PROJECT: IMPLEMENTATION OF THE STRATEGIC ACTION PROGRAMME TO ENSURE INTEGRATED AND SUSTAINABLE MANAGEMENT OF THE TRANSBOUNDARY WATER RESOURCES OF THE AMAZON RIVER BASIN CONSIDERING CLIMATE VARIABILITY AND CHANGE

TERMS OF REFERENCE

FOR THE RECRUITMENT OF A CONSULTANT SPECIALIZING IN FUNDRAISING AND PROJECT DEVELOPMENT TO ENSURE THE IMPLEMENTATION OF ACTO'S STRATEGIC ACTION PROGRAMME

Funding Agency: Global Environment Facility (GEF)

Implementing Agency: United Nations Environment Programme (UNEP)

Executing Agency: Amazon Cooperation Treaty Organization – ACTO

Project Duration: 6 years



Brasília, 2026

TERMS OF REFERENCE

FOR THE RECRUITMENT OF A CONSULTANT SPECIALIZING IN FUNDRAISING AND PROJECT DEVELOPMENT TO ENSURE THE IMPLEMENTATION OF ACTO'S STRATEGIC ACTION PROGRAMME

I. BACKGROUND

Within the framework of the Amazon Cooperation Treaty, the Amazon Cooperation Treaty Organization (ACTO) and its Permanent Secretariat (PS/ACTO), headquartered in Brasília and holding international legal status, were established with the purpose of institutionally improving and strengthening the process of cooperation, coordination and joint actions among its Member Countries to promote sustainable development in the Amazon.

The main roles and functions of the PS/ACTO are to facilitate exchange, knowledge, cooperation and joint outreach among the Member Countries in order to fulfill the mandates of the Amazon Cooperation Treaty, building consensus among the Member Countries to enable the implementation of activities, programmes and projects, establishing spaces for political and technical dialogue among the Member Countries, among other actions.

In this context and within its regional action framework on water resources, ACTO is implementing the Amazon Basin Project – Implementation of the Strategic Action Programme to ensure Integrated and Sustainable Management of the Transboundary Water Resources of the Amazon River Basin Considering Climate Variability and Change, which is funded by the Global Environment Facility (GEF), with the United Nations Environment Programme (UNEP) as the implementing agency and the PS/ACTO as the executing agency.

The main objective of this Project is to advance the implementation of the Strategic Action Programme (SAP), promoting Integrated Water Resources Management (IWRM). The regional initiative builds on previous agreements among the Amazonian countries that resulted in a shared vision and a common strategy for IWRM set out in the Strategic Action Programme (SAP). In this context, the project supports countries in strengthening national capacity and regional governance for IWRM, improving adaptation to climate change and ensuring robust regional data to improve decision-making and coordination regarding the Amazon's water resources, from their sources in the Andes to the river delta in the Atlantic, for a healthier Amazonian ecosystem.

The Project is implemented through four components: i) Innovative governance model for Integrated Water Resources Management (IWRM) in the Amazon Basin (from community to cabinet); ii) Building community resilience and protecting aquatic ecosystems to address the effects of climate variability and change in the Amazon Basin; iii) Integrated, indicator-based environmental monitoring and reporting in response to indicators arising from relevant International Conventions and Agreements; and iv) Comprehensive model to monitor, evaluate and communicate progress in the overall implementation of the Amazon SAP.

The Project's key results include the following:

- Permanent Regional IWRM Coordination Mechanism for the Amazon Basin, established within ACTO;
- National Water Authorities established in Guyana and Suriname;
- 15 national interventions and 2 bi-/tri-national actions implemented in the basin, reducing population vulnerability and impacts on ecosystems from extreme hydroclimatic events and sea-level rise;
- Training for 1,400 IWRM professionals and more than 10,000 members of local communities (at least 40% women);
- Integrated environmental monitoring system covering an area of 600,000,000 ha;

The project is expected to reach more than 7.8 million people who will benefit from project activities, corresponding to 20% of the Basin's population (ACTO & UNEP, 2020).

Consequently, in order to achieve implementation of the SAP and establish institutional and financial sustainability for its implementation, the recruitment of a Resource Mobilization Specialist is planned. Through annual targets for engagement and financing commitments, this specialist will identify and consolidate a solid, diverse and committed base of partners and donors to support implementation of the SAP through a demand-driven approach, identification of strategic opportunities and deeper South–South Cooperation and Triangular Cooperation.

ACTO's current financing comes from three sources:

1. Annual contributions from Member Countries. This contribution is intended for the administrative operation of the Permanent Secretariat.
2. South–South Cooperation (SSC), particularly from Brazil's National Water Agency and the Brazilian Cooperation Agency, which support the establishment of projects related to South–South cooperation and institutional strengthening among the Countries.
3. Multilateral funds and Technical Assistance. ACTO has also received financing from BNDES, GEF, GIZ, ITTO and KfW, mainly aimed at improving transboundary capacities and governance, as well as Technical Assistance from the Inter-American Development Bank (IDB) and the World Bank.

The various financing sources demonstrate the capacity and trust that ACTO enjoys among different donors and Countries in managing funds and successfully implementing programmes and projects related to the priorities established by the Countries.

Nevertheless, the organization's project portfolio relies exclusively on traditional development financing sources.

The profile of ACTO's project portfolio reflects the organization's long-term financing strategy (9RES / XIII MRE-OTCA / 01), which largely permits financing from public sources through national contributions from Member Countries (directly and as project co-financing) and bilateral/multilateral cooperation sources. Other contribution sources considered by the resolution include state-owned enterprises and mixed-capital companies for specific issues related to the Amazon Cooperation Strategic Agenda (ACSA), as well as state-owned and private companies specifically for activities intended to appreciate and enhance the value of Amazonian culture.

In this context, the Project's Financial Sustainability Strategy has as its main objective ensuring that financial resources are available in a timely and sufficient manner for the implementation of the SAP and the achievement of IWRM in the Amazon Region. The objective is to improve the capacity of ACTO and its Member Countries to raise additional funds to ensure the achievement of the SAP objectives in the short and medium term, and local, national and transboundary IWRM in the long term. In addition, during the Project's implementation period, ACTO will have an opportunity to become a forum for discussion and exchange of information and experiences in water conservation finance, to coordinate debate on and development of future transboundary water conservation financing mechanisms, such as water quality trading and carbon trading, and to serve as a source of advice on this matter for the Member Countries.

According to the Project Document, the Financial Sustainability Strategy proposes a three-pronged approach:

a) Improve ACTO's fundraising and financial planning capacity and its ability to support the development of innovative financing mechanisms for water conservation in the Amazon Basin;
b) Generate additional funds in support of SAP implementation; and

c) Support the capacity of Member Countries to design and implement incentive-based water financing mechanisms.

The Belém Presidential Declaration and the Resolution of the Ministers of Foreign Affairs have prioritized an ACTO Financial Mechanism to enable the raising and capitalization of non-reimbursable financial resources from various sources, including voluntary contributions from Member Countries, international cooperation resources, development banks and other donors endorsed by the States Parties, for the purpose of financing projects, programmes, studies and other initiatives of national and regional scope, strengthening human and institutional capacities, and promoting the ongoing exchange of experiences among the Amazonian countries. In this regard, this consultancy will make a strategic contribution to discussions on the ACTO Financial Mechanism, focusing on ensuring the financial sustainability of SAP implementation.

COORDINATION WITH OTHER STUDIES AND CONSULTANTS OF THE SAP IMPLEMENTATION PROJECT AND THE PS/ACTO

The Resource Mobilization Specialist shall continuously coordinate his/her activities with the Technical Coordinator of the consulting team responsible for the TDA/SAP supplement, in order to support the financial structuring and consolidation of the portfolio of project concepts derived from the SAP's strategic actions and aligned with the NAPs. This coordination will make it possible to integrate the technical priorities, prioritized basins, targets and indicators defined by the TDA/SAP team with bankability criteria, funding sources and sustainability conditions, under the coordination and supervision of the RCU and the PS/ACTO.

II. GENERAL OBJECTIVE

The consultant shall be responsible for preparing, delivering and implementing an updated fundraising plan and securing the financial resources necessary for SAP implementation and sustainability.

III. SPECIFIC OBJECTIVES

1) Update and improve the SAP Resource Mobilization Strategy and develop its Action Plan, incorporating innovative approaches and mechanisms for financing water resources conservation in the Amazon Basin.

2) Implement the Action Plan of the Resource Mobilization Strategy, in ongoing coordination with the Project's Regional Coordination and the TDA/SAP Technical Coordinator, through the joint identification and prioritization of projects and the formulation, technical and financial structuring, consolidation and delivery of a portfolio of project concepts derived from the strategic actions of the SAP supplement, as well as promoting the mobilization and raising of financial resources for their implementation.

3) Promote the sustainability of resource mobilization and fundraising for SAP implementation.

4) Develop, as an annex to the SAP Resource Mobilization Strategy, a proposal to advance innovative, incentive-based mechanisms for financing water resources conservation under Project Output 1.3, promoting their financial viability, sustainability and potential replicability in the Amazon Basin. Develop a Policy Brief based on the results of the national interventions under Output 1.3.

IV. SPECIFIC OBJECTIVES, ACTIVITIES AND DELIVERABLES

Minimum activities required to achieve Specific Objective 1.

- Review the SAP Resource Mobilization Strategy and prepare an analysis matrix linking resource mobilization and funders with the SAP's strategic actions (including ANWA, monitoring networks and Monitoring Protocols, and interventions under Output 1.3, etc.).
- Based on the working matrix, propose an update and improvement of the SAP Resource Mobilization Strategy, linking potential funding sources/partners with the SAP's strategic actions. Based on the updated Resource Mobilization Strategy, develop an Action Plan incorporating the activities to be carried out to generate influence and mobilize and raise funds.
- Assist the RCU in the final stage and conclusion of the TWINNIG with the Caribbean Biodiversity Fund CAR BlueEFin Project, including the systematization of results, experiences and opportunities to apply innovative financing mechanisms for water resources conservation in the Amazon Basin.

Deliverables

- Working and analysis matrix linking resource mobilization and funders with the SAP's strategic actions.
- Updated and detailed budget for the SAP's strategic actions.
- Updated SAP Resource Mobilization Strategy.
- Action Plan for the SAP Resource Mobilization Strategy.
- TWINNIG progress reports.

Minimum activities required to achieve Specific Objective 2.

- Identify and prioritize, jointly with the UCT and the TDA/SAP Technical Coordinator, the projects that will form part of the portfolio of bankable project concepts.
- Formulate, structure and consolidate a portfolio of bankable project concepts, incorporating objectives, activities, outputs and expected outcomes, quantifiable targets, indicative budgets, technical and financial feasibility criteria, potential funding sources and guidelines for sustainability, including innovative conservation financing mechanisms and instruments.
- Manage, within the scope of his/her duties, the implementation of the Resource Mobilization Strategy Action Plan, promoting the identification of funding opportunities, including those related to conservation, outreach to potential funders, and follow-up on resource mobilization and fundraising efforts for the portfolio's prioritized projects.
- Participate in donor roundtables organized by the PS/ACTO and other events/initiatives with funding agencies, and provide inputs, materials and presentations on the SAP project portfolio, supporting engagement and negotiation efforts with potential partners and funders.

Deliverables for Specific Objective 2.

- Portfolio of bankable project concepts for the SAP supplement, formulated and consolidated in coordination with the TDA/SAP Coordinator, including projects identified and prioritized jointly with the RCU, their objectives, activities, outputs, expected outcomes, quantifiable targets, indicative budgets, technical and financial feasibility criteria, possible funding sources and instruments, including conservation financing mechanisms, and guidelines for their sustainability.

- Reports on actions/progress in the implementation of the Action Plan to seek funding for the projects developed.
- Reports on participation in 2 donor roundtables organized by the PS/ACTO, including the inputs and materials produced.

Minimum activities required to achieve Specific Objective 3.

- Consolidate partnerships and promote networking with partners and funding agencies.
- Develop a practical guide to resource mobilization and fundraising for implementation of the SAP/National Action Plans in the MCs, to be made available on the Project website.
- Prepare and organize a regional workshop for exchanging experiences in conservation finance within ACTO.

Deliverables for Specific Objective 3.

- Activity reports and proposed agreements/letters of understanding with relevant partners and funding agencies.
- Practical guide available on the Project website and presented in a webinar to the MCs/NPCUs/ANWA.
- Report on the workshop for exchanging experiences in conservation finance within ACTO and a compendium of good practices.

Minimum activities required to achieve Specific Objective 4.

- Review the implementation status of the financing mechanisms envisaged under the four interventions of Output 1.3 (Brazil, Colombia, Ecuador and Suriname), identifying progress, challenges, results and opportunities.
- Identify and assess additional or complementary innovative incentive-based financing alternatives, considering the characteristics and needs of each intervention.
- Analyze the technical, economic, financial and institutional feasibility conditions of the identified mechanisms, considering their costs, resource sources, risks and sustainability conditions.
- Prepare a detailed technical and operational proposal setting out the prioritized mechanisms, actors involved, necessary instruments, stages, required resources and conditions for advancing their application.
- Systematize the experiences and formulate a roadmap for the potential scaling-up and regional replicability of the proposed mechanisms, aligned with the SAP Resource Mobilization Strategy and its Action Plan.

Deliverables for Specific Objective 4.

- Technical assessments, a Policy Brief and a compendium of good practices on progress with conservation financing mechanisms under the four interventions of Output 1.3 (Brazil, Colombia, Ecuador and Suriname), including an analysis of additional or complementary alternatives and their technical, economic, financial and institutional feasibility conditions.

- Detailed proposal on the prioritized financing mechanisms, actors involved, necessary instruments, stages, required resources, and a roadmap to advance their application, sustainability and potential regional scaling-up and replicability.
- Report on the holding of a Conservation Finance seminar.

V. OUTPUTS

First Output. 20 days after signature of the contract.

- Detailed Technical Proposal, adjusted and supplemented, and a Work Plan and methodological proposal presented schematically to address the consultancy.
- Working matrix and analysis of the relationship between resource mobilization and funders and the SAP's strategic actions.

Second Output. 90 days after signature of the contract.

- Updated and detailed budget for the SAP's strategic actions.
- Updated SAP Resource Mobilization Strategy.
- Action Plan for the SAP Resource Mobilization Strategy.
- Reports on the TWINNIG with the Caribbean Biodiversity Fund.

Third Output. 150 days after signature of the contract.

- Portfolio of bankable project concepts incorporating objectives, activities, outputs, expected outcomes, quantifiable targets, indicative budgets, technical and financial feasibility criteria, possible funding sources and sustainability guidelines, including innovative conservation financing mechanisms and instruments.
- Reports on actions/progress in implementing the Action Plan to seek funding for the projects developed.
- Progress reports on participation in 2 donor roundtables organized by the PS/ACTO, including the inputs and materials produced (if the roundtables are not organized by the PS/ACTO, the output may be delivered in the subsequent period).
- Technical assessments of progress with conservation financing mechanisms under the four interventions of Output 1.3 (Brazil, Colombia, Ecuador and Suriname), including an analysis of additional or complementary alternatives, their technical, economic, financial and institutional feasibility conditions, and possibilities for scaling and/or replication.

Fourth Output. 210 days after signature of the contract.

- Activity reports and proposals for technical cooperation agreements or MOUs with relevant partners and funding agencies concerning the proposed projects.
- Practical guide to resource mobilization and fundraising for the implementation of the SAP/National Action Plans in the MCs, available on the Project website and presented in a webinar to the MCs/NPCUs/ANWA.
- Report on the holding of the workshop and a compendium of good practices.
- Detailed proposal on the prioritized financing mechanisms, actors involved, necessary instruments, stages, required resources, and a roadmap to advance their application, sustainability and potential regional scaling-up and replicability.

Fifth Output. 270 days after signature of the contract.

- Reflective final report and specific recommendations with actions for sustainability and continuity.
- Policy Brief and compendium of good practices on conservation financing mechanisms under Output 1.3 (Brazil, Colombia, Ecuador and Suriname).
- Report on the holding of a Conservation Finance seminar.

Note. All outputs shall be submitted in accordance with Annex 2.

I. PAYMENT SCHEDULE

No. of outputs	% payment	Deadline for output	Conditions
Output 1	20%	20 days after signing the contract	Approval of the initial report by the Regional Coordination and the PS/ACTO
Output 2	20%	90 days after signing the contract	Approval of the outputs by the Regional Coordination and the PS/ACTO.
Output 3	20%	150 days after signing the contract	
Output 4	20%	210 days after signing the contract	
Output 5	20%	270 days after signing the contract	

CONSULTANT PROFILE AND TECHNICAL PROPOSAL

Academic Profile

- Fundraising specialist with an advanced university degree in economics, finance, MBA, public administration or a related field.
- Fluent command of English and Spanish (spoken and written). Knowledge of other languages—French, German and Portuguese—will be valued.
- Computer skills: knowledge of specialized tools related to the position.

Professional Experience

- At least 7 years of experience raising funding for international cooperation projects and/or development agencies or multilateral organizations. Results from previous work must be demonstrated, both in terms of the achievement of objectives and the quality of such work.
- Experience in developing fundraising strategies and closing high-value transactions to finance projects.
- Experience raising resources for environmental projects related to water resources and climate change.
- Experience managing campaigns and organizing private fundraising events.
- Proven experience in Conservation Finance programmes/projects.
- Experience in Communication, Fundraising, Crowdfunding and Marketing.

- Experience raising resources for GEF projects is an advantage.
- Demonstrated ability to work toward ambitious objectives and results.
- Documented experience in multicultural environments.
- Experience negotiating or participating in the structuring of projects in partnership with different funding sources will be valued.
- An established network of contacts in multilateral organizations and other public and private funding entities.
- International Statement of Ethical Principles in Fundraising and Crowdfunding.

Applicants' CVs shall be submitted in accordance with Annex 1 of this call.

Technical Proposal

To apply, applicants must submit a five-page technical proposal explaining how they will address each of the objectives, outputs and deliverables within the scope of the consultancy.

DURATION, REMUNERATION AND WORKING CONDITIONS

- Output-based consultancy contract for 12 months.
- Remuneration upon delivery and approval of outputs.

II. EVALUATION CRITERIA

The evaluation shall be conducted on the basis of the following parameters:

Professional experience	60 points
Applicant's Technical Proposal	20 points
Interview	20 points

Eligibility requirements (pass/fail):

No.	Criterion (Yes/No)
1.	Advanced university degree in economics, finance, MBA, public administration or a related field.
2.	Fluent command of English and Spanish (spoken and written). Knowledge of other languages—French, German and Portuguese—will be valued.
3.	Knowledge of specialized tools related to the position.

III. CONSULTANT'S EDUCATION, QUALIFICATIONS AND EXPERIENCE

Professional experience (60 points)

Specialization/Experience	Points
University degree (preferably a Master's or Doctorate) in economics, finance, MBA, public administration or a related field. (Master's – 5 points; PhD – 10 points)	10
At least 7 years of experience raising funding for international cooperation projects and/or development agencies or multilateral organizations. Results from previous work must be demonstrated, both in terms of achieving objectives and quality. (7 years = 5 points; 1 point for each additional year, up to 10 points).	10

Specialization/Experience	Points
Experience developing fundraising strategies and closing high-value transactions to finance projects (2 points per contract/year, up to 10 points).	10
Experience raising resources for environmental projects related to water resources and climate change, as well as Conservation Finance. (1 point per contract, up to 6 points).	6
Experience managing campaigns and organizing private fundraising events. (1 point per contract/fundraising event, up to 7 points).	7
Experience in Communication, Fundraising, Crowdfunding and Marketing (1 assignment – 3 points; 2 assignments – 5 points). Experience raising resources for GEF projects is an advantage (2 points).	7
Experience negotiating or participating in the structuring of projects in partnership with different financing sources will be valued. (2 points per project, up to 6 points).	6
Network of contacts in multilateral organizations and other public and private funding entities (2 points).	2
International Statement of Ethical Principles in Fundraising and Crowdfunding.	2
TOTAL	**60**

IV. REPORTING AND SUPERVISION

The consultant shall report to the Permanent Secretariat of the PS/ACTO and be under the supervision of the Regional Coordinator of the Amazon Basin Project – SAP Implementation. The Regional Coordinator and the PS/ACTO shall approve the consultant's outputs.

V. DURATION

The contract shall have a duration of 12 months.

VI. REMUNERATION

The budget (12 months) allocated for this consultancy is USD 60,000 (sixty thousand United States dollars). The fee amount constitutes the total to be paid for the consultancy, with no additional amount remaining payable.

VII. PLACE OF WORK

The Fundraising Specialist Consultant shall provide consultancy services from his/her place of residence and coordinate activities with the Project's RCU.

VIII. ADDITIONAL INFORMATION

- Candidates must be available to commence consultancy work upon signature of the contract.
- Candidates must be willing and able to undertake international and domestic travel as required.
- The consultancy shall not establish any employment relationship with the PS/ACTO.

IX. STATEMENT OF COMMITMENT

Applicants must attach a letter declaring their commitment to carrying out the consultancy.

ANNEX 1

Position applied for:

I. Personal Information:

Full name:

Date of birth:

Nationality:

Address:

Mobile phone:

Email address:

II. Academic Background

Name of university or institution: .....

Degree obtained: ..... :

Date(s) degree obtained: .....

III. Other Specializations *[Indicate other significant studies undertaken after obtaining the degrees indicated in Section II and state where you received this education]*

3.1. Institution: .....

Degree obtained: ..... :

Date(s) degree obtained: .....

3.2. Institution: ..... :

Degree obtained: .....

Date(s) degree obtained: .....

IV. International Professional Experience *[List the countries where you have worked in the last ten years and provide a brief description of your work, position and company/organization]:*

1.

2.

3.

V. Languages

Language	Proficiency level (excellent; good; basic)		
	Writing	Reading	Speaking

VI. Publications of scientific articles, technical papers, books and others

1. **…**
2. **..**
3. **.**

VII. Employment History ***[****Starting with your most recent position, list in reverse chronological order each position you have held* ***that is related to the experience requirements set out in the Proposed Personnel Evaluation Table****, since the candidate's graduation, indicating for each job the employment dates, total quantified length of experience, name of the organization and positions held]:*

1.

Start	Day	Month	Year	End	Day	Month	Year	TOTAL Years/months/ days

Company or Institution	
Position held	
Activities performed	

2.

Start	Day	Month	Year	End	Day	Month	Year	TOTAL Years/months/ days

Company or Institution	
Position held	

Activities performed	

3.

Start	**Day**	**Month**	**Year**	**End**	**Day**	**Month**	**Year**	**TOTAL Years/months/ days**

Company or Institution	
Position held	
Activities performed	

4… (add other fields)

VIII. Certification:

I, the undersigned, certify that, to the best of my knowledge and belief, this curriculum vitae correctly describes me, my qualifications and my experience. I understand that any willfully false statement included herein may lead to my disqualification or termination of my work, if hired.

Full name and signature:
[Name and Signature of the individual or the individual's authorized representative]

Date: ___ _____
Day / Month / Year

Notes:

1. Qualified applicants will be asked to attach supporting documentation (scanned and subsequently original) for Sections II (Education), III (Other Specializations) and VII (Employment History).
2. Experience will be assessed from the date the academic degree was obtained.

ANNEX 2

INSTRUCTIONS FOR PREPARING INTERIM AND FINAL REPORTS

The Project Outputs must include the following elements:

1. Elements

1.1 Cover and back cover

According to the template, the cover page must always contain the logos of the agencies that execute, finance and execute the project, the project title, the National Intervention, a photograph related to the report's subject, and the report title, indicating whether it is final or interim.

1.2 Executive Summary

This is a condensed version of the Output/Report, describing and emphasizing the most relevant aspects of the work, results, conclusions, recommendations and lessons learned. It must be informative, offer a clear and concise description of the contents, and specify the structure and content of the main body of the Report.

For the Final Output/Report, the Executive Summary should represent approximately 15% of the main text, including relevant figures, charts and photographs. The Executive Summary must have an independent documentary structure and be presented in three languages: Portuguese, English and Spanish (as applicable under the Terms of Service), to enable its dissemination to the ACTO Member Countries.

1.3 Table of Contents (or detailed table of contents)

It should be as complete as possible, covering all chapters and subchapters of the report down to the third level of subdivision, with the corresponding page number. The report title should appear at the top of the page.

The Preliminary Summary of the Final Report must be submitted together with the strategic planning for implementation of the Activity or consultancy, that is, as an integral part of the consultancy's first output. It is a key element for guiding consultants and facilitating monitoring of progress in the planned work. It is adjusted as Interim Reports are submitted, culminating in the Summary of the Final Report in its final version.

1.4 Lists of figures, boxes and photographs

These are presented immediately after the table of contents, separately, and list the figures, images and photographs appearing in the main text, in the order in which they appear, indicating the page on which they are found. Maps are treated as figures. Figures, boxes and photographs are numbered sequentially with Arabic numerals in each category (for example, Photograph 1, Photograph 2, Figure 1, Figure 2, etc.).

1.5 List of acronyms and abbreviations

This lists all abbreviations used in the main text and their respective meanings (for example, ACTO – Amazon Cooperation Treaty Organization; ToRs – Terms of Reference).

2 Main Text

2.1 Introduction

Briefly defines the context of the Report within the Amazon Basin Project, the location of the activity, the objectives of the study and the reasons for its preparation, when it was carried out, and an indication of its chapters. It has no chapter number and appears on page 1 of the report. It must be no longer than two pages.

2.2 Chapters and subchapters (in detail)

This corresponds to the division of the main text and should contain as many chapters and subchapters as necessary for the detail and composition of the study. It must contain all details analyzed during implementation of the Subproject. Chapter and subchapter titles must be self-explanatory (do not use general concepts, such as Methodology and Results, for example). The text should be extensively illustrated with images, figures and photographs.

2.3 Conclusions

The conclusions must summarize the results of each chapter of the work clearly and systematically. Whenever possible, they should be presented as bullet points, in the order in which they appear in the text, with an indication of the chapters in which they occur. Any possible lack of correlation between the data obtained and their limitations should be noted, as well as the relationship between the data obtained and previous studies and the theoretical consequences and practical applications of the study. The conclusions should be between 4 and 6 pages long.

2.4 Recommendations and lessons learned

These are presented separately after the conclusions. They are actions considered necessary on the basis of the conclusions reached and that will be implemented in the future. These recommendations should also indicate guidelines for replication and transferability in similar areas of the Basin and, preferably, indicate the associated costs.

“Lessons Learned” are understood as reflections arising from experiences, strategies, processes and activities that make it possible to analyze what could have been done differently and what improvements can be made to make the process more effective in the future.

3. Communication and Positioning

3.1 Article on the main activities carried out and results obtained to date

The article must contain the elements of a scientific publication in formal language, complying with publication rules. The text includes scientific evidence supporting the proposed hypothesis, based on the information collected by the research/work that constitutes the most relevant results on the subject of the intervention.

3.2 Press release: the main activities carried out and results obtained to date

The press release must be prepared with the aim of informing the general public of the main results obtained, including maps, photographs and reflections.

3 Post-textual Elements

1.3.1 Bibliographic references

These generally correspond to the bibliographic citations used in the text. Only the most important works that have been published or are publicly accessible should be consulted. References cited in the text and listed at the end of the work must comply with international standards, and general references must be separated from those specific to the study area.

1.3.2 Stakeholders

Prepare a list including full name, address and other relevant contact information. It must include authors, contributors and participants in courses, meetings, workshops and seminars within the scope of the Report. All entities—federal, state, municipal, educational and research institutions, NGOs and others—involved in the Project and mentioned in the Report must have their full names, acronyms and addresses (postal code, telephone number, email address) indicated, together with the staff members who participated in or contributed to the report activities.

In the case of events, all participants, including organizers and those who took part only in the opening session, must be included in the stakeholder list with their full addresses.

1.3.3 Glossary (if necessary)

A vocabulary in which words or expressions referring to a particular technical, scientific or other specialization are explained. It is also used to bring together words or expressions that are rarely used, have obscure meanings or are used regionally.

1.3.4 Annexes

These are extensive parts of the main text, separated from it to avoid disrupting the logical sequence of chapters. They normally refer to:

- Texts providing supplementary information
- Special consultants' reports in summary format
- Supplementary material that cannot readily be included in the body of the report because of its size, importance or presentation format (such as special maps larger than A3 format).
- Models of forms and/or forms cited in the text

Annexes must be identified by their respective titles and their illustrations must be numbered independently from illustrations in the text. Pages must be numbered independently of the main text and separately for each Annex, in consecutive Arabic numerals.

1.4 Other elements

1.4.1 Box

This refers to highlighted text on an important topic related to the subject of the Report, but which has not necessarily been the direct subject of the main text. Whenever possible, it should include a photograph illustrating the topic addressed. Including boxes is recommended to enrich the Report.

1.4.2 Page numbering

In the main text, all pages must be numbered, including those containing figures, charts and photographs, with sequential Arabic numerals starting with the Introduction. All page numbers must be centered in the bottom margin. Pages containing the Executive Summary, Table of Contents and Lists of figures, tables and photographs must be identified with Roman numerals.

1.4.3 Format and presentation

Reports must be submitted in A4 format, with the following settings:

- Left margin: 3 cm
- Right margin: 2 cm
- Top margin: 2 cm
- Bottom margin: 3 cm
- Font: Times New Roman, 12-point, with single-spaced and justified paragraphs.
- All headings and subheadings must be bold. Chapter headings must be uppercase and subchapter headings lowercase.
- It is recommended to avoid dividing the text into a large number of subheadings or elements (preferably, subheadings should extend to no more than the third level).

1.4.4 Figures, Images and Images

- All figures, charts and photographs essential to understanding the Report must be included and referred to in the text.
- All figures, including maps, and all tables should preferably be presented immediately after being cited and have sequential Arabic numerals. If this is not possible, they must be very well described to facilitate their location and understanding. The first figure must always be a location map of the National Intervention/Activity in the Basin.
- The information and title of the table must be complete and self-explanatory. The number and title are indicated in bold above the table. For figures and photographs, the number and title are indicated in bold below the figure or photograph. If possible, indicate the location of the photographs.
- All information presented must have its source explained, as well as the date on which the data were collected.
- Any legislation inventoried and presented must necessarily have a summary table, with date and brief summary, and the corresponding page number. The units adopted must be those of the International System of Units (SI).

1.4.5 Maps (treated as figures in the text)

- All maps must also be submitted in digital format (geoprocessing software) and at a defined scale compatible with the information to be presented.
- Thematic maps shall be prepared individually and on the same base map.
- Maps must have graphic and numerical scales; geographical coordinates; legend; date of the data presented; data source; and, if possible, the projection used.

- Maps must be in A4 format and printed to a high standard of quality. Where A4 format cannot be used for reasons of clarity, use A3 format.
- The map legend must comply with international standards.
- In some cases, the map title block must contain, in addition to the usual details, the date the map was prepared (month/year), as well as the source of the information (bibliography, field survey) and the map number.
- Maps presented must indicate the hydrographic network, with the main rivers and cities of the basin under study, as well as prominent reference points.
- Maps should indicate their location in relation to the basin and sub-basin to which they belong, where possible.
- All cartographic material shall be incorporated into the Geographic Information System (GIS) of the Amazon Regional Observatory (ARO).