



WWF

PROJECT

BR

2011

Community | Sustainability

Amor-Peixe

A sustainable development model

Developed by a group of local women in the Pantanal with the support of WWF-Brazil, this Project induced environmental, social and economic sustainability. The strategy focused on group development and the outcome is an autonomous organization, capable of generating income, influencing public policies, and contributing to the Pantanal's conservation.

Amor-Peixe

A sustainable development model

WWF-BRAZIL Brasília, 2011





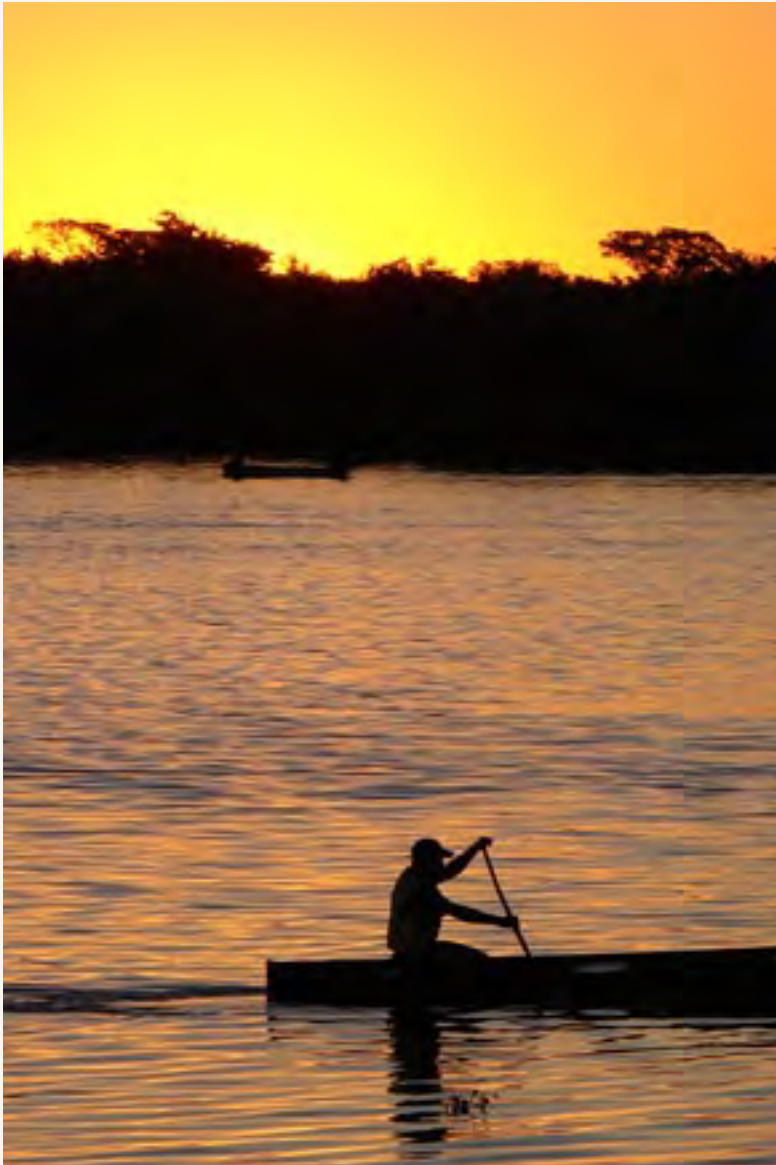


TABLE OF CONTENTS

Introduction	7
Pantanal	10
<i>Occupation and threats</i>	12
Fishing	13
Corumbá	17
WWF-Brazil in the Pantanal	18

AMOR-PEIXE PROJECT

Phase 1	21
<i>Focus on Amor-Peixe</i>	23
Phase two	27
<i>Quality production</i>	36
<i>Calculating: costs, profits, productivity, sharing</i>	40
<i>Income generation</i>	44
<i>Multiplier role</i>	47
<i>Environmental awareness</i>	51
Mission accomplished	54
Phase out strategy	58
<i>More members and partners</i>	58
<i>Influence</i>	59
WWF-Brazil's support	60
Recommendations for the future	62
<i>Lessons learned</i>	64
<i>Members of the Amor-Peixe Association as of June 2011</i>	73
<i>In Phase 1</i>	74
<i>In Phase 2</i>	74
<i>Present partners</i>	74



The Paraguay River waters are crucial for the existence of the Pantanal and as a source of income for fishermen.

INTRODUCTION

Denise Hamú,
WWF-Brazil's
CEO

Amor-Peixe is a sustainable

development model project. It has produced concrete results in poverty alleviation, as well as in social and economic independence

and self determination, having direct impact on a group of organized women and their fishing community and contributing to the Pantanal's conservation. The Project was developed and carried out by WWF-Brazil together with a group of women from the Pantanal region, with the support of local partners. Its scale is small, it is a pilot project. Nevertheless, it is a success case with a multiplier effect and magnifying potential, exerting influence on public policies and on the development of other groups.

Among lessons learned, the main one is that a solid building must have a firm foundation. The great differential in this Project was to enable the development of the group, rather than focusing on the leaders. It meant building an association based on common objectives, collective values, and a transparent social contract, designed in a participatory way to seal true commitment.

Women participating in this Project had the unique opportunity of redesigning their destiny and making themselves heard to promote change in favor of a better future for society. They started out as humble housewives who stayed home and faced gender inequalities. They were not heard and had no income of their own. Nevertheless, they learned how to create and reinvented themselves.

Today they have a source of income and make their own decisions on how to spend it, without having to ask anything from anybody, or a husband's permission. They have become internet users, travel by plane, discuss policies with representatives from various sectors, governments and scientists, and are invited as guest speakers.

They have taken the lead and exert their influence at home and in their community, helping define the course of society. They have earned recognition and became a source of inspiration: they are invited to talk about their experience and they have contributed to building the capacity of more than ten other groups throughout Brazil. They also have seats in public policy forums and participate in various fairs and events.

This inspirational project has become a reference in the Pantanal region and throughout Brazil; it can be used as a model for future actions in sustainable development and environmental conservation.

The great differential in this Project was enabling the development of the group, rather than focusing on leaderships

INSTEAD OF GIVING THE FISH, TEACH HOW TO FISH

Michael Becker,
Cerrado Pantanal
Project Officer,
WWF-Brazil

This Project strategy was designed in the perspective of having a beginning, middle and end, and all the necessary steps were taken to accomplish the goals: problem diagnosis, solution proposal, partner identification, trust

building within the group, development of needed skills to achieve the objectives, organizational strengthening to promote autonomy and independence, periodical field visits for assessment and monitoring, and planning a future without WWF-Brazil.

The strategic, technical and financial support from WWF-Brazil made a difference to Amor-Peixe. Instead of “giving the fish, WWF-Brazil taught the group how to fish”, focusing on organizational development. It is relevant to point out that WWF-Brazil only concentrated its support on the Amor-Peixe Women Association during the second phase of the Project and it took less than five years of systematic action to achieve a rare level of autonomy and sustainability.

WWF-Brazil acted as a nursery and helped to develop each and every member of the association without ever losing the main focus – i.e., organizational development. Every woman in the association found her place within the group and committed to a collective goal: handicraft production and trade to generate income while conserving the environment. The craftwork is made of fish leather (recycled fish residue).

Fair benefit (and work) sharing is now an established practice at the Amor-Peixe Women’s Association. The results were obtained through participatory survey plus a great many workshops and technical advice and assistance for capacity building and development, as well as permanent monitoring. The outcomes include social, economic and environmental benefits – and they are sustainable. Amor-Peixe now fulfills all the conditions to become independent and continue on its successful path.

After identifying the moment to phase out, WWF-Brazil promoted, together with Amor-Peixe, an evaluation of the Project and planned the future, helping to build an alliance with other partners. New challenges include increasing the number of members in the association and the production scale, as well as making use of more natural supplies to reach other niche markets and increase income.

The aim of this publication is to document the entire process and contribute to other WWF projects, as well as to other organizations, including future Amor-Peixe partners.

After determining when to phase out, WWF-Brazil, together with Amor-Peixe, promoted an evaluation of the Project and planned the future. It also helped building an alliance with other partners

SUSTAINABILITY

The strategic, technical and financial support from WWF-Brazil made a difference to Amor-Peixe. Instead of “giving the fish, WWF-Brazil taught the group how to fish”.

PANTANAL

© WWF-BRAZIL/ADRIANO GAMBARINI



The Pantanal is the largest continental wetland on Earth



1. WWF-Brazil is the information source for Pantanal and the Paraguay River Basin

The Pantanal¹ is the largest continental wetland on Earth. It consists of plains which are seasonally flooded, featuring unique dynamics and natural wealth. The Pantanal biome extends over an area of around 210,000 square kilometers – over two thirds of it are located in Brazil and one third is shared by Bolivia and Paraguay. The Brazilian Pantanal is located in the Central-West region of the country and the greater portion of it is in Mato Grosso do Sul (almost two thirds), the rest lies in Mato Grosso state.

The Paraguay River Basin occupies a total area of 624,320 sq. km and 62% of them are located in Brazil. Paraguay River waters flow down for 2,621 km before going into the Paraná River (which, in turn, flows into the Prata River to finally reach the Atlantic Ocean). The water flow is slow on the low relief plains of the Pantanal.

Each year, starting in November, there is abundant rainfall in the higher part of the basin, which shelters the headwaters. This rainfall causes the rivers to overflow and the plains are flooded.

During the wet season, the level of the Paraguay River goes up by over five meters and two thirds of the land are covered by water. Due to the floods, part of the rural population is temporarily forced to move to urban areas.

In May, the waters slowly start to recede. Ponds are formed amidst the flooded lands and a great amount of fish is trapped in them, attracting many birds in search of food. The Pantanal is also a shelter for migratory birds. The dry season lasts until October.

Any variation in the Paraguay River basin's hydrologic cycle can jeopardize the biome's ecosystems and their biodiversity, as well as the water supply for the big cities in that region, besides impacting the Paraná River basin.

THE PANTANAL

210,000



square
kilometers

2/3



floodplains

85%



of the Pantanal fish belong
to the Ostanriophysi
superorder

4,700

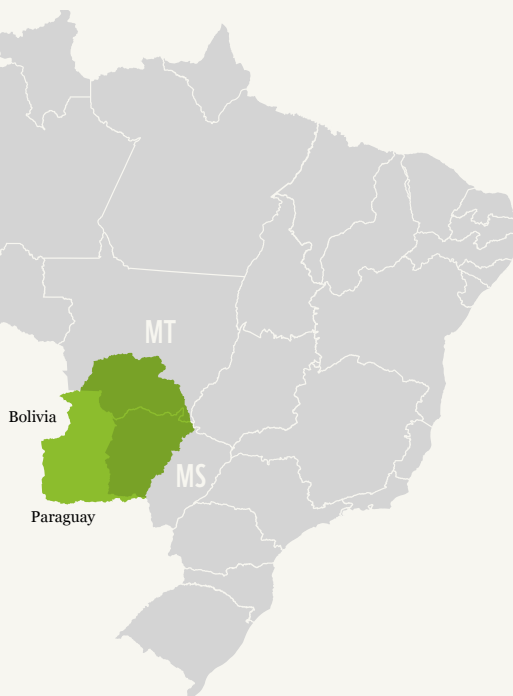


known
species

3,500



plant species



656



bird species

159

mammal
species



53



amphibian species

325



fish species

1,032



butterfly species

98



reptile species

16 MILLION HEADS OF CATTLE IS THE ESTIMATED HERD IN THE PANTANAL

There are 4,700 known species in the Pantanal. Records account for 1,193 animal species: 656 birds, 159 mammals, 93 reptiles, 53 amphibians and 325 fish. There are also 3,500 aquatic and terrestrial plant species (Mittermeier, 2002; PCBAP, 1997; Zurduy Ed. 2008). The presence 1,132 butterfly species has also been registered.

Over 85% of the Pantanal fish belong to the Ostianriophysi superorder – among them the flat fish Pacu (*Piaractus mesopotamicus*), the golden Dourado (*Salminus maxillosus*), the spotted sorubim, the catfish Pintado (*Pseudoplatystoma corruscans*), the striped catfish Cachara (*Pseudoplatystoma fasciatum*), the banded knife fish Tuvira (*Gymnotus carapo*), the armoured catfish Cascudo (*Hypostomus spp*) and others. The Pantanal's largest fish is the giant Jaú catfish (*Paulicea lutkeni*) – it can be up to 1.5 meters long and weigh up to 120 kilos. The Piranha (*Serrasalmus spp*) is also abundant in the Paraguay River basin.

Due to its environmental relevance, the Pantanal has been declared a World Heritage site and a Biosphere Reserve by the United Nations; it is also a National Heritage site in Brazil.

Occupation and threats

Land occupation in the Pantanal started in the 18th century, with cattle ranching activities in the higher part of the Paraguay River Basin. Previously with a predominantly indigenous culture, the Pantanal was greatly influenced by cattle ranching and the cowboy became an icon of the Pantanal man. The herd in the region is estimated as 16 million heads of cattle. Ranching was followed

by monocultures such as soy, corn, rice and sugar cane. Agribusiness spurred meatpacking and mills. Other relevant sectors include mining, iron and steel industry, and charcoal production. Big infrastructure works and projects are also noteworthy in this region, mostly to build hydroelectric plants and dredge waterways.

Approximately 17% of the original vegetation of the Pantanal plains has already disappeared. On the plateau, the losses are even larger and only 41.8% of the natural cover remains². The predatory

Approximately 17% of the original vegetation in the Pantanal plains has already disappeared. On the plateau, the losses are even larger and only 41.8% of the natural cover remains

2. Source: Map of Pantanal Vegetation Cover - http://www.wwf.org.br/informacoes/biblioteca/publicacoes_in_english/?25202/Vegetation-and-Land-Use-Map-in-the-Upper-Paraguay-River

occupation of the Pantanal was the result of lack of land ordering and of other planning and prevention measures. During the past 20 years, the situation was aggravated by the introduction of artificial pastures and forest exploitation, together with the wide use of chemical pesticides in agriculture and other polluting substances in mining, as well as the works to build hydroelectric plants and dredge waterways. Pantanal now faces climate change and other environment problems caused by deforestation and forest degradation, erosion, siltation of rivers, and the contamination of soil and water by chemical residues. Efforts need to be intensified to stop destruction. That means promoting sustainable development, conservation and environmental education.

FISHING

Boat on the Paraguay River, in Corumbá.

© WWF-BRAZIL/ADRIANO GAMBARINI



Fishing is one of the oldest traditional activities of mankind. According to the United Nations Food and Agriculture Organization (FAO), global fishing and aquaculture³ production in 2008 was approximately 115 million tons and the average yearly per capita fish consumption was 17 kg. In Brazil, national fish production increased by 25% in the past eight years and totaled over 1 million tons in 2009, according to the Brazilian Ministry of Fisheries and Aquaculture (MPA). The concern with healthy eating and the change in life style suggest a trend to increased fish consumption in Brazil.

In the state of Mato Grosso do Sul, fish production totaled 17,354 tons in 2009 (MPA data) and 4,850 tons of that came from extractive fishing. According to a study by The Brazilian Agricultural

3. Aquaculture production refers to fish living in captivity in fish tanks, specially designed for fish farming and reproduction in controlled conditions.

Fishing production refers to fish living in the wild until they are captured by fishermen, getting caught in fishing nets or being hooked or harpooned

Research Corporation- Embrapa (Catella, 2003), fishing ranks second among the economic activities having a high impact on the Pantanal (the top one is agriculture and ranching) and it yields around R\$ 40 million a year in this region. Total fish catch is around 373 tons (2007). The most common fish in the Pantanal region are catfish – the main species are the spotted Pintado (*Pseudoplatystoma corruscans*), the striped Cachara (*Pseudoplatystoma fasciatum*) and the Pacu (*Piaractus mesopotamicus*). Total catch in Corumbá was 147 tons – and 43 tons

PARAGUAY RIVER

Fishing is a traditional activity and the source of income for the riverside population





of those were caught by professional fishermen (of which 8 tons were sold) and 103 tons came from sport fishing.

Fishermen have noticed a decrease in stocks of some fish species – this is the case of the golden Dourado (*Salminus maxillosus*), which is one of the most valued fish species among locals and tourists alike. According to researcher Agostinho Catella, results of Embrapa studies on the Dourado stocks of the Southern Pantanal in Brazil are expected to be published in 2011 – in neighboring Paraguay and Argentina, the decrease in Dourado stocks has already been determined and Dourado fishing is only allowed in the “catch and release” type of fishing.

Fish caught by professional artisanal fishermen in the Upper Paraguay River Basin in Mato Grosso do Sul state, in 2000-2002 (SCPesca/MS)

Fish species	%
Pintado and Cachara	66.0
Pacu	15.0
Jaú	7.0
Piranha	4.0
Barbado	2.5
Dourado	2.0
Piavuçu, Piraputanga, Jurupensém and Jurupoca	2.0

Source: SCPesca/MS

During the 1980's, sport fishing became important in the Pantanal. In 2007, in the Upper Paraguay Basin, sport fishing attracted 17,000 tourists to the Pantanal and the annual catch was 216 tons (according to Embrapa Pantanal). Today, sport fishing is the main tourist attraction in the Pantanal region, particularly in the state of Mato Grosso do Sul. Around 700,000 tourists visit the Pantanal each year and approximately 65% of them go fishing. According to Environmental Police records, nearly 10,000 sport fishermen visited Corumbá in 2003.

Fishing is an ancient tradition in this region and 83% of the population dwelling on the riverside depend on fishing for their livelihood, says a study carried out in 2009 by Embrapa Pantanal.

83%

**OF THE
POPULATION
DWELLING ON THE
RIVERSIDE DEPEND
ON FISHING FOR
THEIR LIVELIHOOD,
ACCORDING TO A
STUDY CARRIED
OUT IN 2009
BY EMBRAPA
PANTANAL**

THE ILLITERACY RATE IS 84%

In 2010, another survey, carried out by the Brazilian Ministry of Fisheries, recorded over 18,000 professional artisanal fishermen in the Southern Pantanal (MS) alone. Although relevant, professional fishing remains an artisanal occupation and a marginal activity, and the fishermen's families (five persons in average) live in precarious social and economic conditions – their homes are not comfortable, they have little or no access to basic public services such as sanitation, health and education; and around 84% of them are illiterate. Traditional fishing tools include cast nets, besides the indigenous bow and arrow; hooks and lines are also used. Fishermen have a great sense of orientation and are able to identify fish shoals by the movements they observe on the water surface. Their knowledge about plants and animals passes from father to son and they resort to natural materials for food, medicine, ornaments, tools and so forth.

According to a Participatory Diagnosis carried out during 2005 with the Amor-Peixe, Ar-Peixe and Art-Peixe associations, the average monthly income obtained in 2003 by regular fishermen was around R\$ 300,00 during the harvest season and R\$ 200 between crops and also during the spawning period. By comparison, the official minimum wages in Brazil at that time was R\$ 240 per month – an insufficient amount to provide a decent living for a family. Women felt the need to have a complementary income, but they did not see any suitable alternative.

4. A Brazilian municipality is an administrative division of the states and the smallest territorial unit with an autonomous local government.

CORUMBÁ

Corumba is a frontier city, located on the Brazilian border with Bolivia, on the banks of the Paraguay River. It is the biggest city in the Southern Pantanal, in Mato Grosso do Sul state. It is located within the Lower Paraguay River microbasin. Curiously enough, there is another municipality⁴ within Corumbá: Ladario. Together, Corumba and Ladario add up to 119,000 people – that is almost half the entire population of the Southern Pantanal, where the population density is as low as 2.3 inhabitants per square kilometer (IBGE, 2007). Only 10% of the population in Corumbá and Ladario dwell in the rural area and among them there are 1,250 artisanal fishermen, 712 of whom are women (RGP, MPA, 2009).



5. Portenho refers to Argentina and the Buenos Aires area. Gaucho is the typical cowboy from the Pampa fields in the southernmost part of Brazil, Uruguay and Argentina.

Local economy is based on fishing, tourism, cattle ranching and mining. For a long time, Corumbá remained isolated from the rest of the country. The only available means of transportation was by river. Through the Prata River (the name means Silver) Basin one could reach Paraguay, Argentina and Uruguay, and it was the only way to access southern Brazil. This explains the influence of Guarani, Portenho and Gaúcho⁵ cultures on Corumbá's local society. Even today one can notice that influence in the musical rhythms – like *Guarania*, *Rasqueado* and *Polka* –, in the Gaucho habit of drinking green mate tea from a gourd cup equipped with a metal straw and filter (although in the Pantanal it is a cold drink), in wearing loose *bombacha* pants, and in the local vocabulary pervaded with Spanish and Guarani words. There is also a strong influence from old indigenous tribes.

WWF-BRAZIL IN THE PANTANAL

Although the organization had run single projects in this biome before, WWF-Brazil only started its integrated conservation strategy in 1998, through the creation of the Pantanal Forever Program (now the Cerrado Pantanal Program). The general approach of the Program includes:

- a. Nature protection – ecosystems, water sources and springs, headwaters, landscapes and species in this biome, particularly by supporting the creation and implementation of parks and reserves (protected areas) and the increase of scientific knowledge on the Pantanal.
- b. Encouragement of low impact economic activities and best environmental practices, and promotion of sustainable development together with income generation and capacity building.
- c. Environmental Education, including dissemination of the Ecological Footprint and teachers training.
- d. Support environmental conservation and sustainable development public policies by supplying information and encouraging society participation.



The Pantanal plains

Fish leather
cleansing process



Charged with the millennium goals established by the United Nations Organization in the year 2000, WWF-Brazil identified an opportunity to contribute to several of those goals, particularly the following: end hunger and poverty, gender equality and empowerment of women, quality of life and respect for the environment, and everyone working to achieve development.

To lead local actions, in 2001 WWF-Brazil hired biologist Eduardo Mongelli and in the following year, 2002, the organization started the **Fish Recycling Project**, which led to the **Amor-Peixe Project**. The expression Amor-Peixe, in Portuguese, alludes to love of fish. At first, WWF-Brazil worked with three different groups of women from fishing communities in Mato Grosso do Sul. The object included promoting the autonomy of the women involved with craftwork; joint management; recovery of the Pantanal culture and traditional knowledge; and development of a production chain based on recycling fish solid residues.

Besides the Program's general objectives, this Project had specific goals for the eradication of extreme poverty and hunger; empowerment of women and promotion of gender equality; promotion of the quality of life and the respect of the environment; and fostering sustainability. They correspond to the UN millennium goals mentioned above.

Finally, Amor-Peixe also contributes to the Ramsar Convention (1999), highlighting the contribution of local population traditional knowledge to the wetlands conservation, livelihood and quality of life. In 2011, after all objectives and targets were fulfilled, WWF-Brazil completed the phase out preparations.



Fish leather bag

PHASE ONE



It all started with fish recycling

WWF-Brazil selected three groups of women from fishing communities in Mato Grosso do Sul who showed interest in the activities promoted by the organization through the Fish Recycling Project. In 2002, those women requested WWF's support to create their associations. At first, WWF-Brazil supported all three groups: Amor-Peixe in Corumbá, Art Peixe in Miranda and Ar Peixe in Coxim. They wanted to convert the disposed fish skin into leather and use it to produce craftwork and generate income.

The first women to join Amor-Peixe ten years ago recall very clearly how it all began. This is the case of Joana Ferreira de Campos, one of the founding members who, in 2007, became the president of the association. Starting with a training opportunity to

© WWF-BRAZIL/ADRIANO GAMBARINI



Fish leather dyeing
process

learn how to recycle fish, some women from the fishing communities, who were in their 40's or older, got mobilized to do something else beyond their domestic realm. They learned how to tan the fish skin to obtain leather and started to get together to produce craftwork, dreaming of having an income of their own. At first, their husbands and other men in the family were against it, preferring them to stay home and remain dedicated to housework. But they insisted, and that led to the creation of the Amor-Peixe Association.

The first activity was a workshop for 80 participants, on fish skin tanning and the use of fish meat leftovers. The workshop was organized in Corumba in 2001 by WWF-Brazil in partnership with Senai, (national training service for industrial workers), Sesi (national industry social assistance), Colônia Z-1 (fishermen's association) and Sociedade Caritativa e Humanitária (local NGO).

In 2002, another fish tanning workshop was organized in Corumbá by WWF-Brazil in partnership with Centro Cultural Embrapa Pantanal and Corumba's Culture Foundation, also for 80 people from fishing communities in Corumbá and Ladario. During 20 days, several women learned how to make fish leather. Later that same year, a workshop promoted by Sebrae (national agency to support entrepreneurs and small businessmen), Senai and the Corumba

Environmental Office (local government) taught them how to use fish leftovers.

In 2003, WWF-Brazil, in partnership with Sebrae, provided training on association, focusing on how to build associations and cooperatives and how to make them legal. Furthermore, WWF-

Amor-Peixe, in Corumbá, stayed on course in spite of some difficulties and appeared to be the most promising group for WWF-Brazil to concentrate its support on

Brazil assisted the women in designing and registering the statutes for their new associations. Amor-Peixe then created and registered the association statute. During the same year, WWF-Brazil supported the organization of a workshop for organizational strengthening and the improvement of fish skin tanning techniques.

Also in 2003, Amor-Peixe was invited to take part in the National Conference for Aquaculture and Fishing and to exhibit the products in the Family Farming Fair which took place in the city of Chapecó, in Santa Catarina state, in the South of Brazil.

During the 2003 fish breeding season (when fishing activities stop in order not to disturb the spawning process), WWF-Brazil also supported the “Catching

letters” project to teach 23 fishermen how to read and write. They all came from the Colônia Z-1 in Corumbá. Two members of Amor-Peixe Association, Isabel Cristina Ruiz and Wânia Alecrim, acted as teachers in this literacy course promoted by the Movement Pro Young People and Adult Literacy (known by the Portuguese acronym *Mova*) together with Banco do Brasil Educar and the support of Sematur (Corumbá’s Environment and Tourism Office).

In 2004, WWF-Brazil organized a partners meeting to strengthen the associations and a Participatory Diagnosis was carried out, led by consultant Kusum Verônica Toledo. The result of this work was published in 2005.

In those early years, WWF-Brazil supported all three associations and provided capacity building, technical assistance and supervision, assistance in designing and submitting projects and documents to obtain further support, financial aid for travel expenses; donations for the acquisition of materials and consumables, as well as equipment; and paid for the rent and utilities (water supply, electricity and telephone service). The three groups, however, took different directions. Art Peixe, in Miranda, was soon demobilized. Ar-Peixe, in Coxim, adopted a Sebrae

business model which, in WWF-Brazil's view, let go of the feeling of local belonging and lost its original identity to follow simple market logics, strengthening neither the fishing territories nor the Pantanal culture. Amor-Peixe, in Corumbá, stayed on course in spite of some difficulties and appeared to be the most promising group for WWF-Brazil to concentrate its support on – a decision made in 2005.

Focus on Amor-Peixe

In 2003, when WWF-Brazil decided to focus on Amor-Peixe, their Association had already been officially created and its statutes were registered. The group occupied a booth in the Crafts House, provided by the local government. The Crafts House is a tour stop for tourists visiting Corumbá. Amor-Peixe submitted a project to Mato Grosso do Sul state cultural investment fund (FIC-MS) and its approval made it possible for the Association to acquire basic equipment to start production: a 550 liter freezer to stock fish skins; a tanning barrel to process 100 kg of fish skins; and three industrial sewing machines (two of them for straight and overlock stitches and another one for zigzag stitches). They also got an iron to press the leather sheets.

At this point, Amor-Peixe was just a bunch of women with individual projects. They got together but did not compose a collection or a group. The craftwork was produced and sold individually. Their development was very uneven and the president of the Association, Wânia Alecrim, was the only one to stand out. Group organization was precarious and the handicraft they made was rather primitive and coarse. Differences and conflicts among them were intensified. They felt unhappy and unprepared. Nevertheless, in 2006 Amor-Peixe's president was chosen by Brazil's leading

monthly women's magazine Claudia as the year's Woman Revelation in the Social Work category. She also received the Woman Entrepreneur Award from Sebrae. This double acknowledgement, however, did not depict the Association as a whole. Wânia Alecrim went on her way and left the Association. Without leadership, the women found themselves adrift and the group was deactivated. That was the end of phase 1 of the Amor-Peixe Project.

Besides WWF-Brazil, other organizations occasionally supported Amor-Peixe Association during this first phase: Embrapa Pantanal, Sebrae, Dom Bosco Catholic University (UCDB), Corumbá local government (through the Culture

During Phase 1, Amor-Peixe was just a bunch of women with individual projects





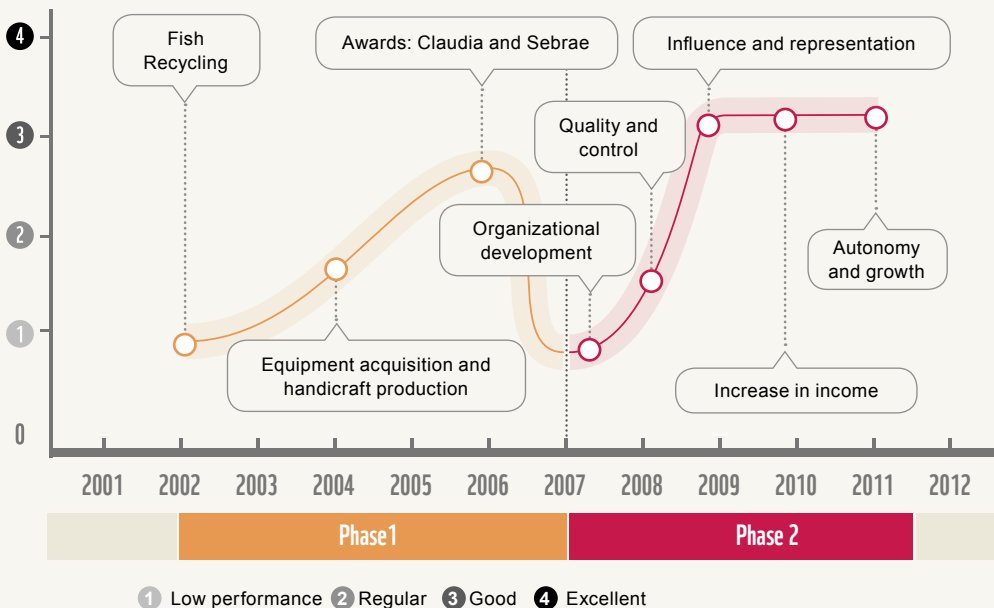
NEW BEGINNING

The group was reorganized and sought a new way to relate and to carry out the work.

Foundation), Mato Grosso do Sul state government (through its environmental agency - Imap and also the agency for agricultural development and assistance - Idaterra, the federal government (through the Fisheries and Agriculture Department - Seap and the environmental agency – Ibama), Senai/Sesi, the fishing association Colônia Z-1 and local NGO Sociedade Caritativa e Humanitária – partners of WWF-Brazil in the first workshop on fish skin tanning and use.

The image below shows the two phases of Amor-Peixe. In phase 1, particularly since 2003, the Association grew and a peak can be observed in 2005, when the president of Amor-Peixe was given two national awards. The sharp fall of the line coincides with Wânia Alecrim's leaving the Association and it shows that the growth was restricted to the leader, not extending to the entire group. In phase 2, the line made another sort of curve. It began with the restructuring of the Association and the new focus on organizational development, the building of a group project including each and every woman. The line starts to go up in 2008 and, unlike what happened in phase 1; it does not drop down again. On the contrary, it follows a steady course and stays up high. This was only possible because progress and development included the entire group. It is an indication that the Association became independent and autonomous.

EVOLUTION OF THE TWO PHASES



PHASE TWO

Re-founding the Association

The 2006 crisis in Amor-Peixe was so deep that a re-founding process was needed. Changes started in 2007, setting the baseline for group learning – the women learned how to get organized and to determine which way to go. Step by step, with the support of WWF-Brazil, the women built an organization fit to meet their aspirations and goals.

While all other organizations were only occasional partners, WWF-Brazil played a vital role and made it possible for this group of women to reach true autonomy. In phase 2, WWF-Brazil adopted a systemic and integrated approach, making use of participatory methodologies, and played the role of a true nursery, feeding and nourishing the social organization so that it could develop safely and be able to ‘walk on its own legs’. Throughout 2007, 2008 and 2009, WWF-Brazil provided intense assistance and guidance and the key to its work was ‘teaching how to learn’. In 2010, Amor-Peixe was finally mature enough to be left on its own, so WWF-Brazil started implementing the phase out strategy in 2011. At the closure of this Project, WWF-

© WWF-BRAZIL/ADRIANO GAMBARINI



Improving product quality was a pursued target

Brazil will leave Amor-Peixe with a solid foundation and a shared and progressive management, as well as an autonomous association.

During this second period, all the educational and capacity building work was carried out by WWF-Brazil and led by biologist and environmental educator Terezinha Martins, Cerrado Pantanal Program’s conservation analyst, and consultant Josenildo Souza e Silva, an expert on participatory methods (his education includes a university degree in fishery engineering and agriculture science teaching, a master’s degree in administration and communication, and a Ph.D. in agricultural ecology, sociology and sustainable development. He is also a lecturer at the Federal University in

Rondonia state). In 2008, Cláudia Ferraz Gomes did a two-month consultancy for Amor-Peixe to assist the women in developing handicraft design and style.

“No other partner thought of building a foundation, their actions were single actions. Only WWF totally fulfilled its promises and concentrated actions on the basis: diagnosis, organizational strengthening, participatory methodology, planning, costs, accounting, and evaluation. WWF also inserted this group of women in discussions and events which are influential in public policies.”

Josenildo Souza e Silva » consultant for the Amor-Peixe Project.

- 1 The first step** in this second phase was the organizational diagnosis, together with restoring their self-esteem and promoting trust and mutual respect, as well as recovering traditional knowledge and promoting environmental values and the Pantanal culture. Previous work had been done on all those themes, but



Participatory methods used by WWF-Brazil in the Amor-Peixe Project are based on the joint development of concepts and the dialogue between the various types of knowledge, and problem and solution identification. The virtuous cycle starts with practice and experimenting and moves on to sharing each other's experience. The next stage includes analysis, processing, evaluation and assessment. Finally, they generalize all the experience to determine needed changes. When they reach the end of the cycle it starts all over again.

the crisis in the association caused impacts. Meanwhile, membership had to be recomposed and they had to decide who, among them, could stay in the association. Decisions started to be made by the group as a whole and in a transparent way. Only the ones who were committed to this new pact were allowed to stay. Several of the old members matured and were able to follow this process of change. Others, like Helena and Natividade, left the association. The group realized that it was important to renew membership and increase their production capacity. But they also understood that, before doing so, they had to consolidate their founding core.



“When I became president the group was unwell. We had been paddling around for five years and getting nowhere. I have always believed in the Association and I am passionate about it. Anyway, we finally learned how to manage our own business. And when it happened, Amor-Peixe just leaped and went forward. This is just the beginning; we will grow a lot more.”

Joana Ferreira de Campos » president of Amor-Peixe Association.



“WWF changed our lives, it brought a look into the future. We learned how to think, to have our own initiative and to be creative. I was a lone fisherwoman, a drug addict, all by myself with only a small child to look after. I am 38 years old now and for the past eight years I have been part of Amor-Peixe.”

Rita Conceição da Silva » Amor-Peixe



“It would not be possible for us to make it without WWF. It has been our partner from the beginning. WWF gives us the strongest support and has taught us how to learn and to understand this entire system.”

Marilza Maria de Campos » Amor-Peixe



“WWF helped in communications, in the coexistence at the association and in the relationship among members, in marketing and sales, in accounting, in monitoring. WWF was very supportive.”

Clara Selva Zenteno » Amor-Peixe





COLLECTIVE STRENGTH

Capacity building workshops helped to improve the quality of the products and to encourage shared management and participation in public policies.

2 The second step was the creation of the basis for the desired Association. Generate income and improve the quality of life and of living was every woman's aspiration. But they also wanted respect, partnership, equality. Working with participatory methods, they went through a process for both individual and group self-knowledge and identified existing and missing abilities.

The group elected new leaders and decided where they wanted to go and what it would take to get there. Joana Ferreira de Campos was chosen as the new president for Amor-Peixe Association. They established criteria and processes to ensure transparency, constructive criticism, fair sharing of work and of benefits. Their choice was made with the group in mind and ensured a result for all of them. Principles for solidarity economy and natural resources conservation were also adopted

Social contract

To strengthen trust among members and design a social contract, they had to renegotiate the agreements based on the principles and values of the organization, which are the following:

- Environmental conservation
- Recycling fish solid residues – mostly skin tanning
- Handicraft development using recycled materials (fish leather and scales)
- Professionalization in all areas: production, administration, management, marketing and sales
- Pantanal culture (use Pantanal iconography in their products)
- Fishing culture recovery & revival (traditional knowledge)
- Fashion making
- Income generation for members (poverty alleviation)
- Empowerment of women (gender)
- Working together to develop studies and plans
- Monitoring
- Participation in public policies

To ensure that all members would have the opportunity of participating in fairs and events, they established a rotation system for the trips. Participation grew considerably. In 2007, Amor-Peixe participated in the 1st Mato Grosso do Sul Tourist Show in Campo Grande (state capital city); the Social and Biodiversity Solidarity Fair organized in Brasilia (national capital) by the Brazilian Ministry of the Environment (MMA) and the Ministry for Agricultural⁶

6. Brazil has two ministries dealing with Agriculture. The Ministry of Agriculture Development (MDA) deals with family farming, traditional population and agrarian reform, while the focus of the Ministry of Agriculture, Cattle Raising and Food Supply (MAPA) is agribusiness, extensive farming and food supply.

Development (MDA); the Water Pantanal Festival in Corumbá; MDA's Family Farming Fair and the Biofach in São Paulo (with WWF-Brazil's support), among other events. During the following years, the events were counted by the dozen and included fairs, meetings, conferences and representation in forums and committees.

Also in this period, members of the association learned how to implement quality control, stock regulation, and price setting.

With the support of WWF-Brazil, Amor-Peixe organized a meeting with potential partners: Embrapa Pantanal, two colleges – Faculdade Salesiana and Faculdade Santa Teresa –, Pantanal Culture Foundation and Sebrae. At the end of the meeting they reached an agreement for a joint work plan, according to the proposals of each partner. This alliance, however, did not thrive and WWF-Brazil was the only one to continue working.

- 3 The third step was** characterized by the introduction of new management tools for participatory management and they were helpful in strengthening the organization in many ways: organizational processes and control, participation in events linked to fishing and solidarity economy, and in continuous product improvement. Workshops were organized to build the women's entrepreneurial capacity, and capacity for associative development, joint management, participatory methods, public policies, agricultural ecology, environmental education, design, fashion and Pantanal iconography.

Increasing production became a priority but they were not able to meet demand with the existing members and, therefore, they needed to increase membership. By then they were organized and their roles were well defined in the group, according to each one's abilities. The new members admitted in the group brought with them a rejuvenating breath – particularly the younger ones, the students, who added knowledge to the group and helped to introduce the digital world into the association. They all had – and have it to this day – the same dream of improving their life and living conditions and the determination to make it happen.



“Adaptation to the group was the main difficulty faced by women in Amor-Peixe.”

Terezinha da Silva Martins » WWF-Brazil



“Terezinha always brings us the news and novelties and helps us in everything. She and Josenildo used to come and spend a whole week with us.”

Marilza Maria e Campos » Amor-Peixe



2008 AN UPWARD LINE FOR THE RESULTS ACHIEVED BY THE ASSOCIATION BEGAN IN 2008

- 4 **The fourth step** focused on marketing and sales, finance and accounting. They built their capacity in accounting, controls and finance, as well as in processes. Always under WWF-Brazil’s guidance and assistance, the group identified the production costs and the profit margins in order to set prices for the products. They also determined how to divide the work among themselves and how to share the earnings to be obtained. A business development plan and a market study were also provided.

The year of 2008 coincided with the onset of an upward line for the results achieved by Amor-Peixe. From then on, the women could count on a steady source of income and started to incorporate gains from the production and sales of fish leather handicraft. Meanwhile, the group began to diversify and improve its products.

The concern with sustainability also increased and the sustainable management of fishery resources was strengthened.

At the same time, the group obtained social and political recognition. Amor-Peixe joined networks, secured seats in forums and participated in various levels of public policies pertaining to fishing, gender, grass-roots and solidarity economy.

The Association kept an upward pace towards its administrative, financial, political and institutional autonomy.

- 5 **The fifth step** had to do with monitoring, evaluation and re-planning. Those were the activities developed in 2009.

Another relevant milestone in 2009 was the introduction of the Ecological Footprint, a concept adopted by WWF Network.

At that time, the Association made a new approach to contact former partners in Corumbá, including the fishermen’s association Z-1, the local government and Embrapa (the Brazilian Agricultural Research Corporation).



Creativeness has no limits in this group. New products are created every day.

By that time, fish leather handicraft production had been diversified and both the design and the finishing work were improved. The 3rd National Conference on Aquaculture and Fisheries, which took place in Brasilia in October 2009, ordered 800 fish leather bags to be distributed to participants. In order to meet such a large order, Amor-Peixe had to outsource part of the sewing job. The seamstresses from a local NGO – Instituto Homem Pantaneiro (IPH) – were just the solution.

Members of Amor-Peixe were encouraged by the progress they had achieved so far and several of them went back to school. Presently, all members are High School graduates and two of them are college students. There is union in the association and the spirit of partnership is based on respect for each one of them and for the group as a whole. Amor-Peixe has become a source of joy for those women and depression finds no place among them.



“During the weekends, we look forward to Monday and to going back to Amor-Peixe. We have a good ambiance here, ours is a cheerful group. Even the oldest ones among us found out that they still have ‘plenty of firewood to burn’ and their wisdom is appreciated by the younger ones. This Association has changed family relations. One feels useful now. We have acquired a perspective and an autonomous income. We can travel, meet new people, and learn”.

Joana Ferreira de Campos » president of Amor-Peixe Association



“We are on the right path.”

Zoraide Castelhão Celesque » treasurer of the Association

Quality production

The fish skins are tanned to make leather. The material is treated, softened, dyed, cut, glued and sewn. The fish leather is used to

*Several members
of the Association
felt encouraged
by the progress
achieved and went
back to school.
Presently, all
members are High
School graduates
and two of them
are College
students*

make purses, bags – even ecobags – and wallets, belts, cases, calendar covers, key chains, sandals, bracelets and earrings. Materials like Buriti palm straw and natural cloth are also used. The fish scales are incorporated in jewelry. There is a bag and a necklace models made with the residues of residues. One of the most original products is a plastic bracelet covered with fish leather – the plastic comes from recycled pet bottles. At times, the women also use fish meat leftovers to prepare food: fish stock, fish kebab, fish meat filling for pastry and sausages, and so forth.

The quality of production is crucial in handicraft. At first, their products were few, quite simple and coarse. Since 2007, with WWF-Brazil's support, Amor-Peixe began to implement important improvements. Marilza Maria de Campos is in charge of quality control and gluing and she says that the entire process

was changed. That includes the way they tan the skin and make leather, the design, cutting, sewing and finishing.

Now the fish skins are well tanned. Their texture is soft and resembles the *chamois* leather. The dry look and the bad fish odor were eliminated. The aniline dye produces vibrant colors. The zigzag stitches gave way to straight and quilt stitches. Amendments are disguised with a trim or a patch and zippers are embedded. The bags are now lined with grosgrain or satin and feature inside pockets. They also come with straps or handles. The products are well finished and look more beautiful. Now they are considering welding instead of sewing. Another experiment in line is the use of patent leather.

“Quality control had great impact upon the market”.

Josenildo Souza e Silva » WWF-Brazil's consultant for Amor-Peixe Project

QUALITY IMPROVEMENT

Products became pretty and have strict quality control



The Pantanal iconography added originality to the products. Shapes, drawings and details refer to local tree and bird species. Typical cattle bones and fish scales inspired their design and were also used to make buttons and other small finishing items, as well as jewelry.

Amor-Peixe started out with three products – a calendar, a coin purse and a pencil holder. Now, the Amor Peixe catalogue features 40 different fish leather products. The women make various quality products and develop collections for particular segments. They also create the design.

Product development was remarkable and handicraft sales provided a true regular source of income for the women. The impact on sales is according to the quality achieved and the products are quickly sold out. The women can hardly meet the demand for Amor-Peixe products. They know, however, that improvement must go on to ensure continued progress.

Calculating: costs, profits, productivity, sharing

Besides adopting criteria to quantify and control every process, Amor-Peixe established a weekly monitoring meeting. This is a crucial practice to ensure control, identify and solve problems, as well as conflicts, make improvements and encourage transparency.

Weekly, Amor-Peixe uses approximately 14 kg of fish skins, which yields 8 kg of leather, and with this material they make an average of 80 pieces (depending on their size), says Joana. Clara Selva Zenteno (secretary of the Association) and Zoraide Castelhão Celesque (treasurer) are in charge of tanning and dyeing. The skin accounts for 1% of the total weight of a fish, which means that, every month, the organization recycles the residues of some 1,400 kg of fish.

The association has a barrel for tanning and dyeing the leather. It is a double barrel and its total capacity is 80 kg. In the process to make the skin into leather, there is a 40% loss. This means that, by the end of the process, the 14 kg of fish skin are down to 8.4 kg of leather. This amount of leather is enough to produce 1,000 sheets to work with. The leather sheet is the basic unit to figure out costs and gains, as well as the final price of a product. They use different sizes of sheets, depending on the product. Sheets used in making bags measure from 40 cm x 40 cm up to 60 cm x 80 cm. The cost



14 kilos
OF FISH SKIN
PER WEEK ARE
USED BY AMOR
PEIXE



EVERY WEEK,
THE ASSOCIATION
RECYCLES THE
RESIDUES OF
1,400 kilos
OF FISH

is calculated separately for each product and takes into account all the materials used plus the working hours put into making it.

Because Amor-Peixe was unable to secure regular supply of skins from the catch of wild Pantanal fish, the association buys Tilapia (*Tilapia rendali*) skins from a fish breeding pond. They are supplied by Mar e Terra fish packing industry located in Itaporã (182 km away). This supplier could be a potential partner and give future support to the women's association. Since it only sells fish filets, both the skins and the scales are disposed of as garbage. Presently, however, Amor-Peixe pays for them. The skins are delivered frozen and are kept in four freezers at the Association's booth. Amor-Peixe stocks vary from 500 to 1,000 kg of fish skins.

In the future, they plan to continue working with Tilapias while initiating another line with Pantanal fish – such as Piranhas, Pacus and Pintados. To do so, however, they need to learn and develop appropriate techniques for this kind of leather, which is harder. Fish association Z-1 could be a partner – an agreement could possibly be arranged for them to supply Pantanal fish skins for the women's handicraft.

When determining the necessary margin of profit, they take into account the type of sales, if retail or wholesale, and if sheet or finished product. All costs must be taken in: the fish skins, transportation, the chemical products used in tanning, treating and dyeing, the cloth, the sewing materials, and the labor. There are many items to pay for; the expenses add up and they are a source of concern – especially for Marilza Maria de Campos, who has been a member for 10 years now. She is presently in charge of quality control and gluing. She recalls that they must also foresee travel expenses and the cost of events. They have defined a margin of 30% for the profit in the finished product, but it goes up to 70% in retail sales. For the leather sheet, the set profit is 50%.



“We spend a whole lot, everything must be bought, and all must be paid for. Some of our partners will eventually contribute with transportation to a fair or a banner production for an event. But Amor-Peixe has to pay for all the activities.”

Marilza Maria de Campos » Amor-Peixe



Amor-Peixe throws nothing out. Each small inch of material is used.



30%
OF THE
PROFIT GOES TO
THE ASSOCIATION

There are now six members working as seamstresses, although only four of them are totally dedicated to this activity. Cristiane de Souza is one of them. She has been a member of the association for just the past two years, but she is well adapted to the group and sews neatly. For this job, they have eight sewing machines (four industrial ones and four others which are only semi-industrial). It is handicraft and their production is small. Cristiane estimates that the group is able to produce, per month, around 30 large bags plus 120 purses, for instance. In Joana's estimate and depending on the size, it is possible to make over 300 pieces a month.



70%
OF THE
PROFIT IS SHARED
BY MEMBERS

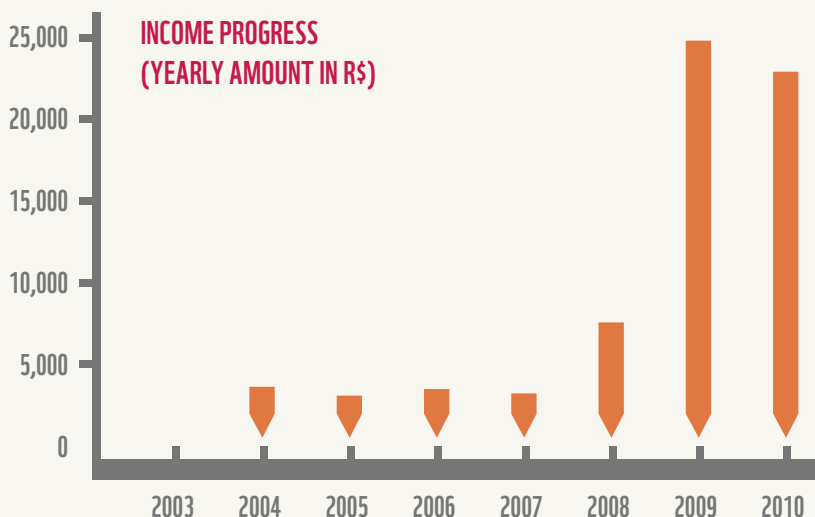
In profit distribution, 30% are allocated to administration and management of the Association and 70% are shared by members. They use a simple and transparent way to calculate the work and profit distribution and the accounting is done on a monthly basis. All women involved in the work must write down their time of arrival and of leaving every day, and the record is endorsed by the management. At the end of the month, the working hours for each woman are added up. Total working hours are multiplied by the monthly earnings and divided by the number of hours that each one of them put in. Thus it is possible to determine the proportional contribution made by each member. It was agreed that Amor-Peixe does not produce nor sell individual products: everything is done collectively. If someone is absent without a medical excuse, there will be a discount in her earnings. If a leave of absence is required for over 15 days, the labor legislation rule is applied: the member must seek Social Security and will no longer receive payment from the Association.

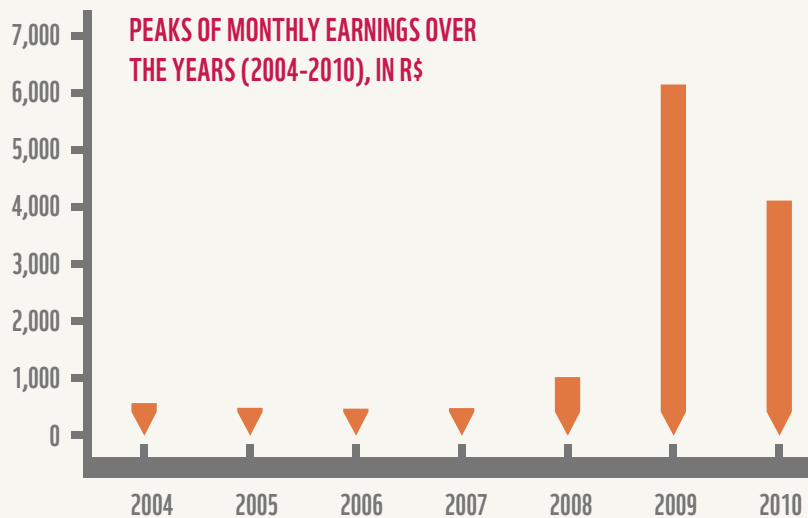
The price set for the final product is a competitive one. After making all the calculations, a survey was carried out in the local market to determine the acceptance of the product and to verify whether the set prices were considered high or low in relation to the other products available. Some discrepancy was found – some of the items cost too much and others too little. They made the necessary adjustments and today their prices are attractive – even more so if one takes into account that leather is a noble material and that their handicraft is quality work with an intrinsic value. The best seller is the fish leather bag. Depending on the size and model, the product will cost R\$ 30 to R\$ 180. Cheaper products, such as coin purses, key chains and earrings, start at R\$ 5.

Income generation

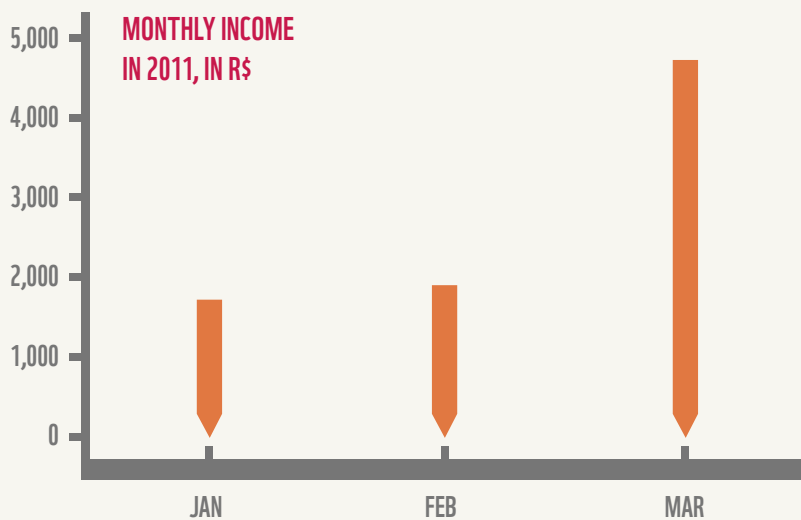
The income generation and increase (see charts below) for the members of Amor-Peixe is an index of success of this Project. In 2003, the women in the group had no income of their own. In 2004, the group began earning and in that year they made a total of R\$ 3,151.70. In the following three years, the success was the fact that they maintained a regular income, although the yearly earnings were slightly lower in value: R\$ 2,674.95 in 2005, R\$ 2,990.57 in 2006 and R\$ 2,824.70 in 2007. From 2008 on, the earnings went substantially higher and in that year total income was R\$ 7,136.00. In 2009 the income tripled again and reached the sum of R\$ 24,418.00. In 2010, the yearly income was R\$ 22,570.00. In 2011, the trend is upward and in the first quarter they earned R\$ 4,746.00.

On average, the monthly income of the group varied between R\$ 1,880.00 and R\$ 2,034.00. Those values are based on the earnings of the last two years. The months of greater revenues are those of participation in events – especially in fairs, when their products are usually sold out. In 2009, the highest monthly income was obtained in October and it amounted to R\$ 6,134.00. There were two other peaks: in November they made R\$ 2,180.00 and in December they earned R\$ 1,999.00. In 2010 the top monthly income took place in November and totaled R\$ 4,096.00, while the other two peaks were R\$ 2,678.00 in May and R\$ 2,367.00 in September. Total income is divided among association members and the amount each one receives varies according to the number of hours they worked.





In 2011, income in March was R\$ 4,746.00, the peak of the quarter. January and February, two months which are typically weak for business all over the country, have ensured respectively R\$ 1,748.00 and R\$ 1,921.00.





Products vary from small key chains (photo) to bags and accessories.

Income remains one of the main concerns of Amor-Peixe Association members. Their average family income is around R\$ 600 or US\$ 375 per month (US\$ 1 = R\$ 1,60 – July 2011), i.e., slightly over the 2011 value of the official minimum wages in Brazil. Those better off have twice as much, with a family income around R\$ 1,200 (US 750) – that is the case of Joana, whose children are grown and the husband, who used to be a fisherman, is now a tourist boat driver. This means that the earnings obtained with the handicraft sales through Amor-Peixe plays a relevant role not just as an individual source of income for the women but also as a source of complementary income for the family.

Income is still one of the main concerns of Amor Peixe members

Presently, handicraft sales provide the women in Amor-Peixe with a constant source of income for themselves. The monthly amount still varies a lot and it depends on the marketing and sales of the collective products as well as the working hours each of them puts in the Association – therefore their individual earnings are not equal. They can, however, count on a reference value. They know they will get, each month, between R\$ 300 and R\$ 600 – those are net values, after discounting all production costs plus the



“I used to be a housewife and depended on my husband for everything, while raising four kids and one grandchild. My husband catches fish baits for the tourists to go fishing. I live near the Association and so I can come here all the time..”

Marilza Maria de Campos » 64 years old, member of Amor-Peixe

Amor-Peixe's president has a target: to ensure financial independence for the members of the Association. Joana Ferreira de Campos wants them to earn, every month, at least an amount which is equivalent to the minimum wages (presently R\$ 545 per month). And after reaching this baseline, her next target is to increase the income to R\$ 1,000 per month per woman.

Gain from scale is crucial to increase earnings. Therefore, they need to increase the membership. This requires preparation and selection. To train new members they created a 40-hour course which is followed by a 90-day internship or trainee program. Besides taking action to increase the number of members in the Association, they identified some seamstresses for outsourcing when the demand is too large for them.

Another important factor is to add value to the product. Considering that product quality has already been achieved, the next step should be making it as natural as possible to ensure insertion in more exclusive markets, including international ones.

Multiplier role

Amor-Peixe's success case has become known both locally and nationally. The organization is often invited to give talks, participate in seminars, fairs and forums, including the national conferences on fisheries. Since December 2009, Amor-Peixe is represented in the Fishing Territory (of the Ministry of



TIME TO HARVEST

Participation in social economy forums and fairs gave visibility to the group and the Association became a model for other groups.



*There is a
rotation policy
to ensure equal
development
opportunities
for every
member*

Agricultural Development) and also in the Forum of Solidarity Economy in Mato Grosso do Sul. The women take turns so they can all participate – there is a rotation policy to ensure equal development opportunities for all members. Amor-Peixe women play a multiplier role which also provides them with a new source of income: they became guest speakers. They are asked to tell their story and evaluate their development, exchange experiences and be a source of inspiration, providing a reference for other groups who are trying to develop an organization and build a development project upon the environmental, social and economic tripod. Their experience has already

provided lessons for over 10 other groups in Brazil and abroad, directly impacting around 200 people.

After spending two days with the women of Amor-Peixe and taking part in tanning activities, an expert from East Timor took the lessons learned back to her country. Bolivian women acquainted with Amor-Peixe came to Corumbá to see their work and began to work towards using fish skins – wild fish from Pantanal – to make handicraft. In Mato Grosso do Sul, Amor-Peixe has been in different cities – Anastácio, Miranda, Aquidauana, Campo Grande, Bonito and Corumbá – to give talks and take part in courses and events.

Training new members is also a multiplier action. In October 2010, they offered a capacity building course for women interested in becoming members of Amor-Peixe. In the first quarter of 2011, they supervised a 3-month trainee program for the women selected in the course.

Amor-Peixe's case was featured in local and national media. WWF-Brazil communicates about Amor-Peixe in its website, on institutional materials and through WWF Network. WWF-Brazil also gives regular support to Amor-Peixe through media alerts and news releases to the press, radio, television and on line media and it often generates spontaneous coverage; WWF also organizes press conferences, includes Amor-Peixe in the itinerary



© WWF-BRAZIL/RICARDO RUSSO



of press trips and facilitates the contact of the Amor-Peixe women with journalists. WWF-Brazil produces and distributes various kinds of communication materials about Amor-Peixe, or technically and financially supports them – for instance, the Amor Peixe’s product catalog/portfolio.

In November 2007, Amor-Peixe women were the characters of a feature story published by TAM airlines’ on board magazine, *Almanaque Brasil*, under a suggestive title with a double meaning linking leather and hard working women. In Portuguese it read ‘Mulheres que dão no Couro’ – something like ‘Women who tan the hide’. And in 2008 they had two national insertions in Globo Network, the leading open TV channel in Brazil: one was in the Sunday show ‘*Domingão do Faustão*’ and the other one in ‘*Programa Ação*’, a popular show anchored by Serginho Groissman.

Today those women have a better present and a planned future. Clara Selva Zenteno, 49 years old, lives with her husband – a railway worker – and two sons, 17 and 20 years old. She has been a member of the Association for nine years. Besides getting better income, she aspires to moving to a larger city – and that is what she intends to do after her husband retires. Joana, on the other hand, loves Amor-Peixe and never wants to leave – her dream is to see this Association grow and the lives of the members improve each day – something she expects to achieve by exporting the products.



“ *We take part in discussions, we give speeches, and we go to workshops and fairs. WWF has given us visibility.*”

Rita Conceição da Silva » Amor-Peixe

Environmental awareness

As they got involved in fish recycling activities and made a source of income from that, as well as a source of professional achievement and acknowledgement by their own family, the women started to know and to value the Pantanal and its natural resources. Members of Amor-Peixe found out that Pantanal and its biodiversity conservation is important for local population. Because they are women, they were invited to participate in a series of workshops organized by WWF-Brazil using a methodology known as ‘Mother



Nature’. This methodology compares the providing and protecting role of the mother figure to Earth’s nature. The object of this ‘Mother Nature’ series was to ensure the group’s survival. Considering that the women have a great multiplier role within the family and in society, as well as in their professional milieu, Amor-Peixe was able to spread what they learned in concentric waves, like the circles generated when a stone hits the water.

One of their first decisions was to ensure the sustainability of fishery stocks. This meant the adoption of two measures:

- Discontinue fishing during the fish breeding season, when shoals of fish swim up to lay their eggs in the higher part of the river to ensure the species’ reproduction.
- Control fish size in the catch, accepting only those of a stipulated minimum size and throwing back into the river the fish which have not attained sexual maturity and therefore could not leave any offspring. This measure contributes to the sustainability of fishery stocks.

Through the Ecological Footprint, the women acquired a larger awareness of all the natural resources consumed by humankind. Our planet is only one and it is finite. The footprint is the impact left by man as he uses the natural resources. The Ecological Footprint concept was developed by Global Footprint Network (GFN) and adopted by WWF network to show that it is urgent to reduce this trail left by the excessive use of natural resources. Mankind must change its lifestyle and abandon the habit of excessive consumption and inadequate practices of extraction and production, as well as decreasing the amount of residues. In their everyday life and production activities, Amor-Peixe women have adopted healthier practices for the planet. Today they are parsimonious in the use of natural resources and avoid the use of materials which cannot be eliminated, such as metals. They recycle not just the fish skin but other materials as well. For instance, they use discarded pet plastic bottles to make jewelry.



“The Ecological Footprint changed our views. Today we know it is necessary to conserve water. There is so little potable water that it is scary. In the old days we had abundant fish, but today the amount decreased. We no longer throw our garbage (into the river) in order not to contaminate fish. We gave up using metal in our products because it takes a long time to decompose.”

Maria Auxiliadora Echeverria Fernandes » Amor-Peixe

MISSION ACCOMPLISHED

Nearly ten years after starting this work, WWF-Brazil decided that all the objectives of the Project had been achieved and that it was time to stop its support for Amor-Peixe. Therefore, the organization began to prepare the phase out process in such a way as to ensure the Project's sustainability. The first step in that direction was an evaluation of processes and outcomes.

Over 80% of all planned activities were implemented as planned. The rest of them were re-planned, adjusted and then implemented. The production plan was implemented in 100%.

Today Amor-Peixe is composed of 13 women. All of them have graduated from Senior High School and two of them are starting College. Seven members were in the founding group; the rest of them were admitted during phase 2 of the Project. The goal is to ensure at least 20 active, trained members. When Amor-Peixe achieves this goal, the organization will be ready for an escalade.

One of the detected difficulties is in marketing and sales: it is hard for them to establish a routine and a schedule for commercial visits. There are few members and demand increases in production and in the participation in various sorts of events.

The increase of membership and capacity building in marketing and sales could solve this problem.

Purses with flowers



© WWF-BRAZIL/ADRIANO GAMBARINI



“We are now at our best moment, closely united. Amor-Peixe is moving forward.”

Clara Selva Zenteno » Amor-Peixe's secretary

© WWF-BRAZIL/ADRIANO GAMBARINI

At first, the women could not cope with the criticism. Today, however, they have learned how to deal with the discomfort and understand that criticism is constructive for the group's benefit

Adequate progress has been achieved in the Association's financial control. Amor-Peixe is now able to determine costs, and set prices and earnings. Finance is under control and the members are well aware of the money that comes in and of where it goes. Such control was achieved through capacity building of all the women in process and operational planning management tools. Two members lead the financial control process and had their capacity built for that: Clara, the secretary, and Zoraide, treasurer and financial controller. Amor-Peixe has a pattern for daily activities which includes targets, people in charge and schedules for implementation. Monitoring of the work progress is done fortnightly.

Quality control, led by Marilza, identifies weak points, exposes restraints and limitations, and points out the needs for capacity building, more effort and commitment for improvement. This is a difficult process. At first, the women could not cope with the criticism. Today, however, they have learned how to deal with the discomfort and have understood that criticism is constructive and its final aim is the group's benefit, therefore the benefit of each and every one of them. Key elements for product improvement include design, materials and techniques used in leather dyeing, sewing, accessories and finishing. They now know how important it is to listen – particularly listen to the clients, to learn about their needs and desires.

Two members work in tanning and dyeing and six others in sewing. They can also count on a network of seamstresses who can be hired per job when there is need for larger production capacity. Other members deal with administrative and financial issues. Rita Conceição da Silva supervises both quality and labor. Amor-Peixe's president, Joana Ferreira de Campos, is in charge of institutional management and personnel. Representation of Amor-Peixe Association in forums and events is shared by all members.





TRUST AND AUTONOMY

The women's group is consolidated and WWF began preparing the phase out strategy

PHASE OUT STRATEGY



© WWF-BRAZIL/ADRIANO GAMBARINI



Each member
contributes with the
process

contributed in some way during phase 1 but later moved away – such as the case of Senai and Sesi. The most recent partnership was an action in 2011 with a local NGO called Instituto Homem Pantaneiro (IHP). A few others have been more frequent partners, though only through single actions – that is the case of Embrapa Pantanal, Sebrae and the Corumbá local government, through its Culture and Tourism Foundation. These organizations have the potential to become permanent partners, and the same applies to the Ministry of Fisheries and the Federal University in Mato Grosso do Sul. The Solidarity Economy Network and the Cerrado Network are natural partners.

After detecting Amor-Peixe's autonomy, WWF-Brazil concluded that its mission was accomplished and that it was all right to step out of the Project. The women's group is now well organized, productive, and active in public policies. It is capable of creating new projects and raising funds. In order to avoid any negative impact from its removal of the Project, WWF-Brazil carefully prepared for this moment.

More members and partners

Together with Amor-Peixe, WWF-Brazil implemented a strategy to strengthen the women's group and ensure its continuity. A Program was created to increase membership and build the new members' capacity. Amor-Peixe decided that all new members should take a course and work as trainees before being fully admitted in the Association. According to President Joana, Amor-Peixe needs to ensure a minimum of 20 active and capable members in order to meet the increasing demands faced by the Association.

An important initiative by WWF-Brazil was to build a partners' alliance to secure further support for Amor-Peixe. Over time, the Association has established relations with several organizations. Some of them

Influence

Amor-Peixe is officially represented in several discussion groups which are influential and have participation in public policy design.

- Amor-Peixe's president was among the 500 leaders invited by the President of Brazil for the Meeting with Social Movements, which took place on December 15, 2010. During the event, Luis Inácio Lula da Silva, who was then in office, heard civil society's recommendations on Brazilian public policies.
- Amor-Peixe Association has a representative in the Forum for Solidarity Economy of the National Project on Solidarity Trade. The representation is at the state level, in Mato Grosso do Sul, and it started in December 2009. Rita Conceição da Silva represents Amor-Peixe.
- Amor-Peixe participates in MDA's Forum for Fishing Territories and Joana Ferreira de Campos is the representative. This representation also started in December 2009.
- Amor-Peixe Association is heard in several bodies in charge of designing public policies pertaining to fishing, association and cooperatives, and gender.
- Amor-Peixe regularly participates in the Solidarity Economy Fair – that meant, so far, 72 events throughout Brazil.
- Since 2007, Amor-Peixe has participated in the Solidarity Agriculture events.

Together with Amor-Peixe members, WWF-Brazil implemented a strategy to strengthen the women's group and ensure its continuity

Amor-Peixe takes part in various local, regional and national fairs – such as Biofach in São Paulo, the Mato Grosso do Sul Tourism Show in Campo Grande, the Social and Biological Diversity Fair in Brasília, the Pantanal Water Fair in Corumbá, MDA's Family Farming Fair and others, besides local and regional events involving associations and cooperatives, solidarity economy, fishing territories and gender issues.

Furthermore, in 2010 Amor-Peixe took the lead and organized the Solidarity Fair on Pantanal Knowledge, Flavors and Culture, with the participation of other entrepreneurs in the Corumbá region. This experience was so successful that the event is now part of the official city and state tourism calendar.

Participation in that sort of event is important for making contacts, attracting new customers, marketing and sales, raising funds, establishing partnerships, communications and dissemination. It also helps to promote the uniqueness of this Project, which incorporates the Pantanal culture and the solidarity economy. Since the group started attending those fairs and shows and participating in other popular and solidarity economy actions, their handicraft production cannot meet the demand and larger production capacity is needed. In order to conquer regular markets it is necessary to ensure regular supply of products in the desired quality and scale.

WWF-BRAZIL'S SUPPORT

From the first contract signed with Amor-Peixe Association, in April 2005, until December 2010, WWF-Brazil's direct financial support to this group added up to R\$ 111,466.11. This amount was applied to promote sustainable use of natural resources, collect information, and assist in participatory organizational processes, design and style development, organizational strengthening, capacity building in entrepreneurship, professional development, and association and joint management.

More important than the financial support, however, was the direct technical support given by WWF-Brazil to Amor-Peixe, particularly in the past three and a half years. Besides the consultancy by Josenildo Silva – totaling 13 months of work and six

contracts –, one member of WWF-Brazil's technical staff, Terezinha Martins (Cerrado Pantanal Program's conservation analyst), has devoted almost all her time to this Project since 2007. WWF-Brazil also contributed to Amor-Peixe by means of Environmental Education actions, such as those carried out by the Ecological Footprint Project. WWF-Brazil's Environmental Education work with Amor-Peixe was based on their local reality and on the historical background of the region. It included the identification of the exploitation, production and disposal models giving a cultural context. This caused them to reflect upon the human pressure on the human resources and on consumption – which are the very themes of the Ecological Footprint. The cultural revival



© WWF-BRAZIL/ADRIANO GAMBARINI

strengthened their feeling of belonging to a group and the Pantanal iconography and colors were incorporated in their organizational identity. All that contributed to empowering the group. .



“It is not possible for me to quantify my dedication to this group. I have always been unconditionally available to them and whenever they requested my assistance I never thought about my working hours: I thought of people who needed my support. Week days, holidays, Sundays, evenings went by. I would get up to fetch them at a bus station at 5 AM or go to the airport at 11 PM to pick Joana up. I spent countless hours on the phone with them. It was all worth it. For me, the greatest result was that I learned a lot from them. I learned how to be more tolerant towards others, not to judge people, to hear the various sides of a story – each one is true, but truth is not an absolute thing. Each person has a way of telling the same story.”

Terezinha Martins » WWF-Brazil

There are some more actions planned for 2011 in order to close the Project and end WWF-Brazil's support to Amor-Peixe. Among those, there will be one more institutional strengthening workshop and the planning of activities based on future scenarios for 5 and 10 years. Contrary to what usually happens to other community and grass root organizations after departure of a partner like WWF-Brazil, Amor-Peixe trusts that the group can and will go forward, and continue to walk on its own legs – in fact they are all convinced of this.



“Amor-Peixe achieved a rare level of quality improvement in their products. The women learned how to produce, calculate costs and prices, to plan and use spreadsheets, to use skype. Today they sell everything they produce; they have an income and self-esteem.”

Terezinha da Silva Martins » WWF-Brazil's Cerrado Pantanal Program conservation analyst, who gave local advice and assistance to Amor-Peixe



“The work carried out by WWF-Brazil in the Amor-Peixe Project was based on the strengthening of local knowledge and gender in order to promote, in the long run, the rational use of natural resources and community management. We believe that it is crucial to empower local communities for the management of natural resources. WWF-Brazil is happy to have contributed to this process and to witness, today, the acknowledgement obtained by Amor-Peixe Women’s Association.”

Michael Becker » WWF-Brazil’s Cerrado
Pantanal Program Officer

RECOMMENDATIONS FOR THE FUTURE

Amor-Peixe’s women know where they want to go and which path to take. Together with WWF-Brazil, the group identified its future priorities and the organizations with which it can establish a partnership in order to achieve those priorities.

© WWF-BRAZIL/ADRIANO GAMBARINI



Amor-Peixe Project

Potential partners

Hire trainees and train new members to increase production and intensify commercial visits	Local government in Corumbá, Embrapa, MPA, Fishing Association Z-1 and WWF-Brazil
Acquire equipment	Federal government (MPA, MMA), Embrapa and WWF-Brazil
Improve the space and working conditions (occupation of booth 6 and a warehouse in the Craft House)	Corumbá's Culture and Tourism Foundation (local government)
Create a website to implement sales on line and publicize	IHP (local NGO)
Greener production – participatory research for the adoption of clean technology in fish leather processing, acquisition of a processing plant to eliminate residues, test natural dyes	Embrapa, Vale, UFMS (university), Corumbá's Cultural Foundation (local government), MPA (federal government), IPH, Sebrae, WWF-Brazil
Decrease production costs	WWF-Brazil
Work with Pantanal fish (wild fish caught through non-industrial fishing) – ensure fish skin supply and master tanning techniques for this kind of leather	Z-1 fishing association, Ibama, Embrapa, Corumbá's local government
Continue association and organizational development	Corumbá's Culture and Tourism Foundation (local government), WWF-Brazil
Acquire food hygiene notions in order to develop a line of fish foods	Embrapa
Implement marketing, sales and publicity strategy, build a sales team and use the product catalogue	Corumbá's Culture and Tourism Foundation (local government), Sebrae
Contribute to Environmental Education in the schools	WWF-Brazil, Embrapa, Ibama
Implement solidarity trade strategies (fairs, exchanges and meetings) and develop a plan to reach new alternative markets and to promote social, cultural and economic exchange	All partners
Obtain certifications and environmental labels	Certifiers, Ibama
Develop brand, labels and packaging focusing on the environment	Ibama and MDA (federal government), WWF-Brazil
Get training in Excel and other basic computer applications	
Implement a routine to prepare events	
Get training for public speaking	
Create a cooperative to facilitate marketing and export sales	
Amor-Peixe branding	
Consolidate annual events such as the Pantanal Knowledge and Flavors Fair and the Amor-Peixe's Pantanal Art Fashion Show	
Develop fashion collections including classic garments and new trends	
Pantanal People's Popular and Solidarity Fair	

Lessons learned

There are several lessons learned from the Amor-Peixe Project. The following are worth mentioning:

- Instead of concentrating organizational development in few leaders, it is crucial to develop the group's leadership. If only a few individuals advance, the group will stay behind – and if the leader leaves, the group will wither and die. What is needed is for the entire group to progress at the same pace. To make sense, an organization must be based on the members' unity.
- For the group to function well, it is necessary to clearly define the role of each actor. For this process to work, it is essential to establish a relationship of trust and transparency. Then it is necessary to set responsibilities and to build a social contract which is based on ethics and solidarity (team work). The only way to achieve this in a quick and solid way is to make use of participatory methodologies.
- Monitoring is vital for the project's sustainability. Close monitoring provides a powerful encouragement for the group work. Follow up processes are critical to achieve results and so is joint evaluation in the field. Implementation of planned activities within the foreseen timeframe and the fulfillment of the contract make organizational development possible.
- The group's true and total autonomy and the project's sustainability should be at the core of all strategic planning.
- Before starting the work, it is crucial to characterize the group, the environment and the sector. In this case, it was critical to understand the gender issue, the life and living conditions in the fishing community, the group's lack of knowledge and experience in association and organization, the Pantanal culture, the local and state circumstances, and the Pantanal biome and its ecosystems dynamics.
- Once the moment of closing the Project is identified, it is very important to prepare the phase out very carefully. This requires an assessment and a plan for the future, as well as alliance building with potential partners for future support.

AMOR-PEIXE › TIMETABLE AND TIMELINE

Year	Theme	Organization	Highlight
1998	Conservation	WWF-Brazil	Creation of WWF-Brazil's Pantanal Forever Program
2001	Conservation	WWF-Brazil	WWF-Brazil's technical staff member is based in the region to lead the Pantanal Program's local actions
	Recycling	WWF-Brazil, Senai/Sesi, Colônia Z-1 and Sociedade Caritativa e Humanitária	1 st workshop on fish skin tanning and use of residues
2002	Recycling	WWF-Brazil	Start of the Fish Recycling Project, from which Amor-Peixe Project originated (Phase 1)
	Recycling	WWF-Brazil, Embrapa Pantanal and Corumba's Culture Foundation	2 nd workshop for fish skin tanning
	Organizational development	Amor-Peixe, Art-Peixe and Ar-Peixe	Three groups of women request support to create their respective associations
2003	Social development	WWF-Brazil	Catching Letters (literacy project)
	Organizational development	Amor-Peixe, WWF-Brazil	Registration of the association and its statutes
	Public policies, communications, networking, marketing and sales	Amor-Peixe	Participation in the 1 st National Conference on Aquaculture and Fisheries, Family Farming Fair
	Quality control and organizational development	WWF-Brazil	Workshop for the improvement of fish skin tanning techniques and the strengthening of the associations
	Organizational development	WWF-Brazil and Sebrae	Courses on association and cooperative structuring and legalizing
	Funding	Amor-Peixe	Project approved by Mato Grosso do Sul State's Cultural Investments Fund (FIC-MS) for equipment acquisition
2004	Handicraft production	Amor-Peixe	Acquisition of equipment (FIC-MS project)
	Organizational development	WWF-Brazil, Amor-Peixe	Participatory Diagnosis
	Income generation	WWF-Brazil, Amor-Peixe	Income generation starts through handicraft production and sales. Handicrafts are made with fish skin and residues.
	Partnerships	WWF-Brazil, Amor-Peixe	Partners meeting
2005	Organizational development	WWF-Brazil, Amor-Peixe	WWF-Brazil concentrates support on Amor-Peixe Association, based in Corumbá
	Handicraft production	Amor-Peixe	New equipment acquisition

AMOR-PEIXE › TIMETABLE AND TIMELINE

2006	Communication	Amor-Peixe, Sebrae and Cláudia Magazine	President of Amor-Peixe Association, Wânia Alecrim, receives two national awards: one from Revista Cláudia (magazine) and another one from Sebrae
	Demobilization	Amor- Peixe	Severe crises in the Association – end of Phase 1
2007	Organizational development	WWF-Brazil, Amor-Peixe	Beginning of Phase 2 – systematic support from WWF-Brazil. Amor-Peixe Project receives almost full time from one member of the technical staff plus a hired consultant's time (besides the partial time devoted by several other members of WWF-Brazil's team)
	Organizational development	WWF-Brazil, Amor-Peixe	The Association is re-founded with a new social contract and new leaderships
	Organizational development	WWF-Brazil, Amor-Peixe	Capacity building on organizational development and participatory methodologies
	Organizational development	WWF-Brazil, Amor-Peixe	Participatory Diagnosis
	Process and product development, quality control	WWF-Brazil, Amor- Peixe	Product improvement
	Sustainable development	WWF-Brazil, Amor-Peixe	Meeting with potential partners
	Public policies, communications, networking, marketing and sales	Amor-Peixe	Participation in events: Biofach, Pantanal Water Festival, Family Farming Fair, Social & biological Solidarity Fair, 1 st Tourism Show
	Communication	Amor-Peixe	Feature story published by a leading airline's on board magazine - Almanaque da Tam
2008	Income generation	WWF-Brazil, Amor-Peixe	Income increase
	Organizational development	WWF-Brazil, Amor-Peixe	Mother Nature methodology begins
	Product development and quality control	WWF-Brazil, Amor-Peixe	Product diversification and improvement
	Organizational development	WWF-Brazil, Amor-Peixe	Admission of new members to the Amor-Peixe Association
	Sustainable development, environmental education	WWF-Brazil, Amor-Peixe	Strengthening of sustainable fishery management
	Development of processes and control	WWF-Brazil, Amor-Peixe	Capacity building in accounting/ financial control and processes
	Public policies and networking	Amor-Peixe	Representation and participation in public policies

AMOR-PEIXE › TIMETABLE AND TIMELINE

2008	Communications	Amor-Peixe	Insertion in two popular national Globo TV Network shows: Domingão do Faustão and Serginho Groisman's Programa Ação
	Communication, networking, marketing and sales	WWF-Brazil, Amor-Peixe	Fashion show featuring Pantanal fish leather art
	Communication, marketing and sales	WWF-Brazil, Amor-Peixe	Publication of Amor-Peixe Catalog of Products/Portfolio
	Organizational development	WWF-Brazil, Amor-Peixe	Development of administrative, financial, political and institutional autonomy
2009	Environmental education	WWF-Brazil, Amor-Peixe	Ecological Footprint
	Marketing and sales, communication	Amor-Peixe, Fisheries Ministry	Supply of 800 fish leather bags for the 3 rd National Conference on Aquaculture and Fisheries
	Sustainable and organizational development	WWF-Brazil, Amor-Peixe	Operational plan, monitoring and evaluation
	Public policies and networking	Amor-Peixe	Representation in the Forum for Solidarity Economy in Mato Grosso do Sul state (National Solidarity Trade Project)
	Public policies and networking	Amor-Peixe	Representation in the Forum for Fishing Territories (MDA)
	Public policies and networking	Amor-Peixe	Participation in Agricultural Ecology groups in the Pantanal's Solidarity Economy Fair
2010	Sustainable an organizational development	WWF-Brazil	WWF-Brazil's phase out strategy
	Capacity building	Amor-Peixe, WWF-Brazil	Training course for new members of Amor-Peixe Association
	Public policies, networking and communications	Amor-Peixe, WWF-Brazil	Amor-Peixe's president, Joana, was one of the 500 leaders invited to take part in the Social Movements Meeting with the President of Brazil (held at the end of Lula da Silva's administration)
	Communications, marketing and sales, networking	Amor-Peixe	Amor-Peixe leads the Solidarity Fair of Pantanal Knowledge, Flavors and Culture
2011	Organizational development	Amor-Peixe, WWF-Brazil	Organizational strengthening
	Sustainable and organizational development	Amor-Peixe, WWF-Brazil	Planning for the future – Amor-Peixe Association's projects
	Partnerships	Amor-Peixe, WWF-Brazil	Identification of potential partners and strengthening of partnerships
	Organizational development	Amor-Peixe	Trainee Program for new members

PHASE 1



1998

WWF-BRAZIL

Creation of WWF-Brazil's Pantanal Forever Program

2001

WWF-BRAZIL

WWF-Brazil's technical staff member is based in the region to lead the Pantanal Program's local actions

2002

WWF-BRAZIL, EMBRAPA PANTANAL AND CORUMBA'S CULTURE FOUNDATION

2nd workshop for fish skin tanning

2003

AMOR-PEIXE AND WWF-BRAZIL

Registration of the association and its statutes

2003

WWF-BRAZIL

Workshop for the improvement of fish skin tanning techniques and the strengthening of the associations

2002

AMOR-PEIXE, ART-PEIXE AND AR-PEIXE

Three groups of women request support to create their respective associations

Conservation

Conservation

Recycling

Recycling

Organizational development

Social development

Organizational development

Quality control and organizational development

Public policies, communications, networking, marketing and sales

2001

WWF-BRAZIL, SENAI/ SESI, COLÔNIA Z-1 AND SOCIEDADE CARITATIVA E HUMANITÁRIA

1st workshop on fish skin tanning and use of residues

2002

WWF-BRAZIL

Start of the Fish Recycling Project, from which Amor-Peixe Project originated (Phase 1)

2003

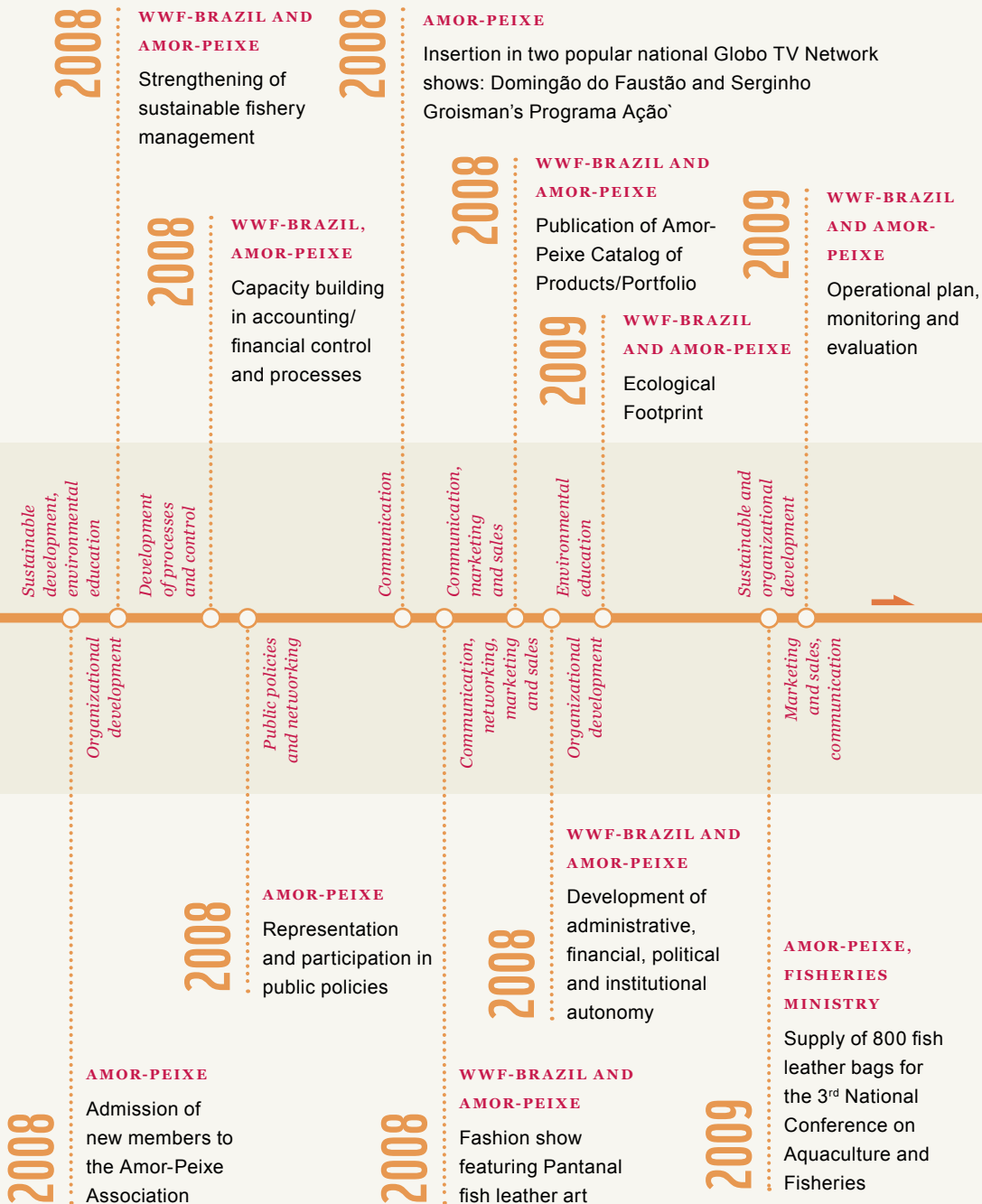
WWF-BRAZIL

Catching Letters (literacy project)

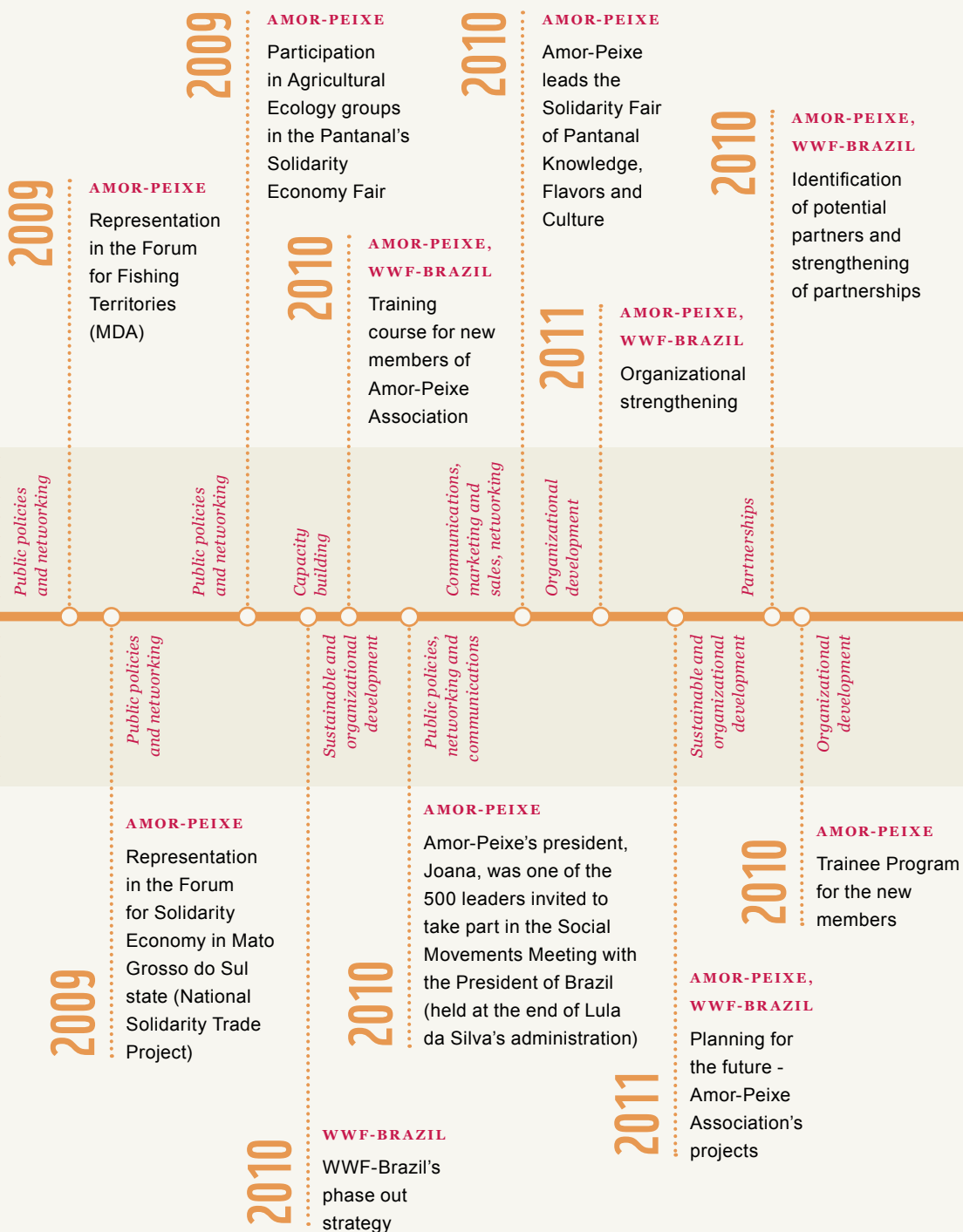
2003

AMOR-PEIXE

Participation in the 1st National Conference on Aquaculture and Fisheries, and Family Farming Fair



PHASE 2

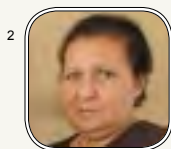


Members of the Amor-Peixe Association as of June 2011



**Joana Ferreira
de Campos**

President of the Association,
institutional representation
and public policies



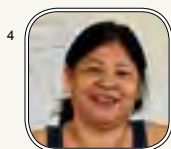
**Marilza Maria
de Campos**

Quality control
and gluing



**Maria Auxiliadora
Echeverria
Fernandes**

Vice-president of the
Association; seamstress



**Zoraide Castelão
Celesque**

Treasurer of the Association
and finance control;
jewelry gluing, leather
tanning and dyeing



Clara Selva Zenteno

Secretary of the Association;
tanning and dyeing



**Rita Conceição
da Silva**

Association's representative
in public policy forums;
supervision of quality and labor



Cristiane de Souza

2nd treasurer and seamstress



**Isabel Cristina
Silva de Oliveira**

Jewelry gluing



**Francisca Garcia
da Silva**

Seamstress



**Maria Joaquina
de Souza**

Seamstress



Keila Mariano da Silva

Seamstress



**Greice Hellen
Damasceno Pires**

Jewelry and gluing



**Vera Lucia de Souza
de Almeida**

Seamstress

IMAGE CREDITS: (1, 3, 4, 5, 8, 9, 11, 12) WWF-BRAZIL/ADRIANO GAMBARINI.

(2, 6) WWF-BRAZIL/GERALDA MAGELA. (7, 10, 13) WWF-BRAZIL/DANI CAMPOS.

Partners

Besides Amor-Peixe Association and WWF-Brazil, several organizations contributed to this project in various ways. Partnerships include:

IN PHASE 1

Art-Peixe Association - articulation

Ar-Peixe Association - articulation

Colônia Z-1 – articulation, publicizing and capacity building

Senai/Sesi – capacity building

Sebrae – capacity building

Sociedade Caritativa e Humanitária – capacity building

Embrapa Pantanal – capacity building (food production and conservation) and logistics support

Dom Bosco Catholic University (UCDB) – logistics and financial support

Corumbá local government, through the Culture Foundation – financial cooperation and logistics support

Mato Grosso do Sul state government (through FIC-MS, Imap and Idaterra) – financial cooperation, logistics and financial support, technical support

Federal government (through Seap and Ibama) – logistics and technical support

Faculdade Salesiana - articulation

Faculdade Santa Teresa - articulation

Ecologia e Ação (Ecoa) – articulation

Mar e Terra – supplier of fish skins

Mova – literacy course (Catching Letters)

Banco do Brasil Educar – support for the literacy course (Catching Letters)

IN PHASE 2

Corumbá local government, through the Culture Foundation – financial cooperation and logistics support

Federal government, through Ministries of Fisheries (MPA), Environment (MMA) and Agricultural Development (MDA) – logistics and financial support for participating in events

Mato Grosso do Sul state government – logistics support

Embrapa Pantanal – capacity building

Instituto Homem Pantaneiro (IHP) – capacity building

Sebrae – capacity building

Mar e Terra – supplier of fish skins

Mato Grosso do Sul Federal University (UFMGs) – technical support in the use of dyes

Dom Bosco Catholic University (UCDB) – technical support

Present partners

Corumbá local government, through the Culture & Tourism Department and the Foundation – logistics support for event participation, exhibition and acquisition of handicraft products

Mato Grosso do Sul Federal University (UFMS in Campo Grande; contact person is Iria Hiromi – iria@cpap.ufms.br

Instituto Homem Pantaneiro (IPH) – capacity building; contact person is Rubens de Sousa, IPH's executive secretary

National Solidarity Economy Project; contact person is Rosane Bastos, project articulator in Mato Grosso do Sul state – rbastos@marista.edu.br

Embrapa Pantanal; contact person is Emiko Kawakami de Resende, head of Embrapa Pantanal – emiko@cpap.embrapa.br

Federal Government, through Aquaculture and Fisheries Ministry (MPA); contact person is Adilson Santos – adilsantos@gmail.com

Sebrae – capacity building

Ecologia e Ação (Ecoa) – articulation; contact person is Jean Fernandes – jean@riosvivos.org.br

WWF-BRAZIL

CEO

Denise Hamú

Conservation Director

Carlos Alberto de Mattos Scaramuzza

Cerrado Pantanal Program Officer

Michael Becker

Cerrado Pantanal Program's Conservation Analyst

Terezinha Martins

Head of Communications

Denise Oliveira

Communications Officer for the Cerrado Pantanal Program

Geralda Magela

Amor-Peixe Project consultant

Josenildo Souza e Silva, Universidade de Rondônia

TECHNICAL SHEET

Writing and interviews

Regina Vasquez/Babel Comunicação e Jornalismo

Editing and review

Geralda Magela and Regina Vasquez

Translation

Regina Vasquez

Photography

Adriano Gambarini, Dani Campos, Geralda Magela, Nicolas Cabral,

Ricardo Russo and A. Cambone, R. Isotti – Homo ambiens

Graphic design

Márcio Duarte » m10.com.br

Published by

WWF-Brasil

Cataloguing Data

A524a Amor-Peixe: Sustainable Development Model.
WWF-Brazil, Brasília, Project BR, 2011.

72p.;il; cm.

1. Environmental Conservation 2. Economic Development
3. Sustainable Development 4. Community Income
Generation 5. Pantanal 6. Public Policies
6. Recycling

I. WWF-Brazil II. Amor-Peixe Association III. Title

CDU 502.34

ISBN: 978-85-86440-41-0

Amor-Peixe Facts

EVOLUTION

Amor-Peixe started with three products – calendar, key chain and coin holder; now its Catalog offers 40 fish leather products.

DISSEMINATION

Amor-Peixe is a regular participant in the Solidarity Economy Fair – there have been 72 such fairs all over Brazil.

EXAMPLE

Over 10 other groups in Brazil and abroad, around 200 people, have learned from the experience of the Amor-Peixe Association.

DEVELOPMENT

The women's association now has 13 members. All of them are now high school graduates and two of them are going to college. Seven women are founder members, the others joined during phase 2 of Amor-Peixe.

GROWTH

Amor-Peixe's target is to have a minimum of 20 effective and capable members. Only then will they be ready for the next leap.



Why we are here

To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

www.wwf.org.br