP.

8.1.1 COMPONENT 1 EQUIPMENT AND ADAPTATIONS

The first component aims to acquire a "Modular Outdoor Data Center," facilitating the implementation of the preparatory phase of the CAR 2.0 Project, to be installed at the Guamá Science and Technology Park (PCT Guamá). This entails the procurement of an integrated solution that aligns with the requirements of SEMAS' digital transformation project, specifically addressing the IT infrastructure needs that will support various environmental digital platforms.

The procurement process for the integrated solution was designed using a Turnkey model, whereby the company will supply all the required resources and deliver a fully operational solution, including the necessary civil adjustments for the installation of the Data Center and ongoing maintenance of the solution.



FUNBIO took charge of overseeing the procurement process, ensuring that it was widely publicized to attract a large number of interested suppliers who were willing to submit their proposals. As part of the process, a mandatory technical visit was conducted at the installation site of the Data Center, which was designated by SEMAS as the PCT Guamá. Five companies attended the visit, but only two of them submitted proposals.

The winning company had its legal and financial eligibility documents reviewed by FUNBIO, and it met all the minimum requirements for eligibility. The technical analysis was carried out by the team from the Information Technology Directorate (DTI/SEMAS), which evaluated the submitted proposal and confirmed that all the technical requirements outlined in the approved technical specification were met in the proposal.

The outcome of the company selection process was published on the FUNBIO website and is available on the EAF's page.

The complete installation of the data center, including all the activities necessary for its operation, will take place in 2023. After the complete installation of the equipment, the company will provide support for 36 months.

8.1.2 COMPONENT 2 ENVIRONMENTAL AND COMMERCIAL RESTRUCTURING SYSTEM

The environmental and commercial restructuring system is a commitment made by SEMAS to the MPF as part of the strategy designed to address livestock activities in rural properties without environmental regularization. Among the various activities outlined for the restructuring of properties, the system serves as a way to streamline procedures and ensure transparency in the activities carried out.

Initially, a standalone system was considered, but SEMAS has been working on the design of a platform linked to the Sustainable Territories Program with the aim of converging different programs operating in rural areas.



Given this scenario, it was decided to develop a module with the capability to integrate with the Sustainable Territories Platform.

The design of the system, through an integrated module, will allow small-scale producers to undergo environmental and commercial requalification. In addition, this initiative allows for direct integration with other programs and projects within the platform, providing significant operational advantages for the data already processed by the platform.

However, before the specification development for hiring the service was prepared, the SEMAS team had to dedicate itself to creating the procedures and flows that will support the system. For this reason, in 2022, efforts were focused on two fronts prior to integrating this system as a module in the platform:

- The completion of the Sustainable Territories Platform, which aims to enhance the low-carbon economy in the state of Pará. Its launch took place on 09/24/2022, in Belém.
- The design of the workflow for the environmental requalification tool for small producers in Pará, with the involvement of different partners.

The next step is to structure the TdR for the hiring of a specialized company to develop the module, considering the following criteria: available funding; source code (of the PRA System adaptation module); minimum requirements that the module must have to address not only the supply chain issue of JBS but also the livestock sector in PA; in addition to replicability and synergy with other systems. Based on the TdR, FUNBIO will proceed with the necessary procedures for the procurement process.



PERIOD – 01/01/2022 TO 12/31/2022

BUDGETED AMOUNT	PERFORMED (CURRENT PERIOD)	ACTUAL BALANCE	COMMITTED BUDGET	ESTIMATED	ESTIMATED AVAILABLE BALANCE
DIGITAL TRANSFORMATION					
2.374.000,00	–	2.374.000,00	–	2.374.000,00	–
ENVIRONMENTAL AND COMMERCIAL RESTRUCTURING SYSTEM					
2.000.000,00	–	2.000.000,00	–	–	2.000.000,00
OPERATING EXPENSES					
500,00	948,42	448,42	–	–	448,42
OPERATING EXPENSES					
500,00	–	500,00	–	–	500,00
MANAGEMENT FEE					
625.000,00	174.583,20	450.416,80	–	–	450.416,80
TOTAL					
5.000.000,00	175.531,62	4.824.468,38	–	2.374.000,00	2.450.486,38



8.2 DIGITAL TRANSFORMATION, COMMUNICATION, AND TRANSPARENCY PROJECT

SOURCE OF FUNDING:

TAE signed between the State Government and Imerys and Pará Pigmentos companies

PERIOD:

3 years

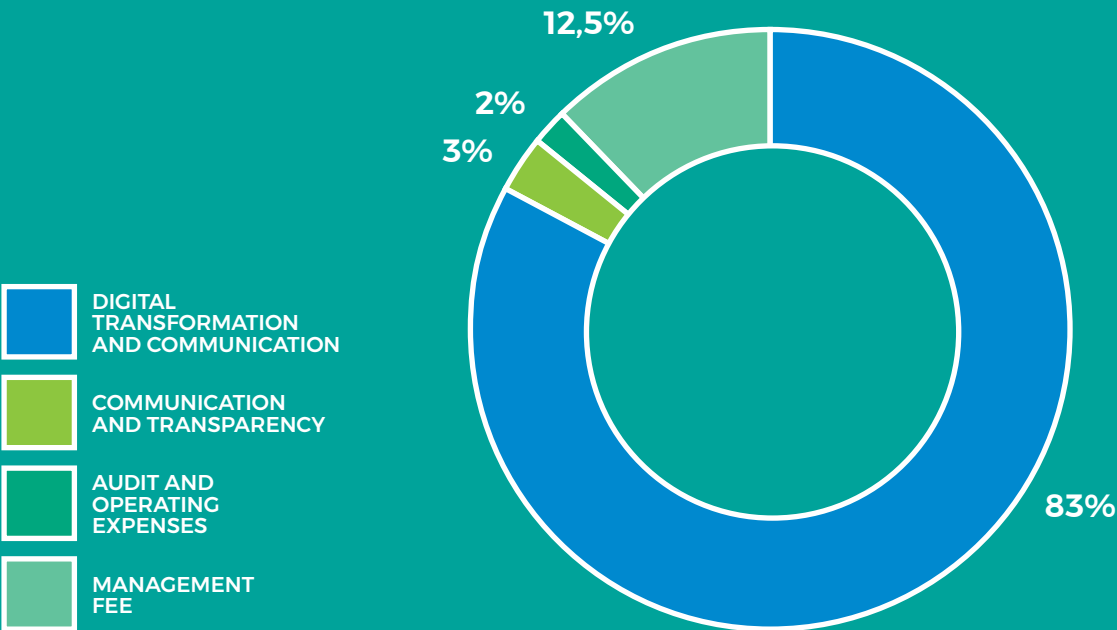
START OF PERFORMANCE:

September 2022

TOTAL AMOUNT:

BRL 5 million

IMERYS AND PPSA TAE



On March 31, 2022, the Government of the State, through the State Attorney General's Office of Pará (PGE-PA) and SEMAS, entered into an agreement (TAE) with Imerys Rio Capim Caulim S.A. (IRCC) and Pará Pigmentos S.A. (PPSA), with FUNBIO as intervening party, as the managing entity of EAF. As part of the legal obligations, an amount of five million reais was allocated to EAF to support public policies on environment and local development in Pará, in alignment with the fund's priority areas of action.

In response to the demand, institutional priorities were identified in collaboration with SEMAS representatives, which align with the PEAA and the established priorities for EAF. One of the approved areas of action by the EAF Steering Committee (CGFAO) is land, environmental, and sanitary planning for sustainable production, which includes the design of a system known as CAR 2.0 as one of its strategies.

Given that SEMAS already has the necessary funding for the design of the new system that will operate on the CAR 2.0 platform, the need for the digital transformation of SEMAS was identified, as explained in the previous item, through the provision of the necessary infrastructure for system processing and information security.

Given the characteristics of the contract, a financial composition involving the funding from the TAE and the funds from the TAC with JBS was envisaged. As a result, the acquisition of the Data Center is being carried out through two sources of funding, one coming from the TAE and the other part through the TAC signed between the MPF and the company JBS S.A., within the scope of the Beef Conduct Adjustment Agreement which involves SEMAS and FUNBIO as intervening parties.

Complementing the actions within the framework of this project, a second component was designed, aimed at supporting the interdisciplinary pillars of the PEAA, focused on "Communication, Data Transparency and Collaborative Management". As a result, the project will also support the strengthening of the EAF through communication activities.



8.2.1 COMPONENT 1

DIGITAL SOLUTION

The first component of the project aims to allocate funding for the acquisition of a Data Center Modular Outdoor to support the implementation of the preparatory phase of the CAR 2.0 Project, as described earlier.

Considering the difference in the contract durations of the JBS TAC (15 months) and the Imerys TAE (3 years), the payments will be deducted first from the JBS TAC and then from the Imerys TAE, in order to exhaust the contracts within their respective periods of validity.

The remaining funding will be allocated to the acquisition of IT hardware as determined by SEMAS. The procurement process will commence after the initial delivery of the data center, as any potential issues during the data center delivery can be covered by the existing funding, ensuring the smooth implementation of the digital transformation process.

8.2.2 COMPONENT 2

COMMUNICATION AND TRANSPARENCY

The second component aims at developing communication and transparency tools that contribute to a greater visibility of the information and activities developed within EAF. For this, a communication strategy will be developed for EAF, in addition to the development of actions to support public recognition of the framework.

The hiring of the consulting company and the subsequent performance of communication actions are pending directives from SEMAS regarding the strategy to be adopted.



IMERYS AND PPSA TAE

PERIOD – 01/01/2022 TO 12/31/2022

BUDGETED AMOUNT	PERFORMED (CURRENT PERIOD)	ACTUAL BALANCE	COMMITTED BUDGET	ESTIMATED	ESTIMATED AVAILABLE BALANCE
DIGITAL TRANSFORMATION AND COMMUNICATION					
4.148.000,00	957,00	4.147.043,00	–	4.026.000,00	121.043,00
COMMUNICATION AND TRANSPARENCY					
150.000,00	–	150.000,00	–	–	150.000,00
OPERATING EXPENSES					
2.000,00	–	2.000,00	–	–	2.000,00
AUDITING					
75.000,00	–	75.000,00	–	–	75.000,00
MANAGEMENT FEE					
625.000,00	119.047,62	505.952,38	–	–	505.952,38
TOTAL					
5.000.000,00	120.004,62	4.879.995,38	–	4.026.000,00	853.995,38



8.3 STRENGTHENING OF EAF

SOURCE OF FUNDING:

Instituto Clima e Sociedade (ICS)

PERIOD:

18 months

START OF PERFORMANCE:

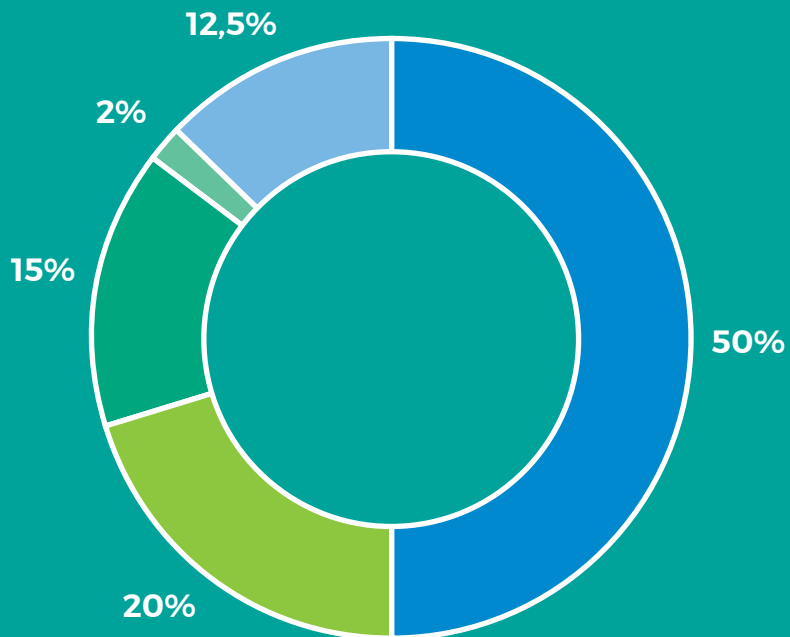
September 2022

TOTAL AMOUNT:

BRL 1 million

ICS

—



Created through a collaboration between the ICS and SEMAS, with the goal of strengthening and promoting EAF, this project aims to establish a robust fundraising strategy, focusing on defined priorities to support the key public policies prioritized by EAF. Structured in three components, which interact with each other, the project was designed to leverage EAF, through support that ensures institutional strengthening activities, communication, and public transparency, as well as the development of strategies for action and projects at the practical level.

8.3.1 COMPONENT 1 STRENGTHENING OF EAF

The first component was designed to support the consolidation of the EAF's governance and structure communication actions. As a fund still in the process of being structured, it is important to develop communication and transparency tools that contribute not only to greater visibility of the fund but also to the availability and access to existing information. In addition, the component also includes travel expenses that enable the holding of fundraising and/or institutional meetings of the CGFAO.

To promote EAF as an innovative private framework for the PEAA implementation, important communication materials were developed in 2022 to consolidate the concept of EAF among society. The following products were achieved:

- EAF's visual branding
- Folders and banners
- ▶ **EAF's corporate video**
- *Landing page*, with the main EAF information:
 - ▶ **www.fundoamazoniaoriental.org.br**
(Portuguese version)
 - ▶ **www.easternamazonfund.org.br**
(English version)





Photo: ASCOM/SEMAS

All the contracts strictly followed the procedures established in the EAF's Procurement Manual [...]

All the contracts strictly followed the procedures established in the EAF's Procurement Manual, and the deliveries were made according to the specified requirements in the contracting documents. These materials were presented by SEMAS at COP 27, which took place in November 2022 in Egypt.

The component also provided support for the holding of the third meeting of CGFAO, providing per diems for the presence of the representative from the Pará Forum on Climate Change, currently represented by the Federation of Indigenous Peoples of Pará (FEPIPA). Furthermore, the support for holding the CGFAO meetings will continue in 2023.



8.3.2 COMPONENT 2 PROJECT OFFICE

The second component initiates a process of structuring a project office with the aim of streamlining the effort of prioritization, planning, and project development. For this purpose, the component foresees the hiring of consultants with the necessary experience in project development, focusing on actions aimed at reducing greenhouse gas emissions, with subsidies provided by SEMAS.

The first effort was made in defining the scope for the hiring of a consulting company that will support the development of a project to be submitted to the Brazilian Development Bank (BNDES) through the Amazon Fund. Based on the necessary definitions, the TdR will be published to hire a consulting company specialized in development of fundraising projects.

8.3.3 COMPONENT 3 STATE SEED HARVESTING STRATEGY

The third component aims to develop the strategy for the harvesting and commercialization of native seeds in Pará. Besides the development of the strategy, it also aims to install a demonstrative unit of seed harvesting and commercialization in a traditional community in the state of Pará, to be selected. The DPC/SEMAS team, with support from FUNBIO, worked on the TdR and associated documents for the hiring of a specialized company to develop the strategy. This process started in September 2022 and involved a series of meetings, alignments, and consultations with internal teams. As a result, the TdR were completed in February 2023.



PERIOD – 01/01/2022 TO 12/31/2022

BUDGETED AMOUNT	PERFORMED (CURRENT PERIOD)	ACTUAL BALANCE	COMMITTED BUDGET	ESTIMATED	ESTIMATED AVAILABLE BALANCE
STRENGTHENING OF EAF					
153.800,00	25.967,08	127.832,92	51.789,26	–	76.043,66
PROJECT OFFICE					
196.200,00	–	196.200,00	–	–	196.200,00
STATE SEED STRATEGY					
500.000,00	–	500.000,00	–	–	500.000,00
AUDITING					
25.000,00	–	25.000,00	–	–	25.000,00
MANAGEMENT FEE					
125.000,00	–	125.000,00	–	–	125.000,00
TOTAL					
1.000.000,00	25.967,08	974.032,92	51.789,26	–	922.243,66



8.4 CONSERVAÇÃO E PRODUÇÃO SUSTENTÁVEL EM NOVAS ÁREAS PROTEGIDAS NO PARÁ TERRITÓRIOS QUILOMBOLAS

DONOR:

Gordon and Betty Moore Foundation

PERIOD:

3 anos

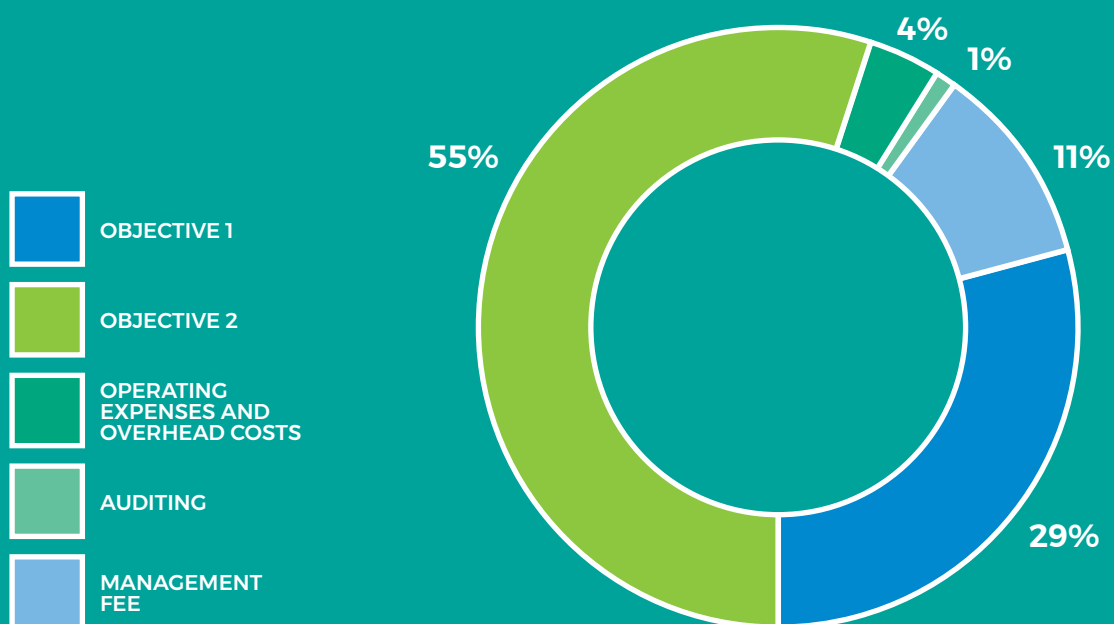
START OF PERFORMANCE:

Signed in November 2022, with a forecasted start of performance in January 2023

TOTAL AMOUNT:

USD 3,8 million

FUNDAÇÃO GORDON E BETTY MOORE



The project, which focuses on the Portel and Lower Tocantins region, aims to support new protected areas, focusing on quilombola territories, promoting sustainable use of natural resources, and valuing traditional management practices that can contribute to the conservation, recovery, and restoration of the Amazon region. It also aims to develop participatory territorial planning, strengthen, and capacitate key local stakeholders, provide technical assistance, ensure access to appropriate financial instruments, and provide the necessary productive infrastructure, supporting the implementation of public policies.

8.4.1 OBJECTIVE 1

DESIGNATE OR CREATE AT LEAST TWO NEW PROTECTED AREAS, INCLUDING QUILOMBOLA TERRITORIES AND/OR SUSTAINABLE USE CONSERVATION UNITS (UCS), COVERING A MINIMUM OF 200 THOUSAND HECTARES

For this objective, the project will support the necessary studies for the creation of sustainable use protected areas and the designation of Quilombola Lands in a key region for biodiversity in the Amazon rainforest with high deforestation pressure. It will also support state agencies in public consultations covering at least 500,000 hectares. Once the best areas are identified, taking into consideration land titling issues, conservation importance, community engagement, overlapping claims, among other aspects, the project aims to support the creation/designation of 200,000 hectares of the total area studied in up to two sustainable use protected areas, including collective territories.



8.4.2 OBJECTIVE 2

DEVELOP AND IMPLEMENT TERRITORIAL ACTION PLANS, PROVIDE TECHNICAL ASSISTANCE, AND ESTABLISH FINANCING FRAMEWORKS TO SUPPORT SUSTAINABLE AND INCLUSIVE ECONOMIC ACTIVITIES

The first component of this objective aims to support the implementation of the Sustainable Territories program, which will provide assistance to small producers located in the municipality of Portel and its surroundings. In this area, the project will provide support for sustainable territorial development, assisting SEMAS in promoting long-term socioeconomic alternatives. The project will also support the territorial planning instruments designed in collaboration with local stakeholders to strengthen territorial management.

The second component also aims to provide strategic investments in Value Chains and Local Productive Arrangements to reduce the learning curve and transaction costs for the development of sustainable businesses in the project area.

After the project contract was signed, FUNBIO held engagement and alignment meetings with internal partners at SEMAS, ITERPA, and Ideflor-Bio, encompassing the planning of both components.

Photo: Wendell Andrade



FUNDAÇÃO GORDON E BETTY MOORE

PERIOD – 01/01/2022 TO 12/31/2022

BUDGETED AMOUNT	PERFORMED (CURRENT PERIOD)	ACTUAL BALANCE	COMMITTED BUDGET	ESTIMATED	ESTIMATED AVAILABLE BALANCE
OBJECTIVE 1					
5.801.780,00	–	5.801.780,00	–	–	5.801.780,00
OBJECTIVE 2					
11.172.240,00	–	11.172.240,00	–	–	11.172.240,00
OPERATING EXPENSES					
491.917,36	–	491.917,36	–	–	491.917,36
AUDITING					
163.133,64	–	163.133,64	–	–	163.133,64
OVERHEAD COSTS					
364.109,00	–	364.109,00	–	–	364.109,00
MANAGEMENT FEE					
2.257.819,00	–	2.257.819,00	–	–	2.257.819,00
TOTAL					
20.250.999,00	–	20.250.999,00	–	–	20.250.999,00



9 FORWARD-LOOKING PERSPECTIVE



As part of the **fundraising strategy for EAF**, prospecting **funding sources** is a **crucial activity**. It is necessary to assess the scenario and the available sources, as well as prioritize them based on the probability and feasibility of accessing the funding, and focus fundraising efforts on the most promising sources.

SEMAS has established a set of sectoral policies, plans, and programs, such as the PEAA and its operational instruments, such as Sustainable Territories, the Bioeconomy Plan, and the Restoration Plan, through which it is possible to identify projects eligible for funding by EAF. With the aim of leveraging additional funding, a mapping of financing sources was conducted, taking into consideration the flexibility, volume, and accessibility of each one. This entails checking the legal requirements, exploring potential support lines, and assessing the amount of resources available. Based on this information, short-term, medium-term, and long-term financial strategies can be outlined. A preliminary exercise has already been conducted, which will support the expansion of the EAF pipeline.



Based on the **mapping of funding sources**, it was possible to **analyze the landscape** and **select the prioritized available sources** to **direct the fundraising efforts**.

Based on the mapping of funding sources, it was possible to analyze the landscape and select the prioritized available sources to direct the fundraising efforts. The sources were classified based on priority and the probability of access, considering an average viability rate of approximately 30% of the mapped and prioritized funding.

Some donors prefer projects and businesses that are in a more advanced stage of structuring and maturity. Therefore, previous fundraising efforts can structure initiatives in a way that paves the way to access those sources. This process also allows for capacity building within SEMAS, expanding the capacity for project performance and overseeing.

Regarding the pipeline, some strategies are currently underway, and additional prioritizations are being developed. Currently, the project Implementation of the Payment for Environmental Services Results Framework of the Sustainable Territories Program (ParáPSA2) is under negotiation with the IDB. This project aims to develop and operationalize the Payment for Environmental Services (PSA) program, through a pilot framework for payment transfer based on results, with the goal of reducing emissions and deforestation. It will be implemented through EAF.

This proposal is part of a strategy being implemented by the TNC, which is responsible for developing the methodology, conceptualization, integration with other systems (Sustainable Territories), pre-consultation of the Payment for Environmental Services Program, as well as outlining the framework's structure, financial flows, and strategic role within the PEAA. TNC is a partner in this initiative and is responsible for developing a platform for payment for environmental services, connected to the Sustainable Territories Platform. The project is currently under assessment by the IDB.

In addition, bilateral dialogues have been taking place with potential donors, during which not only the EAF is presented, but also the Government of the State of Pará's commitment to environmental issues. Moreover, a roadshow was conducted in Europe, with the participation



It is important to highlight that since **EAF** is a **framework** that **came into effect in 2021**, it is relatively recent, and **communication efforts** are essential to **raise awareness, attract partners, and secure funding.**

of SEMAS and FUNBIO, in addition to their presence at COP 27.

It is important to highlight that since EAF is a framework that came into effect in 2021, it is relatively recent, and communication efforts are essential to raise awareness, attract partners, and secure funding. EAF directly benefits from the structure and recognition as an operational and financial framework of FUNBIO, allowing for the expansion of possibilities for dialogue through the trust relationships built with partners and funders. On the other hand, Pará stands out in the countrywide discussion on the environment and climate change, signaling positively to investors and potential partners.

Therefore, the communication efforts carried out in 2022, including the communication materials produced and the EAF presentation at COP by SEMAS and FUNBIO, consolidate the image of EAF both nationally and internationally. As a result of these efforts, the project Conservation and Sustainable Production in New Protected Areas in Pará – Quilombola Territories at COP was signed with the Gordon and Betty Moore Foundation.

Next year, as part of the ICS-funded project, consulting companies will be hired to development of projects for fundraising, whose alignment effort with SEMAS is already underway. A strategy for native seeds in the state of Pará and the implementation of a demonstration unit will also be developed. In addition, the project Conservation and sustainable production in new protected areas in Pará – Quilombola Territories will begin in 2023 with the Gordon and Betty Moore Foundation.

Simultaneously, actions will be directed towards capitalizing the fund in the priorities identified by SEMAS. Therefore, in 2023, there will be a continuation of efforts with SEMAS and partners for the medium and long-term planning of the EAF, aiming to progress in the implementation of the identified priorities and take advantage of the current favorable scenario for financing actions and public policies that promote sustainable development in the Amazon region.



10 RESULTS MAP

Strengthened
governance

Project
Operational
Manual
approved

Internal
Regulations
of the CGFAO
approved

Priorities
and macro
activities
defined

Transparency
of information
through the
landing page

31.2
million reais
raised

801
thousand
reais in
earnings
(JBS and
Imerys)

4
ongoing
projects

2
donation
funding
sources:
domestic and
international

2
funding
sources
from legal
obligations

Selections
and hiring
initiated

External
Audit Report
submitted



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