



# ALIADOS

Annual Report  
2024–2025

We believe in development without destruction.



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# 1. LETTER FROM THE EXECUTIVE DIRECTOR



Dear Friends, Partners and Supporters,

One of the results of working alongside rural and Indigenous communities for many years is that it shifts how you think about how change actually happens. Lasting change doesn't come from a single project, a new technology or a single investment. It comes from patiently building the conditions, brick by brick, that allow local people and their partners to succeed together. And ultimately, local people must lead for change to be lasting.

This realization has shaped ALIADOS over the years. While we remain deeply committed to supporting farmers and community enterprises directly, we increasingly see our role as something broader: helping to build the bioeconomy ecosystem that allows regenerative agriculture and enterprise to thrive. We believe that stronger local businesses, better access to finance, responsible markets and long-term partnerships are essential if farming families are to earn a decent living while conserving the forests and lands that are their home.

During 2025, we took an important step in making this vision tangible. The ALIADOS Center for Innovation and Investment continued to mature as an integrated platform combining enterprise incubation, blended finance and market development. The progress of the ALIADOS Fund and the significant growth of our enterprise cohort, together with our selection as Ecuador's national partner for the AmazonBeEco initiative, reinforces our belief that this model has the potential to influence change well beyond our own organization.

Growth is not our objective in itself. Our new strategic plan guides us to a clear conclusion: our responsibility is not to expand as quickly as possible, but to grow deliberately, strengthening the quality of our work, investing in our team and building partnerships that can multiply impact over time. If we succeed, ALIADOS will not simply implement more projects; it will help create the conditions for regenerative economies to flourish across multiple landscapes in Ecuador.

None of this would be possible without the trust of our partners, donors, community leaders and the farming families who continue to inspire us with their commitment to building a better future for their children. Thank you for your trust and for helping us build an organization that is ambitious enough to tackle a complex challenge, yet humble enough to keep learning.

I look forward to what we will build together,

Wain Collen  
Executive Director, ALIADOS



## 2. WHO WE ARE

### Mission

Increase smallholder farmer income from regenerative agriculture in the Tropical Andes and Amazon

### Our big Idea

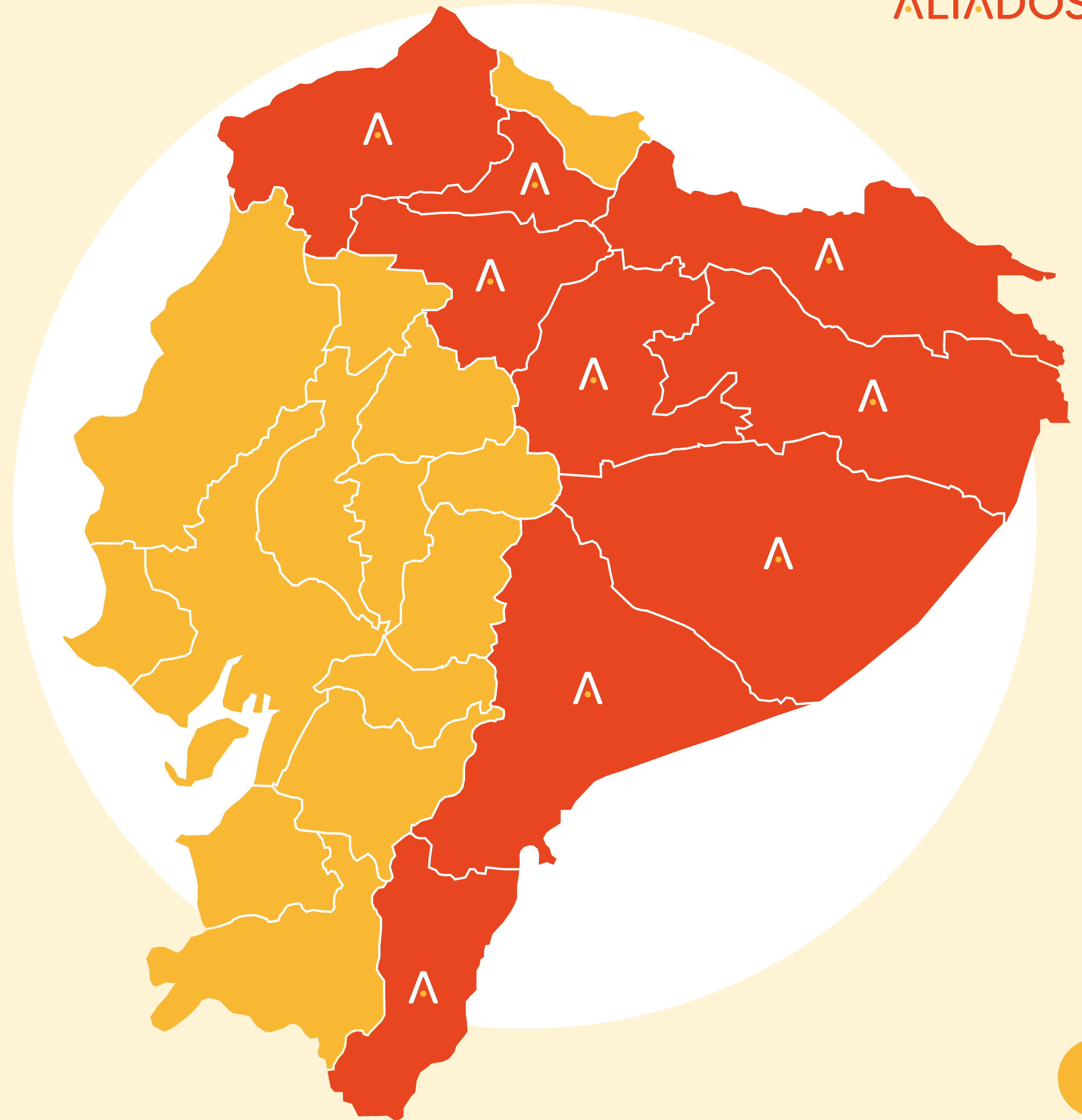
We link farmers, local enterprises, finance, and markets to make regenerative agriculture pay. Together, we're building the missing bioeconomy infrastructure in the Tropical Andes and Amazon.

### Vision

Resilient farming communities protecting the Tropical Andes and Amazon.

### Where We Work

Andes · Amazon · Andes-Amazon · Chocó





### 3. OUR VALUES

We believe lasting change is built when people come together around a shared purpose. We navigate complexity together, adapting to challenges and staying committed for the long term. Collaboration is at the heart of how we work: building relationships upon trust and mutual respect, recognizing that farmers, entrepreneurs, market partners, and investors all play a role in strengthening the ecosystem. We believe innovation starts with asking better questions, testing new ideas, and learning what works. And we approach our work with humility, learning from experience, evidence, and the communities we work with.

#### ● TEAMWORK



#### ● RESILIENCE



#### ● COLLABORATION



#### ● VISION



#### ● LEARNING





## 4. THE ALIADOS MODEL



● REGENERATIVE AGRICULTURE

● BIOECONOMY INCUBATION

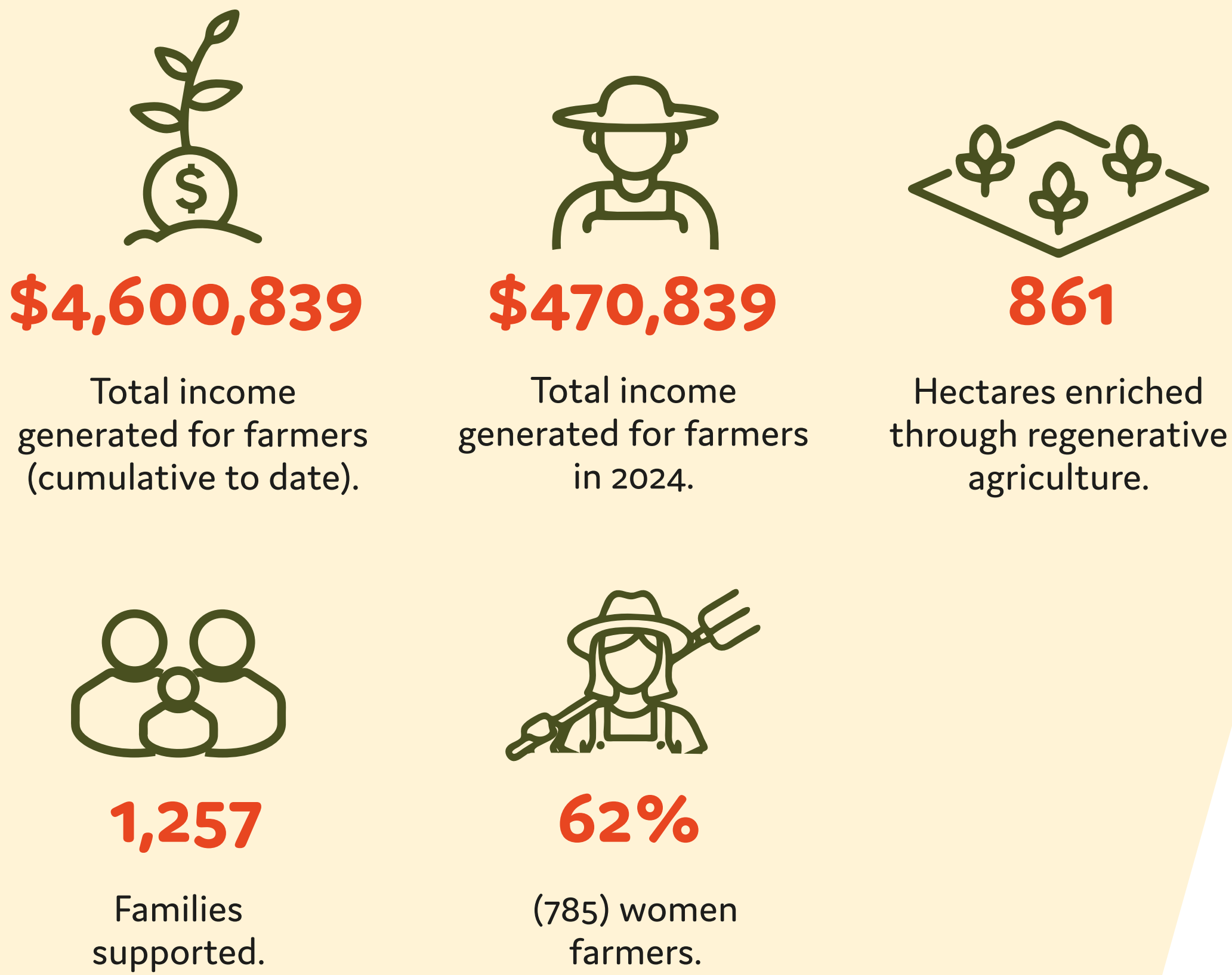
● FLEXIBLE FINANCE

● RESPONSIBLE MARKETS

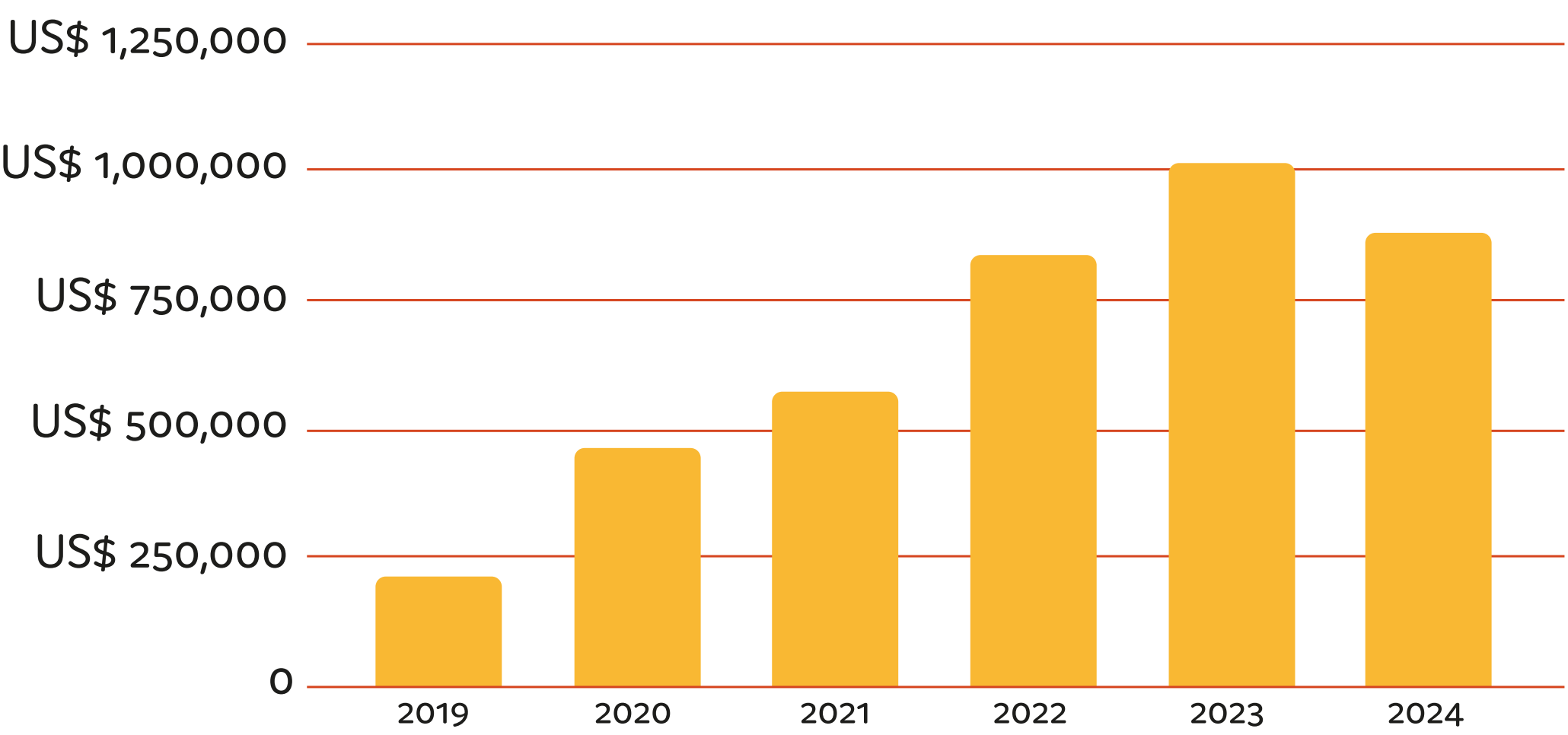
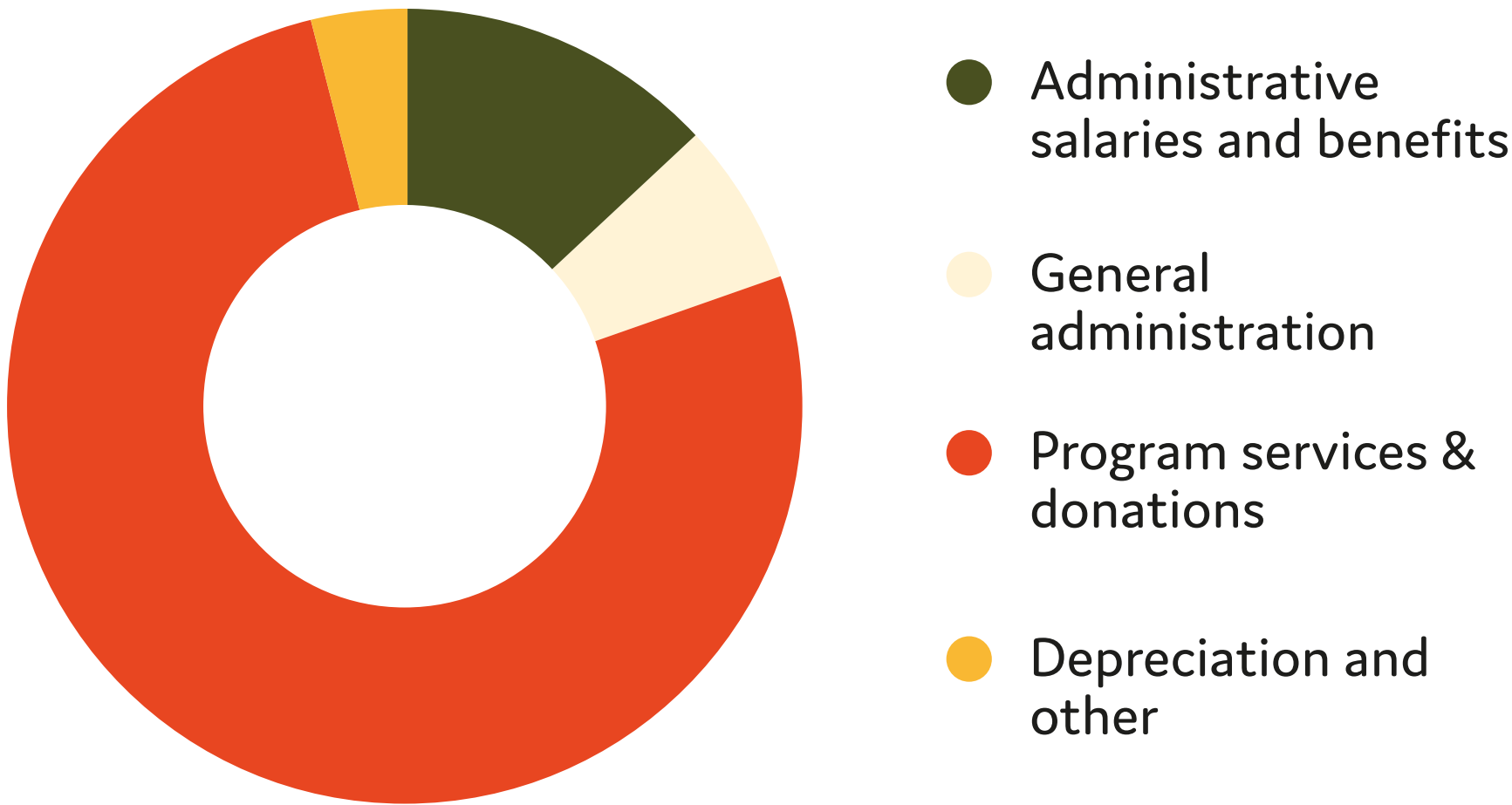
● TERRITORIAL CONSERVATION



5. 2024 AT A GLANCE



OPERATING EXPENSES 2024





## 5.1 KEY ACHIEVEMENTS IN 2024

### Strengthening Our Model: The ALIADOS Center for Innovation and Investment in the Amazon

This year, we expanded our core approach through the **ALIADOS Center for Innovation and Investment in the Amazon**. The Center now serves as a platform for driving regenerative agriculture, sustainable enterprise, and blended investment for indigenous and local enterprises.

- We **selected the first cohort of indigenous and local enterprises** to receive technical assistance and blended investment, enabling them to grow and access new markets.
- We piloted the **ALIADOS Blended Investment Fund**, complementing the TA ensuring that impact-driven businesses in the region have access to flexible finance tailored to their needs.

### Thought Leadership: Advancing Farmer-led Innovation

We continue to build our action-research program, ensuring that ALIADOS is at the forefront of learning and innovation. Our work served as the foundation for a [\\*peer-reviewed article](#) that contributes to strengthening the theory of inclusive innovation with smallholder farmers in the Andes. We are committed to refining our methodologies and positioning ALIADOS as both a practitioner and thought leader in this space.





6. 2025 IMPACT



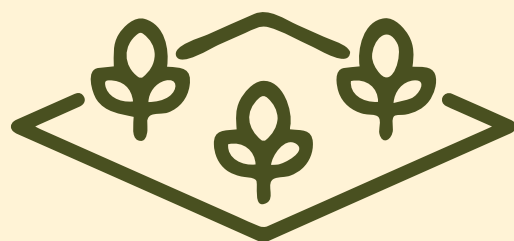
\$5,412,542

In income generated for farmers (cumulative to date)



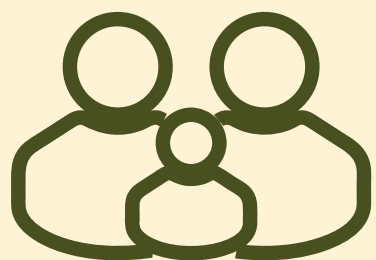
\$811,703

In farmer income generated in 2025



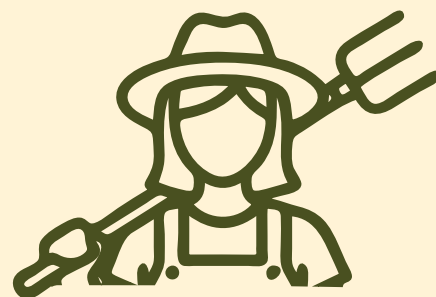
2,645

Hectares enriched through regenerative agriculture



1,368

farmers in the ALIADOS network



62%

(854) women farmers



21

bioeconomy enterprises strengthened

ALIADOS FUND



\$150,606,20

Total capital deployed by the ALIADOS Fund in 2025



12

Loans disbursed



9

# Enterprises supported by the fund

The ALIADOS Center supported 11 indigenous enterprises in the Amazon in 2025. In the Andes, 5 bioeconomy ventures are being strengthened at the landscape level, with responsible markets secured for 5 new products.





## 7. BUILDING THE BIOECONOMY ECOSYSTEM

Over the past decade, ALIADOS has demonstrated that strengthening regenerative agriculture and enterprises can increase incomes while protecting forests. Our 2026–2028 strategy builds on this experience with a broader ambition: to become an ecosystem builder that strengthens the conditions in which regenerative enterprises can thrive. This means investing not only in enterprises themselves, but also in the finance, markets, partnerships, knowledge and institutions that allow regenerative economies to grow and endure.



### The Strategic Priorities in Practice

- **Strengthening an integrated model**  
Expanding and strengthening the ALIADOS Center and ALIADOS Fund as an integrated model for enterprise development and finance.
- **Connecting finance with markets**  
Using flexible finance to unlock commercial opportunities and increase farmer incomes through regenerative value chains.
- **Working at the ecosystem level**  
Building the infrastructure that enables regenerative enterprises to succeed over the long term.
- **Building a stronger institution**  
Investing in organizational capability, leadership and governance so ALIADOS can deliver greater impact over the long term.



## 8. ALIADOS CENTER AND FUND

Launched in 2023, the ALIADOS Center for Innovation and Investment in Bioeconomy is the platform through which ALIADOS scales its model, combining technical assistance and flexible finance for community enterprises.

During 2025, the ALIADOS Center for Innovation and Investment in the Amazon evolved from a promising pilot into the core platform through which we strengthen regenerative enterprises and mobilize catalytic finance across the Ecuadorian Amazon. The Center integrates business incubation, market development and blended finance into a single support system, enabling Indigenous and local enterprises to grow while conserving biodiversity.

Over the course of the year, the Center expanded its portfolio of supported enterprises from 10 to 22, deepening work with producer organizations across multiple value chains including cacao, coffee, plantain, honey and other forest-friendly products. Technical assistance increasingly focused on strengthening business models, financial planning, and business competitiveness.

The year also marked an important milestone for the Center's long-term growth Through AmazonBeEco, ALIADOS is partnering with like-minded organizations in six Amazonian countries.



The partnership supports growth in the ALIADOS Center and is helping expand and strengthen our approach through regional collaboration, and cross-learning.

The ALIADOS Fund likewise demonstrated the viability of patient, flexible finance designed around the realities of Indigenous enterprises. During 2025, the Fund disbursed **12 loans totalling more than US\$150,000**, providing working capital that enabled producer organizations to purchase harvests from their members - cash-in-hand, meet commercial contracts and improve cash flow.



## 9. FARMER SPOTLIGHT

### Rosa Chongo

"The land provides us with life"

— Rosa Chongo, farmer from the Jondachi community in Ecuador's Lower Amazon.

For years, Rosa Chongo watched her land become less productive over time. Plantains grew smaller, and the cassava harvest was barely enough to feed her family. When she learned about ALIADOS' work, she decided to try a different way of farming.

She learned how to make organic fertilizers and changed the way she managed her chakra, a diverse garden that combines crops, trees, and native plants. Little by little, the land began to recover. Today, cassava grows larger again, and she is able to sell it at the market, generating more income for her household.

For Rosa, however, this way of farming goes beyond production. As she expands her agroecological forest garden with new species, her dream is to conserve the forest, protect water sources, and show that farming can also be a way of caring for life.

**With ALIADOS since 2022 · 3,500 m<sup>2</sup>  
under production**





## 10. ENTERPRISES SPOTLIGHT

### Chili Peppers - Brisas del Campo

"My dream is to have the resources to support small farmers. To help people feel safe and confident, to build trust in ourselves and in one another."

— Consuelo Andrango, President of Brisas del Campo, Imbabura

When goldenberry prices fell and many families considered abandoning production, Consuelo Andrango decided to find another path. Together with local farmers and with support from ALIADOS, Consuelo was part of a participatory research process to identify which chili pepper varieties were best suited to each territory.

This opened new opportunities with pica rico and rocoto chili peppers. What began with deliveries of just 50 kilograms now brings together five associations from Imbabura and Pichincha, producing between 800 and 1,200 kilograms every two weeks for Fabbal, a company marketing dried chillies.

In addition to coordinating collection and logistics between farmers and buyers, Consuelo leads the organic certification process for 15 farm plots. She believes that diversifying production and opening new markets are essential for strengthening farming families.

The experience with goldenberry left a lesson that now guides the entire network: building a future where no farmer depends on a single crop or a single buyer.

**With ALIADOS since 2020 · 15 plots undergoing organic certification · 800–1,200 kg of chili peppers sold every two weeks**





# 11. LANDSCAPE SPOTLIGHT

## Upper Amazon: El Chaco

“My dream is for El Chaco to become a global reference for conservation and for showing how we can earn a living without destroying nature. Because this is our planet.”

— Dayana, student and local birding guide, El Chaco

El Chaco canton is surrounded by two of Ecuador’s most biodiverse national parks, yet it faces some of the highest deforestation pressure in the Amazon. Since 2021, ALIADOS has worked with local farmers, schools like Unidad Educativa El Chaco, and the Municipal Government to actively restore areas on farms where the forest was turned into pasture for extensive cattle ranching.

Since 2025, these efforts have expanded to support the improved governance of a 44,000-hectare Conservation and Sustainable Use Area, where communities and institutions make collective decisions about their territory. The area provides refuge for the mountain tapir and the Andean eagle, two endangered species actively monitored and protected by ALIADOS and Fundación Cóndor Andino.

More than 20,000 native trees and shrubs have been planted in El Chaco to restore degraded areas, while 50 producers are transitioning toward more sustainable practices, like the production of a bird-friendly coffee.

At Unidad Educativa El Chaco, students learn to work with endangered and locally important tree species. They also participate in planting days to restore the forest and discover that conservation is another way of inhabiting and caring for their territory. Students like Dayana did not wait for the problem to grow. They chose to become part of the solution.

**With ALIADOS since 2021 • 20,000 trees planted  
• 50 farmers transitioning to regenerative practices**

ALIADOS





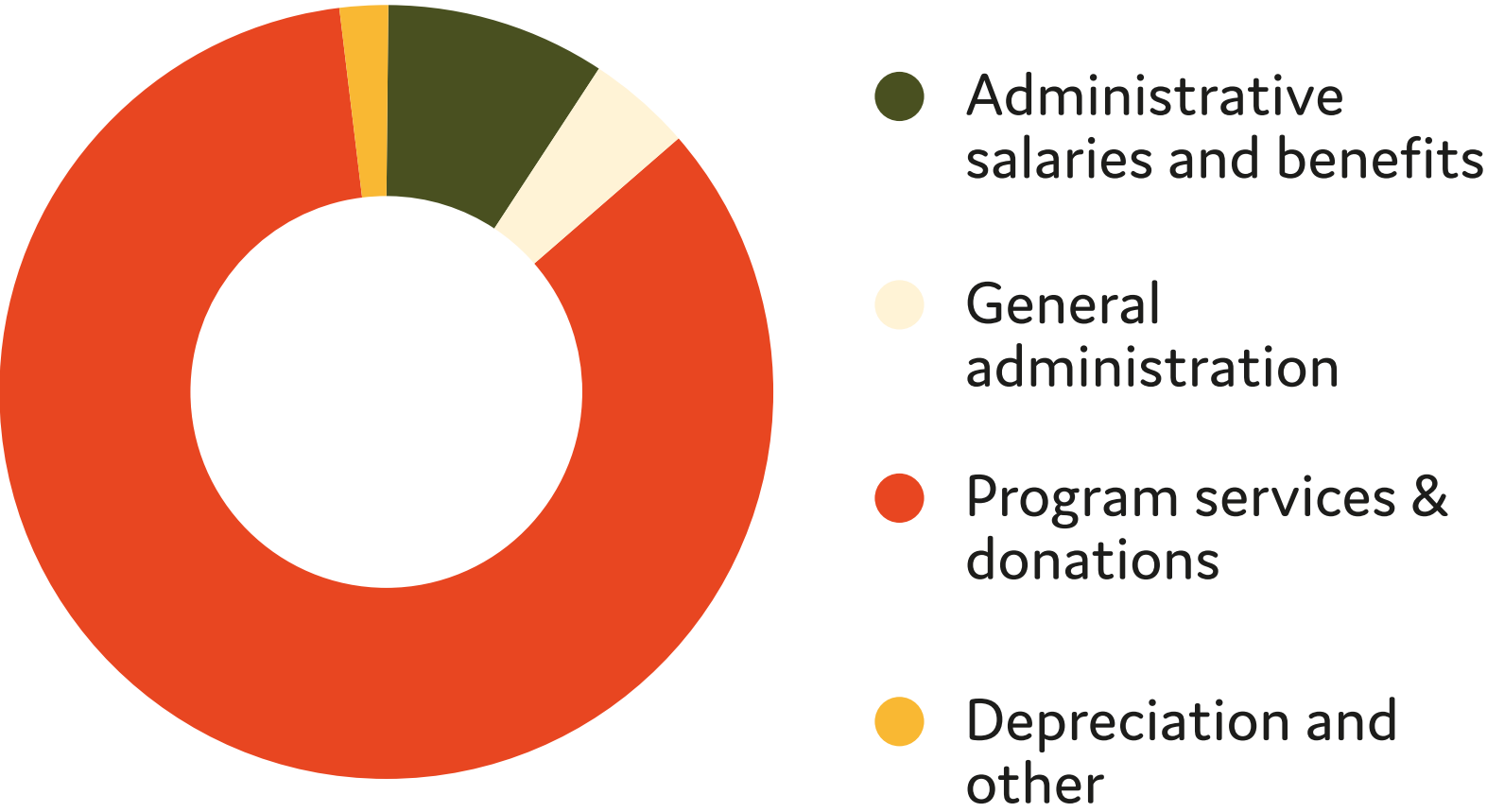
12. FINANCIAL REPORT

| SUPPORT AND REVENUE 2024* | ALIADOS ECUADOR | ALIADOS USA   | TOTAL           |
|---------------------------|-----------------|---------------|-----------------|
| Grants & Contributions    | \$ 865,833.00   | \$ 232,090.00 | \$ 1,097,923.00 |
| Fee for service income    | -               | -             | -               |
| Other income              | -               | -             | -               |
| TOTAL                     | \$ 865,833.00   | \$ 232,090.00 | \$ 1,097,923.00 |

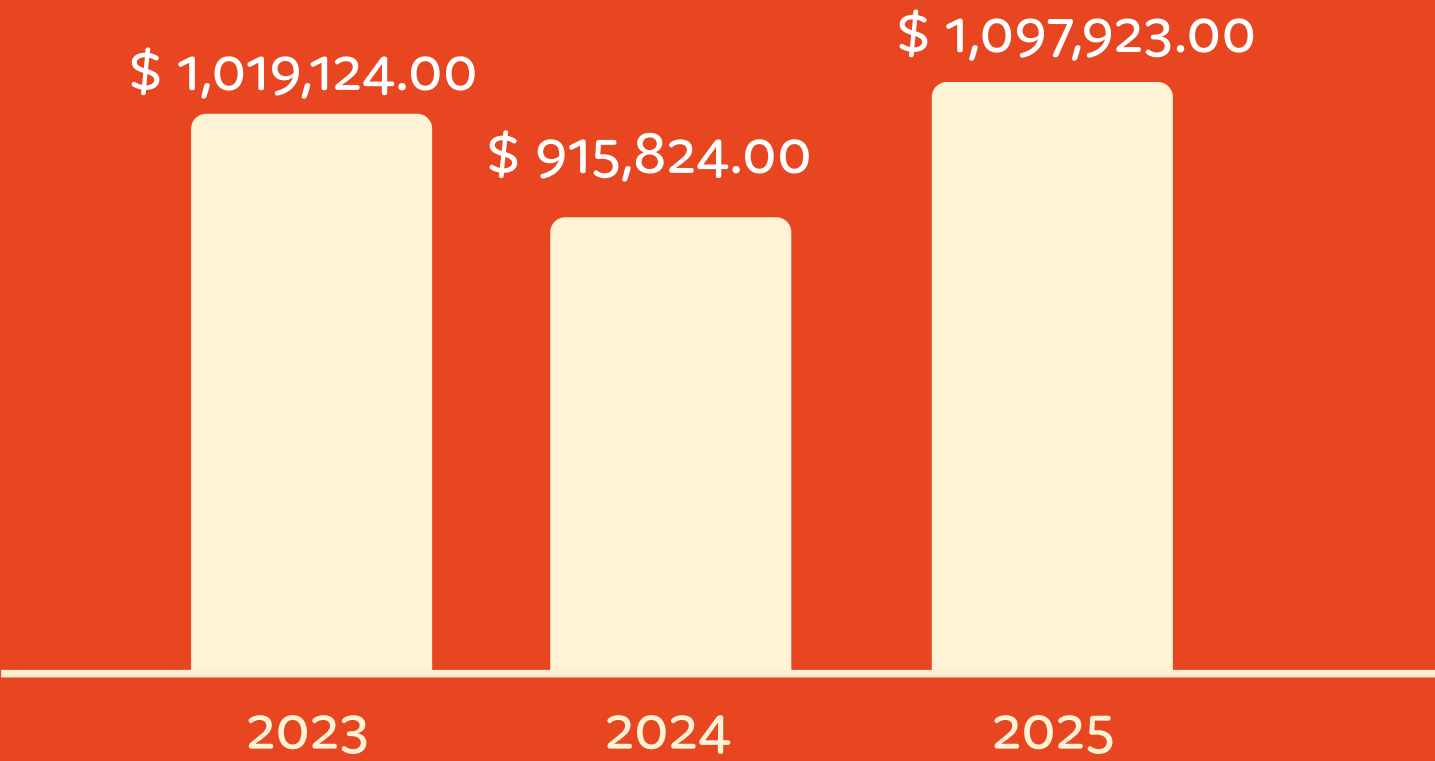
| SUPPORT AND REVENUE 2024*            | ALIADOS ECUADOR | ALIADOS USA   | TOTAL         |
|--------------------------------------|-----------------|---------------|---------------|
| Administrative salaries and benefits | \$ 78,513.60    | -             | \$ 78,513.60  |
| General administration               | \$ 38,258.91    | \$ 21,975.00  | \$ 60,233.91  |
| Program services & donations         | \$ 726,615.07   | \$ 109,222.00 | \$ 835,837.07 |
| Depreciation and other               | \$ 16,276.42    | -             | \$ 16,276.42  |
| TOTAL                                | \$ 859,664.00   | \$ 131,197.00 | \$ 990,861.00 |

|                        |              |               |               |
|------------------------|--------------|---------------|---------------|
| NET ASSETS 31 DEC 2024 | \$ 86,336.11 | \$ 139,041.00 | \$ 225,377.11 |
|------------------------|--------------|---------------|---------------|

OPERATING EXPENSES 2025



3-YEAR ANNUAL INCOME





## 13. OUR TEAM

### LEADERSHIP & ADMINISTRATION



**Wain Collen**

Executive Director



**Paulina Rodríguez**

Administrative  
& Financial Manager



**Silvia Jaramillo**

Administrative  
Assistant



**Melina Benavides**

Administrative Aide



**Carolina López**

Accountant



**Stefanía Anangón**

Accounting Assistant



**Jorge Navarrete**

Monitoring & Evaluation  
Coordinator



**Uli Zebisch**

Commercial Advisor



**Gonzalo Torres**

Program Manager



**Corinne Lebrun**

ALIADOS Fund Manager



## 13. OUR TEAM

### PROJECT OFFICERS & TECHNICAL TEAM



**Narcisa Puma**

Andes & Chocó Andino  
Regional Coordinator



**Manolo Samaniego**

Quality & Process  
Specialist



**Nathaly Villena**

Program Assistant



**Erik Hidalgo**

Field Technician, Andes



**Gabriela Toapanta**

Field Technician,  
Amazonian Andes



**Gerson Tapuy**

Field Technician,  
Amazonian Lowlands



**Martha Zambrano**

Field Technician,  
Amazonian Lowlands

### FIELD TECHNICIANS



# ALIADOS

Economies that  
**care for life**

 [www.losaliados.org](http://www.losaliados.org)

 [info@aliados.org](mailto:info@aliados.org)

