

**Projects Effectiveness  
Evaluation Supported  
by Amazon Fund**

**Implementing  
Environmental  
Management In  
Indigenous Lands  
Project**

March 2022

# Ex-Post Effectiveness Evaluation Report on Indigenous Projects within the scope of the Amazon Fund

This report presents the results of the evaluation of the effectiveness of the Implementing Environmental Management In Indigenous Lands project, which is part of the Ex-Post Effectiveness Evaluation on Indigenous Projects within the scope of the Amazon Fund. The evaluation was carried out by a team formed by independent consultants under the coordination of the German Cooperation for Sustainable Development, through the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) within the scope of the Amazon Fund technical cooperation with BNDES. All opinions expressed here in are the sole responsibility of the authors, not necessarily reflecting the position of GIZ or BNDES.

The document with the full ex-post effectiveness Evaluation of projects on the topic of Indigenous can be found on the Amazon Fund's website, in the External Assessments section.



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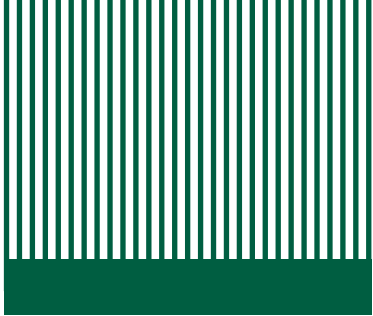
**(Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ GmbH)**

Alef Brito

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# Summary

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## Acronym list

<b>ACJ</b>	Association of Community Workers who work with the Development of the Municipality of Jutai
<b>ADERR</b>	Agricultural Defense Agency of Roraima
<b>AF</b>	Amazon Fund
<b>AIS</b>	Sustainable Indigenous Amazon (Project)
<b>AERDSC</b>	Association of Extractive Workers of the Cujubim Sustainable Development Reserve
<b>AMARU</b>	Association of Agroextractive Residents of the Uacari RDS
<b>AMIN</b>	Association of Indigenous Women
<b>APIB</b>	Articulation of Indigenous Peoples of Brazil
<b>APS</b>	Sustainable Productive Activities
<b>APPs</b>	Permanent Protection Areas
<b>ASPODEX</b>	Association of the Deni People of the Xeruã River
<b>ASPROC</b>	Association of Rural Producers of Carauari
<b>ATAI</b>	Territorial and Environmental Agents
<b>BNDES</b>	National Bank for Economic and Social Development
<b>CAFOD</b>	Catholic Agency for Overseas Development
<b>CIFCRSS</b>	Raposa Serra do Sol Indigenous Training and Culture Center
<b>CIR</b>	Indigenous Council of Roraima
<b>COIAB</b>	Coordination of Indigenous Organizations of the Brazilian Amazon
<b>CONAB</b>	National Supply Company
<b>COPIJU</b>	Council of Indigenous Peoples of Jutai
<b>CPI</b>	Pro-Indigenous Commission
<b>CTI</b>	Center for Indigenous Work

## Acronym list

<b>CAR</b>	Rural Environmental Registry
<b>DAP</b>	Declaration of Aptitude (of the producer) for Pronaf
<b>DGTA/CIR</b>	Department of Territorial and Environmental Management of the Indigenous Council of Roraima
<b>ECLAC</b>	Economic Commission for Latin America
<b>FOIRN</b>	Federation of Indigenous Organizations of Rio Negro
<b>FUNAI</b>	National Indigenous Foundation
<b>GIZ</b>	German Cooperation for Sustainable Development (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH )
<b>GPVIT</b>	Territorial Protection and Surveillance Group
<b>IGATI</b>	Implementing Environmental Management in Indigenous Lands (TNC Project)
<b>ILs</b>	Indigenous Lands
<b>INPE</b>	National Institute for Space Research
<b>IPAM</b>	Amazon Environmental Research Institute
<b>IIEB</b>	International Institute of Education of Brazil - Brasília
<b>ISA</b>	Socio-environmental Institute
<b>LEAF</b>	Lowering Emissions by Accelerating Forest finance
<b>LF</b>	Logical Framework
<b>MCTI</b>	Ministry of Science, Technology and Innovation
<b>MMA</b>	Ministry of Environment
<b>MPF</b>	Federal Prosecution Service
<b>NTFP</b>	Non-Timber Forest Products
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>OEMAS</b>	State Environmental Organizations
<b>OPAN</b>	Native Amazon Operation
<b>PAA</b>	Food Acquisition Program
<b>PAS</b>	Sustainable Amazon Plan

## Acronym list

<b>PEMC/PA</b>	State Policy on Climate Change
<b>PSA</b>	Payment for Environmental Services
<b>PGPM</b>	Minimum Price Guarantee Policy
<b>PGPM-Bio</b>	Minimum Price Guarantee Policy for Sociobiodiversity Products
<b>PGTA</b>	Plans for Territorial and Environmental Management in Indigenous Lands
<b>PNAE</b>	National School Feeding Program
<b>PNGATI</b>	National Policy for Territorial and Environmental Management in Indigenous Lands
<b>PPCDAm</b>	Action Plan for Deforestation Prevention and Control in the Legal Amazon
<b>PRODES</b>	Brazilian Amazon Rainforest Monitoring Project by Satellite
<b>PRONAF</b>	National Program for Strengthening Family Farming
<b>RDS</b>	Sustainable Development Reserve
<b>REDD+</b>	Reduction of greenhouse gas emissions from deforestation and forest degradation (+ conservation of forest carbon stocks, sustainable forest management and increased forest carbon stocks)
<b>RESEX</b>	Extractive Reserve
<b>SOMAI</b>	Observation and Monitoring System for the Indigenous Amazon
<b>SAFs</b>	Agroforestry Systems
<b>TNC</b>	The Nature Conservancy
<b>ToR</b>	Terms of Reference
<b>UCs</b>	Conservation Units
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>USAID</b>	United States Agency for International Development
<b>WWF</b>	World Wildlife Fund

## PROJECT

# Implementing Environmental Management In Indigenous Lands

<b>Project title:</b>	<b>Implementing Environmental Management in Indigenous Lands</b>
<b>Entity in charge:</b>	The Nature Conservancy of Brazil (TNC Brasil)
<b>Project duration:</b>	November- 2014 until December 2018 - 49 months
<b>Territorial scope:</b>	States of Amapá and Pará
<b>Beneficiaries:</b>	About 8,800 indigenous people and 100 civil servants
<b>Objective:</b>	To promote sustainable territorial and environmental management in six indigenous lands in the states of Amapá and Pará, focusing on reducing deforestation in these areas.
<b>Total project amount:</b>	BRL 16,308,105.98 <sup>1</sup>
<b>Amount of support from the Amazon Fund:</b>	BRL 15,750,406.00 <sup>2</sup>

Source: Prepared from the adaptation of information from the Amazon Fund website.  
(<http://www.fundoamazonia.gov.br/pt/projeto/Fortalecimento-da-Gestao-Territorial-e-Ambiental-de-Terras-Indigenas-na-Amazonia/>)

1. Information acquired from the Amazon Fund website: <http://www.fundoamazonia.gov.br/pt/projeto/Fortalecimento-da-Gestao-Territorial-e-Ambiental-de-Terras-Indigenas-na-Amazonia/>

2. Tdr

## 1. Project Summary

The *Implementing Environmental Management in Indigenous Lands* (IGATI) project was presented by The Nature Conservancy of Brazil (TNC Brazil) with a view to improving territorial management in six indigenous lands (ILs), four in the state of Amapá and two in the state of Pará. These ILs are: Galibi; Jumina; Uaçá; Waiapi; Trincheira Bacajá; Apyterewa.

It is estimated that around 8,800 indigenous people have benefited from this project, as well as around 100 civil servants. The project had a budget of BRL 15,750,406.00 formalized in a contract. This project contributes to the Amazon Fund's main objective, which is to fight deforestation in the Amazon.

The project had two general objectives: i) Six Indigenous Lands (ILs) in the states of Pará and Amapá with consolidated territorial and environmental management and ii) Activities that keep the forest standing becoming economically attractive in six Indigenous Lands in the states of Pará and Amapá.

The main result of the project was the huge number of workshops held for the participatory construction of PGTAs (43), almost double the established goal, and the 4 PGTAs that were developed or updated.<sup>3</sup> In addition, the project innovated by preparing 4 additional economic sustainability plans for the PGTAs, with an estimate of minimum investments and sources of funds for their financing. Seven workshops for training in territorial and environmental management in indigenous lands were held, in which 101 civil servants participated. It is safe to say that the project contributed to strengthening sustainable territorial and environmental management in the six ILs covered by the intervention. The result was a reduction in deforestation in the six ILs by the year 2020. Regarding sustainable production, the project trained 87 indigenous people in activities related to management, processing, and marketing of agroforestry products.

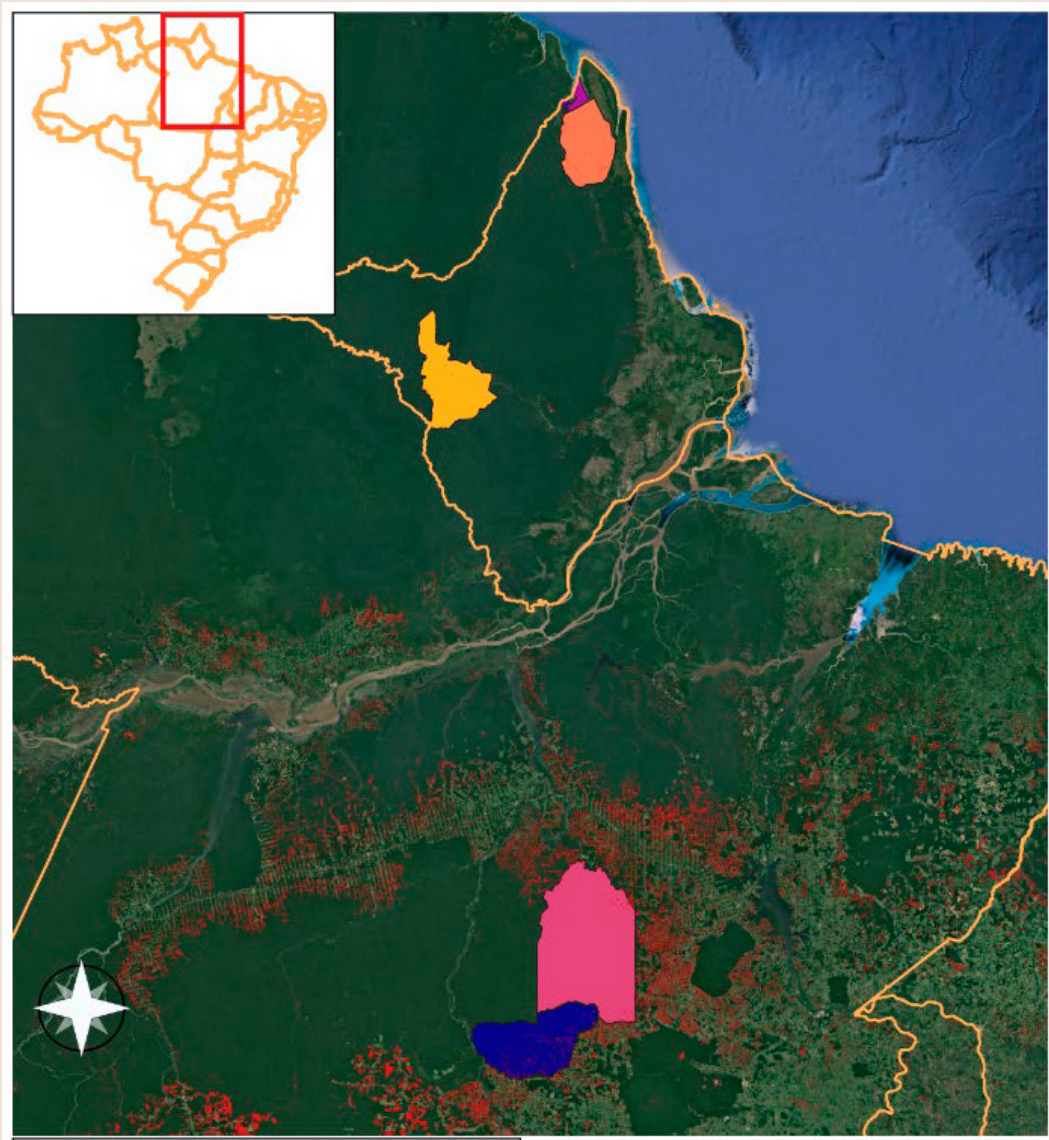
The scope of the *Implementing Environmental Management in Indigenous Lands* (IGATI) project can be seen on the map in Figure 1.

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3. Fully meeting the target of four PGTAs.



**Figure 1: Coverage map of Project Implementing Environmental Management in Indigenous Lands (IGATI)**



**LEGENDA**

Estados PRODES

0 70 140 210 280 350 km



**Projects Supporting Indigenous Peoples**

*Strengthening Territorial and Environmental Management*

Apyterewa	Trincheira Bacaja
Galibi	Uaçá
Jumina	Waiãpi

SIRGAS 2000

Sources:  
FUNAI, PRODES e IBGE

Production:  
Busca Terra  
02/10/2021

Source: BUSCA TERRA, 2021.<sup>4</sup>

4. BUSCA TERRA. *Análise da evolução do desmatamento em áreas de projetos de apoio a terras indígenas no Fundo Amazônia*. Brasília: GIZ, 2021.

In summary, the main activities carried out by the project can be divided into three main axes: i) land-use planning, ii) sustainable production and iii) training:<sup>5</sup>

### i) Land-use Planning

- Development of four new PGTA's (ILs Trincheira Bacajá, Apyterewa and Waiãpi);
- Updating of an integrated PGTA of the Galibi, Jumina and Uaçá (Oiapoque) ILs);
- Development of four economic sustainability plans, one per PGTA;
- Improvement of four technical teams for the implementation of PGTA's with PCs and internet;
- Development of four territorial and environmental surveillance and monitoring plans;
- Organization of three environmental monitoring networks covering the ILs of Oiapoque, IL Waiãpi and IL Trincheira Bacajá;
- Execution of 29 environmental surveillance and monitoring expeditions, in which 1,200 indigenous people from six ethnic groups participated, covering 2.2 million hectares of forest in five ILs;
- Preparation of four socioeconomic and threat diagnoses for the six ILs covered by the project;

### ii) Sustainable Production

- Support for six community projects: three in Oiapoque, one in IL Apyterewa, one in IL Trincheira Bacajá and one in IL Wajãpi;
- Support for the nut production chain in the Trincheira Bacajá and Apyterewa Indigenous Lands;
- Support for handicraft activity in the Oiapoque and Apyterewa Indigenous Lands;
- Intensifying the açai berry production chain in the Oiapoque ILs;
- Creation of a new logistics system for the sale of Brazil nuts, in

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5. Information acquired from the Amazon Fund website: <http://www.fundoamazonia.gov.br/pt/projeto/Fortalecimento-da-Gestao-Territorial-e-Ambiental-de-Terras-Indigenas-na-Amazonia/>

the Trincheira Bacajá IL (of the Xikrin) and in the Apyterewa IL (of the Parakanã), at prices above the national market;

### iii) Training

- Training of 87 indigenous people for the management/processing/marketing of local products;
- Strengthening of indigenous institutions and leaders in territorial and environmental management, namely: Wajãpi Terra, Environment and Culture Association (Awatac), from the Waiãpi IL; Association of Indigenous Women in Mutirão (Amim), from the Oiapoque Indigenous Lands; Bepotire Xikrin Institute Association (Ibkrin); Bebô Xikrin do Bacajá Association (Abex), from the Trincheira Bacajá IL; and Tato'a Indigenous Association (AIT), from IL Apyterewa;
- Training of 26 indigenous people in administrative-financial activities;
- Delivery of seven courses on territorial and environmental management of ILs in the context of PNGATI;
- Training of 133 indigenous socio-environmental agents for the management of PGTAs, field actions of territorial surveillance and environmental monitoring;

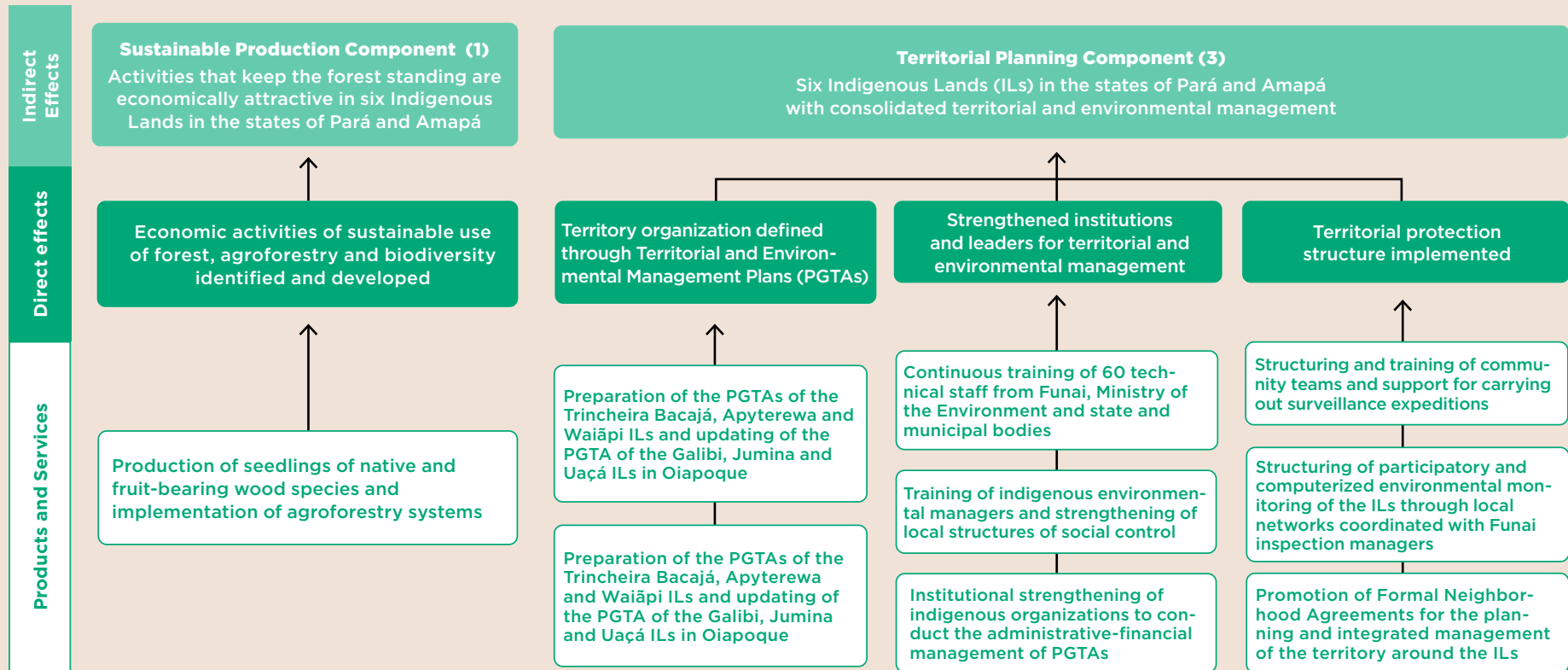


## 2. Intervention Logic

In the logical framework of the Amazon Fund, the *Implementing Environmental Management in Indigenous Lands* project dialogues with the following components: (1) Sustainable Production; and (3) Land-use Planning Component.

**Figure 2: Tree of Objectives of the Logical Framework of Project *Implementing Environmental Management in Indigenous Lands***

### Project: Strengthening Territorial and Environmental Management of Indigenous Lands in the Amazon - TNC Brazil



Source: Prepared by authors

### 3. Methodology

- The criteria and methodology used in the evaluation of the project's effectiveness were the same as in the methodological course already presented in the thematic evaluation report, based on the OECD criteria.
- As with the others, the technical team of TNC, which was directly involved in the execution of the project, was interviewed by video-conference.
- Another important input used in this effectiveness evaluation was the use of secondary and documentary data from the project, which can be found in the Amazon Fund/BNDES database.
- Interviews were conducted with beneficiaries and leaders of indigenous associations.

### 4. Evaluation of Results

#### 4.1. Indirect Effects

In the analysis of indirect effects, the broader objectives of the Amazon Fund are considered. These objectives can be divided into seven major thematic areas.<sup>6</sup>

1. Management of public forests and protected areas;
2. Environmental control, monitoring and inspection;
3. Sustainable forest management;
4. Economic activities developed from the sustainable use of vegetation;
5. Ecological and economic zoning, land-use planning and land tenure regularization;
6. Conservation and sustainable use of biodiversity; and
7. Recovery of deforested areas.

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6. These areas were defined by Decree No. 6,527/2008. BNDES/FA. 2017 AMAZON FUND LOGICAL FRAMEWORK. Brasília, BNDES/FA, 2017. FOR. 28.

Among these seven areas, this project coordinates with practically all of them, although thematic areas 2 (Control, monitoring, and environmental inspection) and 7 (Recovery of deforested areas) stand out.

In the next section, we will focus on the biggest indirect effect of the project, which was deforestation reduction in the area covered by the *Implementing Environmental Management in Indigenous Lands* project.

#### 4.1.1. General Effect

In general, deforestation has increased in the Amazon over the last two decades, as Table 1 shows.

Table 1: Total deforested area in Indigenous Lands in the Amazon (in km <sup>2</sup> )												
Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Total deforested area</b>	331.19	293.75	225.69	159.04	167.74	96	73.03	105.09	198.04	260.57	497.37	427.94

Source: BUSCA TERRA, 2021.<sup>7</sup>

On the other hand, according to a consultancy commissioned by GIZ,<sup>8</sup> the impact of reducing deforestation in the project's designated area was much lower, as can be seen in Table 2.

Table 2: Result of the deforestation survey in the projects' areas of operation. Data are presented in km <sup>2</sup>													
Projects	Project's total area	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Implementing Environmental Management in Indigenous Lands	35,498.8	35.15	19.61	7.54	3.41	6.51	8.11	7.62	6.75	8.74	32.57	124.88	87.09
<b>Grand total</b>	<b>107,536.1</b>	<b>40.48</b>	<b>24.29</b>	<b>10.81</b>	<b>6.44</b>	<b>17.55</b>	<b>11.28</b>	<b>8.77</b>	<b>9.86</b>	<b>10.92</b>	<b>35.65</b>	<b>129.44</b>	<b>94.38</b>

Source: BUSCA TERRA, 2021.<sup>9</sup>

7. BUSCA TERRA. *Análise da evolução do desmatamento em áreas de projetos de apoio a terras indígenas no Fundo Amazônia*. Brasília: GIZ, 2021.

8. Ibid., p. 5-6.

9. Ibid.

In the beginning of the project, in 2014, an area of 8.11 km<sup>2</sup> was deforested. Over the years, deforestation dropped to 7.62 km<sup>2</sup> in 2015 and 6.75 km<sup>2</sup> in 2016, but it began to rise again as of 2017, towards the end of the project, until it reached practically the same levels as in 2009 (35, 15 km<sup>2</sup>), i.e., 32.57 km<sup>2</sup>, in 2018. According to the consultancy commissioned by GIZ, the reduction of deforestation rates in the areas covered by the *Implementing Environmental Management in Indigenous Lands* project was of 12.76 km<sup>2</sup>, a significant reduction and the highest verified among all projects supported by the Amazon Fund, as can be seen in Table 3.

**Table 3: Deforestation in the projects' areas of operation, considering the baseline, execution period and after the project. Data are presented in km<sup>2</sup>**

Projects	Baseline (2009 - 2013)	Project execution period (2014 - 2018)	Post-project (2019 -2020)	Trend (baseline, during and post)
Alto Juruá	0.17	0.06	0.22	
Sustainable Indigenous Amazon	3.34	0.84	2.11	
Productive Networks	1.34	1.26	2.18	
Value Chains in Indigenous Lands in Acre	0.62	0.38	1.41	
Strengthening territorial and environmental management of Indigenous Lands	14.44	12.76	105.99	
<b>Grand total</b>	<b>19.91</b>	<b>15.30</b>	<b>111.91</b>	

Source: BUSCA TERRA, 2021.<sup>10</sup>

10. BUSCA TERRA. Análise da evolução do desmatamento em áreas de projetos de apoio a terras indígenas no Fundo Amazônia. Brasília: GIZ, 2021.

On the other hand, after the projects were due, the deforestation rate was also the highest in the region covered by the *Implementing Environmental Management in Indigenous Lands* project, i.e., 105.99 km<sup>2</sup>. (Table 16).<sup>11</sup>

The main conclusion of the consultancy was that areas covered by the projects supported by the Amazon Fund had lower deforestation during project execution compared to the period immediately before or after, without exception.<sup>12</sup>

Thus, it is safe to say that the *Implementing Environmental Management in Indigenous Lands* project, as well as the other projects analyzed in this evaluation, contributed to the achievement of the Amazon Fund's main objective, that is, the reduction of deforestation in the Amazon. In the specific case of the *Implementing Environmental Management in Indigenous Lands* project, there was a 11.68% reduction of deforestation rates during the project (Table 4).

**Table 4: Deforestation rate in relation to baseline**

Projects	Baseline (km <sup>2</sup> )	Execution period (%)	Post-project (%)
Alto Juruá	0.166555068	-64.63	33.40
Sustainable Indigenous Amazon	3.343512385	-74.93	-36.89
Productive Networks	1.335469284	-5.62	63.33
Value Chains in Indigenous Lands in Acre	0.622696639	-38.91	126.97
Implementing Environmental Management in Indigenous Lands	14.44487521	-11.68	633.72
<b>Grand total</b>	<b>19.91310859</b>	<b>-23.19</b>	<b>462.00</b>

Source: BUSCA TERRA, 2021.<sup>13</sup>

<sup>11</sup>. It is worth noting that the methodology adopted by the consultancy was to divide average deforestation into before (2009-2013), during (2014-2018) and after execution of the projects (2019-2020).

<sup>12</sup>. The only project that could not be measured was the *Ethnoenvironmental Protection of Uncontacted and Recent Contact Indigenous Peoples in the Brazilian Amazon* project which, due to its characteristics and size of the covered area, did not allow measuring the reduction of deforestation in areas covered by the project.

<sup>13</sup>. BUSCA TERRA. op. cite., 2021.



Furthermore, the deforestation rate in ILs, which is traditionally lower than deforestation in other areas of the Legal Amazon, was substantially lower in the execution phase of projects supported by AF/BNDES.

On the other hand, the deforestation rate showed a significant increase of 462% after the completion of the projects. In the specific case of the *Implementing Environmental Management in Indigenous Lands* Project, the post-project increase was 633.72%, according to a Busca Terra study (2021)<sup>14</sup>.

The *Implementing Environmental Management in Indigenous Lands* project has two central axes. Axis I: Land-use Planning Component and Axis II: Sustainable Component.

#### **4.1.2. Land-use Planning Component: Six Indigenous Lands (ILs) in the states of Pará and Amapá with consolidated territorial and environmental management**

##### **General Objective 1: Six Indigenous Lands (ILs) in the states of Pará and Amapá with consolidated territorial and environmental management**

Axis I (Land-use Planning) was divided into three central categories: i) Organization of the territory defined through Plans for Territorial and Environmental Management in Indigenous Lands (PGTAs); ii) Strengthening of institutions and leaders for territorial and environmental management, iii) Implementation of a territorial protection structure.

The main indirect result of the Implementing Environmental Management in Indigenous Lands project in the Land-use Planning Component was the feeling of security and protection. According to interviews with one of the coordinators of the Association of Indigenous Women (AMIN)<sup>15</sup>, surveillance increased, and invasions were reduced, generating a feeling of security in their area and in the surrounding ILs. Also, according to the interviews, the expeditions carried out increased the feeling of protection, since the areas covered by the project are very extensive. An important

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14. BUSCA TERRA. *Análise da evolução do desmatamento em áreas de projetos de apoio a terras indígenas no Fundo Amazônia*. Brasília: GIZ, 2021.p. 6-7.

15. AMIN officially represents 250 women and about 2000 informally. Interview with Renata and Bernadette.

point raised in the interviews, which is another important indirect effect resulting from increase in surveillance and land-use planning of the ILs (in addition to deforestation reduction), was the reduction of fires in the ILs in the area covered by the project and its vicinity.<sup>16</sup>

Therefore, it can be said that the main indirect effects of the Land-use Planning Component of the Implementing Environmental Management in Indigenous Lands project were reduced deforestation, reduced forest fires, and reduced number of invasions<sup>17</sup> in the area covered by the project.

### 4.1.3. Sustainable Component: Activities that keep the forest standing are economically attractive in six Indigenous Lands in the states of Pará and Amapá

#### **General Objective 2: Activities that keep the forest standing are economically attractive in six Indigenous Lands in the states of Pará and Amapá**

General Objective 2 (above) was addressed in only one category or specific objective: 2.1: Economic activities for the sustainable use of the forest, agroforestry, and biodiversity were identified and developed.

By training indigenous people in activities related to the management, processing and commercialization of agroforestry products, the project improved the management and sustainable use of natural resources provided for in the PGTAs, which were fully developed and executed during the project's duration, despite some targets not being reached. The next section covers this in detail.

Thus, the main indirect effects of the project were:

- Strengthening women's roles, as they received training on improved production techniques and played a strong role in the *Implementing Environmental Management in Indigenous Lands* project. According to interviews with AMIN coordinators, most of the

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16. Interview with AMIN coordinators.

17. This is a difficult indicator to measure, but some projects, such as the Ashaninka project, managed to measure it.

indigenous people who work in income generation in the ILs are women, as they are the ones who work in the flour mills and with handicrafts, which generate income for their respective ILs.

- Improving and adding value to the production chains supported by the project (nuts, babassu oil, açai berries, cassava flour), which generated an increase in income and, consequently, according to the interviews, an increase in the quality of life in the ILs supported by the *Implementing Environmental Management in Indigenous Lands* project.

## 4.2. Direct Effects

Direct Effects are divided into two components: (1) Sustainable Production Component and (3) Land-use Planning Component.

### 4.2.1. Land-use Planning Component

The Land-use Planning Component, as already highlighted, had the following specific objectives: i) Organization of the territory defined through Plans for Territorial and Environmental Management in Indigenous Lands (PGTAs); ii) Strengthening of institutions and leaders for territorial and environmental management, iii) Implementation of a territorial protection structure.

The objective “Organization of the territory defined through Plans for Territorial and Environmental Management in Indigenous Lands (PGTAs)” was subdivided into products, namely: Product 1.1.1: Preparation of the PGTAs of the Trincadeira Bacajá, Apyterewa and Waiãpi ILs and update of the PGTA of the Galibi, Jumina and Uaçá ILs in Oiapoque; and Product 1.1.2: Preparation of Economic Sustainability Plans for the PGTAs with a diagnosis of minimum investments and sources of funds for their financing.

Product 1.1.1. had all of its targets reached and surpassed. The expectation was to hold 24 workshops for the participatory construction of PGTAs and 43 were held, exceeding the target by 79.16%. At the end of the workshops, four PGTAs were expected to be prepared and this target was fully met, with 100% of the proposed PGTAs finalized. Regarding Product 1.1.2, the targets were exceeded: the target was to develop three economic sustainability plans for the PGTAs and four were developed, one for each PGTA prepared.

In order to achieve the second specific objective, “Strengthening of institutions and leaders for territorial and environmental management”, it was subdivided into several activities: i) training of civil servants, ii) training of indigenous managers and leaders and iii) institutional improvement of indigenous organizations.

Regarding the training of civil servants, it was expected to hold 32 workshops and train 60 civil servants. In fact, six workshops were held, and 101 civil servants were trained. In the first case, just over a fifth (21.87%) of the planned workshops were actually held. In relation to trained civil servants, the target was exceeded by more than 2/3 (68.33%)<sup>18</sup>.

Regarding the training of indigenous managers and leaders, the target was to hold three training courses for indigenous environmental managers, training of 60 indigenous people as environmental managers and, later, to hold eight meetings promoted by the indigenous leaders. In fact, in this specific objective, all targets were met and exceeded. In fact, 21 courses were promoted, 133 indigenous people were trained, and through these trainings, 18 meetings with indigenous leaders were held. The targets were surpassed by 600% in the courses promoted, 121.67% in terms of the number of indigenous people trained and 125% in the number of meetings with indigenous leaders.

Regarding the institutional strengthening of indigenous organizations, all the established targets were also exceeded. The target was to strengthen three indigenous organizations for the administrative-financial management of the PGTAs and to train 20 indigenous people for the management of the PGTAs. In fact, five associations benefited from the institutional training, exceeding the target by 66.67%, and 26 indigenous people were trained in administrative-financial management activities, 30% above the target.

It is safe to say, therefore, that in the Territorial and Environmental Planning Component, all targets were achieved and/or exceeded.

#### 4.2.2. Sustainable Production Component

The Sustainable Production Component had only one product, namely: Product 2.1.1: Implementation of local community projects for the

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<sup>18</sup>. The reduced number of workshops for training civil servants is probably due to the fact that the target number of civil servants to be trained had already been reached after only 06 workshops.

management and sustainable use of natural resources. This product was subdivided into two activities: the development of priority projects for the management and sustainable use of natural resources provided for in the PGTAs and the training of indigenous people in activities related to the management, processing, and commercialization of agroforestry products.

There was a target of supporting 11 priority projects, but only six were supported, that is, 54% of the established target. In the case of training indigenous people in activities related to the management, processing and marketing of agroforestry products, there was a goal of training 60 indigenous people, but 87 were trained. In other words, the goal was exceeded by 45%.

According to one of the interviewed project coordinators, the highlight of the project was the work done on production processes, adding value to the IL products, in particular Oiapoque<sup>19</sup>. The products most benefitting from the added value were nuts, açai berries and babassu. With the new processes, nuts were selected, impurities removed, and they were sold already bagged. Açai was sold in the oil format, and its processing and packaging were improved. A processing plant was installed as part of the project. It was possible to find steady buyers for these products, who were willing to pay more for them. In the case of babassu oil, the oil was bottled and labels were created for added value. In this way, the main production chains of the ILs covered by the project were improved. They were better structured and new technologies were introduced. Investments were also made to facilitate transport by improving the marketing logistics.

According to one interviewee, the project's resources were not enough, but they helped the indigenous communities. The improvement of the açai berry production chain and the fish farming brought food security to the indigenous communities of the ILs covered by the project.<sup>20</sup>

### 4.2.3. Synthesis of Direct Effects

In summary, the results of the *Implementing Environmental Management in Indigenous Lands* project are shown in Table 5 below.

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19. Interview with coordinator, from TNC

20. Interview with Chief Gilberto. According to the chief, fish farming has not yielded the expected results.

**Table 5: Summary of results from the Implementing Environmental Management in Indigenous Lands project**

Indicator	Definition	Base-line	Target <sup>21</sup>	On: 12/31/18
No. of Indigenous Lands with PGTAs developed and formalized in FUNAI Regional Committees	Measurement of the number of Indigenous Lands with developed PGTAs, formalized in FUNAI Regional Committees	3	6	6
Area of ILs with territorial organization defined through PGTAs, formalized in Funai's Regional Committees	Measurement of the area of the ILs with the organization of the territory defined through PGTAs formalized in the Funai's Regional Committees (hectares)	518,454	3,549,857	3,549,857
Number of indigenous people directly benefited by the activities supported by the project	Measurement of the number of indigenous people directly benefited by the activities promoted by the project	0	8,805	8,805
Number of indigenous people trained as environmental managers and in administrative-financial management activities effectively using the acquired knowledge	Measurement of the number of indigenous people trained as environmental managers and in administrative-financial management activities effectively using the acquired knowledge	20	80	146
Number of civil servants trained in topics related to territorial and environmental management work in indigenous lands effectively using the acquired knowledge	Measurement of the number of civil servants trained in topics related to territorial and environmental management work in indigenous lands effectively using the acquired knowledge	0	60	101
Volume of resources managed by indigenous organizations strengthened by the project	Measurement of the volume of resources managed by indigenous organizations strengthened by the project (BRL)	0	annual increment of at least 15% volume	834,119.19
Area of ILs under community protection and surveillance	Measurement of the area of ILs under community protection and surveillance (hectares)	0	2,839,886	2,221,110
Number of occurrences of territorial invasion observed in the ILs	Measurement of the number of formal local agreements signed with social actors around the ILs	0	10	1
Nº de ocorrências de invasão territorial observadas nas TIs	Measurement of the number of occurrences of territorial invasion observed in the ILs	-	-	1
Volume of unprocessed production generated by the supporting project (tons or other unit of measurement) broken down by product	Measurement of the volume of unprocessed production generated by the supporting project (tons or other unit of measurement) broken down by product	0	annual increment of at least 15% in volumes	448.8 hectoliters



21. Increment based on baseline defined in the first year of the project

Indicator	Definition	Base-line	Target	On: 12/31/18
Volume of processed products adapted to the market from the extractive chain(s) supported by the project (tons or other unit of measurement) broken down by product	Measurement of the volume or processed products adapted to the market from the extractive chain(s) supported by the project (tons or other unit of measurement) broken down by product	0	annual increment of at least 15% in volumes	0
Revenue obtained from the sustainable use economic activity supported by the project broken down by product	Measurement of revenue obtained from the sustainable use economic activity supported by the project broken down by product	0	annual increment of at least 10% of the revenue obtained from sustainable economic activities	205%

The targets of Indigenous Lands with PGTAs developed and formalized in the Regional Committees of FUNAI, measurement of the area of the ILs with organization of the territory defined through PGTAs formalized in the Regional Committees of Funai (hectares) and measurement of the number of indigenous people directly benefited by the activities supported by the project were fully achieved. In the first case, six ILs developed PGTAs. In the second case, the area measurement reached 3,549,857 ha, as expected. The number of indigenous people benefited, 8805, also met the proposed target.

Regarding the number of indigenous people trained as environmental managers and in administrative-financial management activities effectively using the knowledge acquired and the number of civil servers trained in topics related to territorial and environmental management work in indigenous lands effectively using the acquired knowledge, the targets were surpassed. For a target of 80 trained indigenous people, 146 indigenous people were trained (surpassing the target by 82.5%). The number of civil servants reached 101, against a target of 60 trained staff, 68.33% above the target.

The measurement of the area of the ILs under community protection and surveillance (hectares) was below the target of 2,839,886 ha, having reached 2,221,110 ha, i.e., 78.21% of the target was met. Likewise, there was a target of ten formal local agreements signed with social actors around the ILs, but only one was signed, which corresponds to 10% of the established target.

In four cases, indicators that are part of the project could not be



evaluated either because a baseline was missing or because a pre-established target was missing. This was the case for: i) measuring the number of occurrences of territorial invasion in the ILs; ii) measuring unprocessed production volume by the supported project (in tons or in other unit of measure) broken down by product; iii) measuring the volume of processed products adapted to the market from the extractive chain(s) supported by the project (in tons or in other unit of measure) broken down by product; and iv) measuring the volume of processed products adapted to the market from the extractive chain(s) supported by the project (tons or other unit of measurement) broken down by product.

In this way, the conclusions of Table 6 can be reached, according to the criteria recommended by the OECD:

**Table 6: Considerations for the Implementing Environmental Management in Indigenous Lands project according to OECD criteria**

Criterion	Result
Relevance	The <i>Implementing Environmental Management in Indigenous Lands</i> project is extremely important for all the country as it deals with the planning of ILs in the states of Pará and Amapá. This project contributes to the objectives of the Amazon Fund. The change in the focus of public policies and priorities in public policies from 2016 onwards had a direct impact on this project, with an increase in deforestation towards the end of the project. This makes the intervention objectives even more necessary today (2020) than at the time of project design.
Efficiency	There were gaps in planning that hindered the achievement of some targets. Project logistics planning needs to be improved.
Efficacy	A substantial majority of the targets were achieved. However, many activities did not have a baseline or a pre-established target, preventing an evaluation of the efficacy of such activities.
Impact/ Effectiveness	The interviews showed that the project had significant effectiveness and impact. An increase in safety and quality of life resulting from the project was mentioned. Testimonies of real changes in the living and working conditions of the indigenous peoples of the six ILs covered by the project are clear in the interviews. Structured intervention was essential to achieve the reported impacts.





Criterion	Result
Sustainability	<p>Support for the IGATI project is fundamental, as even more than the other projects, it suffered as a result of external threats, such as invasions and deforestation. Like the other projects supported by the Amazon Fund, it depended on public and donor resources for its maintenance.</p> <p><b>a) Regarding the benefits, actions and activities carried out</b>, in general, training indigenous people in activities related to the management, processing and marketing of agroforestry products allows for the sustainability of the project's actions.</p> <p><b>b) Regarding the Sustainable Production Component</b>, the project has activities that contribute to sustainability, such as the indigenous people (146) trained as environmental managers and in administrative-financial management activities, who started to use the acquired knowledge to ensure the maintenance of activities aimed at the management, processing and commercialization of agroforestry products. It is estimated that the number of indigenous people benefiting from the project has reached 8805, which demonstrates the scope of the project and its potential for sustainability.</p> <p><b>c) Regarding the Land-use Planning Component</b>, the number of civil servants trained in topics related to territorial and environmental management work in indigenous lands exceeded the targets, reaching 101 civil servants as opposed to the target of 60. Indeed, the Indigenous lands targets were achieved with PGTAs developed and formalized in FUNAI's Regional Committees, measuring of the area of ILs with territory organization defined through PGTAs formalized in Funai's Regional Committees (hectares). In the first case, six ILs with PGTAs were developed. In the second case, the measured area reached 3,549,857 ha, as predicted, showing the potential for replicability (and sustainability) of these activities.</p> <p>In summary, the workshops and training carried out supported the benefited indigenous associations and ensured the possibility of indigenous peoples, the main focus of the project, requesting financial support in other instances and funds, in order to guarantee the sustainability of the activities developed by this project in the near future through other initiatives.</p>

## 5. Project Management and Monitoring

This section aims to highlight the strengths and challenges regarding management and monitoring. The issues related to structure, human resources, workflows, execution time and communication for management and execution are addressed here.

The project had a coordinator and a technical expert responsible for operations and logistics, in addition to three part-time technical staff dedicated to financial, contractual and accounts monitoring.

### 5.1. Strengths

TNC carried out a project prior to IGATI, bringing with it the experience of implementation and dialogue with the BNDES' technical team.

A technical planning and monitoring center was created, including dialogue with local indigenous leaders from each supported PGTA

and partners. Workshops were held for planning activities, and others were held with indigenous beneficiaries, aimed at rendering of accounts on implementation in the supported PGTA's.

As previously mentioned, TNC was responsible for management, contracting and acquisitions, but technical consultants were also commissioned in partnership with the Indigenous Research and Training Institute (Iepé) in the state of Amapá, which was relevant for the execution and monitoring of the project within the state.

## 5.2. Challenges

Due to logistical challenges and the way in which the project was carried out, beneficiaries did not directly participate in the management or direct dialogue with the BNDES. This issue is still an underlying challenge for indigenous people to improve their project implementation skills.

The project met the expected targets. However, the deadlines had to be adjusted, and a one-semester extension was requested to conclude activities.

The invasion of the Parakanã Apyterewa IL was seen as an external obstacle. This impacted the execution of the management plan in the IL and demonstrates that it is still necessary to expand dialogue and propose partnerships with public actors to fight invasions and secure indigenous territories legally.

## 6. Conclusions and Lessons Learned

The Implementing *Environmental Management in Indigenous Lands* project complemented the general objective of the Amazon Fund, that is, to reduce deforestation in the Amazon in the region of the project, i.e., the six ILs in the states of Amapá and Pará.

In summary, the effects of this project were:

**Indirect Effects:** the project reduced deforestation, reduced fires, reduced invasions of project areas, increased the quality of life of indigenous communities in the supported ILs and increased their feeling of security and protection.<sup>22</sup>

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<sup>22</sup>. Until 2018. After 2018, deforestation increased, as well as fires and land invasions.

**Direct Effects:** the project supported the production chains that are typical of the region, adding value to products such as açai berries, nuts and babassu. Fish farming, according to the interviews carried out, fell short of expectations.

Despite having two axes (spatial planning and sustainable production), the project carried out more activity in the Land-use Planning component.

Through the various workshops and training carried out in the project region, it was possible to prepare and/or implement the PGTAs for all the ILs covered by the project, with the exception of Cachoeira Seca.

According to one of the interviewees, the training of environmental agents contributed to the strengthening of the project's partner entities.<sup>23</sup>

According to interviews carried out, the project solved several issues within the indigenous community.<sup>24</sup>

According to the interviews, the PGTAS made it possible to establish the limits of the ILs. The training of environmental agents also played an important role in the meetings about the territory, particularly in neighboring settlements.<sup>25</sup>

According to one of the interviewees, the project generated more security through inspection and monitoring. Demarcation of the ILs was carried out according to the project.<sup>26</sup> It was possible to make neighborhood agreements with indigenous people who live in the vicinity of the project.

The Implementing Environmental Management in Indigenous Lands project cooperated with the National Environmental and Territorial Management Policy on Indigenous Lands (PNGATI). As a result of the project, it was possible to carry out surveillance plans for practically all the ILs, to purchase protection equipment, and to carry out surveillance expeditions.

According to one of the interviewees, one of the effects of the project was the strengthening of the institutions associated with it, which are inserted in the market, raising funds, and managing them.<sup>27</sup>

In fact, the Implementing Environmental Management in Indigenous Lands project can be considered efficient for having managed the activities

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23. Interview with Fernando, one of the project coordinators (TNC).

24. Interview with Chief Gilberto.

25. Interview with Chief Gilberto.

26. Interview with Chief Gilberto.

27. Interview with Fernando, one of the project coordinators (TNC).

well, and in terms of efficacy, it reached most of the established targets. In fact, of the approximately 20 existing targets, the project reached 15, that is, 75% of the proposed targets. Of the 15 targets achieved, in 10 cases (2/3) the results exceeded the targets established.

On the other hand, in several cases, the targets and baselines of various indicators were not defined, thus making it impossible to evaluate the effectiveness of such activities.

## 7. Recommendations

	Recommendation	Executing entities	States	Amazon Fund	Federal government	Business Sector	Donors
Direct effect	Directly support indigenous organizations as project executing entities.	X	X	X	X	X	X
	Establish private partnerships for the commercialization of products from the project in Brazil.	X	X	X	X	X	X
	Establish partnerships for the export of products resulting from project activities.	X	X	X	X	X	X
	Propose better cooperation with states and municipalities to make it possible for IL products to be included in school meals and in public Food Acquisition Program.	X	X	X	X	X	X
Indirect effect	Support the presentation of projects that allow the continuity of this and other Amazon Fund projects.		X	X	X	X	X
	Seek greater support and involvement from Funai, the federal agency responsible for indigenous policy, to formulate actions and programs with projects supported by the Amazon Fund.	X	X	X	X		
	Support new projects and partnerships that coordinate with current ones and integrate Sustainable Productive Activities in indigenous lands and conservation units.	X	X	X	X	X	X
General	Partnering with national institutions (Ex.: EMATER, EMBRAPA) and international ones (IICA) for technical assistance and rural extension.	X	X	X	X	X	X
	Present channels of access to other national and international sources of resources.	X	X	X	X	X	X

## 8. Cancun Safeguards (REDD+)

Safeguard	Meets criterion	Observation
<b>1. Actions complement or are consistent with the objectives of national forest programs and relevant international conventions and agreements</b>	YES	The strengthening of production chains in the project area (açai berries, babassu and nuts) in the states of Amapá and Pará contribute to the preservation of forests and coordinate with national and state forestry programs
Have the projects shown to be in line with the PPCDAm and state plans to prevent and control deforestation?	YES	The project contributes to the fight against deforestation and is consistent with the State Program for the Prevention and Control of Deforestation (PPCD-AC).
What other federal public policies or international agreements did the projects show alignment with? In which aspects?	YES	Climate Agreement (Paris): agroforestry systems contribute to the preservation of the environment and dilute the effect of global warming in the benefited territories PNGATI - National Policy on Indigenous Territorial and Environmental Management: insofar as it strengthens the occupation of ILs with sustainable economic activities Cultural programs to preserve indigenous memory in terms of support for handicrafts Monitor Program (ICMBio-MMA): allows for monitoring the status of biodiversity in the areas benefited by the project Brazil Bioeconomy Program: the project supported activities that benefited the local production chains of the ILs with activities for the sustainable use of natural resources. State Climate Change Programs: see above.
Did the project contribute, or could it contribute directly or indirectly to the reduction of emissions from deforestation or forest degradation? How?	YES	Strengthening the production chains in the project area (açai berries, babassu and nuts)
<b>2. Transparent and effective national forest governance structures, taking into account national legislation and sovereignty</b>	YES	The project supported by the Amazon Fund is the result of an international coordination (donors and Brazil) that complies with national legislation and is consistent with international agreements in the forestry area that Brazil is a party to
To what extent did the projects promote coordination between different players (public, private, third sector or local communities)? Were there shared governance instances? Which ones?	YES	The project presented examples of cooperation between federal, state and municipal authorities
To what extent have the projects contributed to strengthening public instruments and forest and territorial management processes?	YES	The project sought to support the production chains in the project area (açai berries, babassu and nuts), which intensifies the relationship between indigenous communities and forests, and helps to preserve the latter



**INDIVIDUAL PROJECT EVALUATIONS**  
**IMPLEMENTING ENVIRONMENTAL MANAGEMENT IN INDIGENOUS LANDS PROJECT**

Safeguard	Meets criterion	Observation
<b>3. Respect for the knowledge and rights of indigenous peoples and members of local communities, taking into account relevant international obligations, national circumstances and laws, and noting that the UN General Assembly has adopted the UN Declaration on the Rights of Indigenous Peoples</b>	YES	The project has activities for the preservation of indigenous culture regarding food, such as the culture of açai berries and babassu, which contribute to the consolidation of the forest
To what extent have the projects influenced the constitutional rights associated with formal land tenure and destination in their area of operation?	YES	With the economic use of the ILs in a sustainable way, the project reinforced the rights of indigenous communities over their lands
To what extent have the projects influenced the sustainable use of natural resources in their area of operation?	YES	The economic use of forests in the system of strengthening the productive chains of the project area (açai berries, babassu and nut) influences the use of natural resources in a sustainable way
If the projects directly benefited indigenous peoples, traditional communities, or family farmers: Have their sociocultural systems and traditional knowledge been considered and respected throughout the projects?	YES	An example of this was the strengthening of their cultures and plantations. although it did not foresee an activity specifically focused on the cultural area
Are there effects that interfere with the traditional way of life of these groups? What kind of effects: in the social, economic organization or the use of available spaces and resources? How do they interfere: positively, negatively, or both?	YES	The perceived (positive) interference is to reinforce their traditional (economic) cultures by supporting the traditional production chains in the project area (açai berries, babassu and nut)
<b>4. Full and effective participation of stakeholders, in particular indigenous peoples and local communities, in the actions referred to in paragraphs 70 and 72 of Decision 1/CP 16</b>	YES	There was significant participation in most of the training sessions, both by indigenous people and other beneficiaries of the project
How did the projects guarantee prior consent and the local/traditional way of choosing representatives of their beneficiaries (especially indigenous peoples and traditional communities)?	YES	The project was carried out in a participatory manner
What participatory planning and management tools did the projects apply during planning and decision making?	YES	Participatory planning was adopted in decision making
In the case of projects with economic purposes: Were any benefits arising from the projects accessed in a fair, transparent and equitable manner by the beneficiaries, avoiding concentration of resources?	YES	Yes. TNC's partner associations in the project kept the financial resources obtained from the sale of their products (from the activities carried out) in their respective areas
To what extent did the projects provide the general public and their beneficiaries with free access and easy understanding of information related to project actions?	YES	From the beginning of the project, a participatory planning system was used in the meetings to guarantee participation and knowledge of all the actions foreseen by the projects. In relation to the beneficiary public, workshops, courses, and training were held to present new work techniques



**INDIVIDUAL PROJECT EVALUATIONS**  
**IMPLEMENTING ENVIRONMENTAL MANAGEMENT IN INDIGENOUS LANDS PROJECT**

Safeguard	Meets criterion	Observation
Have the projects been able to set up a good monitoring system for results and impacts? Have the projects systematically monitored and disseminated the results achieved and their effects?	PARTIALLY	The project failed to monitor some of the activities and did not meet some of the targets
<b>5. Actions are consistent with the conservation of natural forests and biological diversity, ensuring that the actions referred to in paragraph 70 Decision 1/CP 16<sup>28</sup> are not used for the conversion of natural forests, but are instead used to incentivize the protection and conservation of natural forests and their ecosystem services, and to enhance other social and environmental benefits</b>		
How did the projects contribute to the expansion or consolidation of protected areas?	YES	Through the design and/or execution of PGTAs in the areas covered by the project, as well as the training of environmental agents and the expeditions and monitoring rounds carried out
How did they contribute to the recovery of deforested or degraded areas?	YES	Through the sustainable use of natural resources and the strengthening of production chains in the project area (açai berries, babassu and nuts).
In the case of area restoration and reforestation activities, did the methodologies employed prioritize native species?	YES	
To what extent have the projects contributed to establishing recovery models with an emphasis on economic use?		Through the strengthening of the productive chains of the project area (açai berries, babassu and nuts). There were also several workshops and training focused on adding value to these products.
<b>6. Actions to address the risks of reversals in REDD+ results</b>		
What factors constitute risks to the maintenance of REDD+ results? How did the projects address them?	YES	The information available is that the financial offset mechanism (REDD) was not used in this project, although it is compatible with the preservation of forests and strengthening the açai berries, babassu and nuts production chains that the project promotes.
<b>7. Actions to reduce the displacement of carbon emissions to other areas</b>		
Has there been a displacement of the emissions avoided by the actions of the projects to other areas?	YES	The strengthening of the productive chains of the project area (açai berries, babassu and nuts) contributes to carbon capture and emission reduction.

**28.** Decision 1/CP 16: Reduction of emissions from deforestation; reduction of emissions from forest degradation; conservation of forest carbon reserves; sustainable forest management and increased carbon stocks.

## 9. Crosscutting Criteria

	Crosscutting criteria	Meets criterion	Observation
<b>Poverty reduction</b>	To what extent have the projects effectively contributed to economic alternatives that value the standing forest and the sustainable use of natural resources?	YES	The project's activities were aimed at sustainable production by improving the production chains in the designated area (açai berries, babassu and nutss) and by seeking to add value to these production chains and to preserve biodiversity.
	To what extent have the projects positively influenced poverty reduction, social inclusion and improved living conditions for beneficiaries living in their area of operation?	YES	The project generated additional income for the communities and increased its activities, allowing the entire community to participate in the planned actions, although it was not possible to estimate the value of such income with the available data.
	Have the projects been able to promote and increase the production in value chains of timber and non-timber forest products based on sustainable management?	YES	Yes. Most of the targets were achieved and some even exceeded. They have been described in detail in the 'Results - Direct Effects' section'.
<b>Gender equity</b>	The project aggregated some results and impacts on gender issues	YES	Indigenous women were able to participate in the training provided.
	How did the projects contribute to gender equity?	YES	Project activities empowered women and promoted gender equity as they allowed women to learn new techniques in their productive activities.
<b>Coordination of Public Policies</b>	Was it possible for the project to cooperate with public policies at territorial and state level?	YES	The project presented partnerships with the public sector (Union, States and Municipalities) and with other private associations (CSOs/NGOs).
<b>Food and nutrition security</b>	Did the project contribute to the food and nutrition security of the beneficiaries?	YES	Yes, through the strengthening of local production chains and Sustainable Productive Activities .
	Has the project managed to include beneficiaries in food and nutrition security policies and programs?	YES	The project aimed to intensify production chains in the designated area, (açai berries, babassu and nuts) allowing for greater inclusion of beneficiaries (indigenous) in public policies for food and nutrition security.



**Effectiveness Evaluation Of Indigenous  
Projects Supported By The Amazon Fund/BNDES  
Implementing Environmental Management  
In Indigenous Lands Project**

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