



**IV - Management and  
Governance of  
Indigenous Lands in  
the Rio Negro and  
Xingu Basins – PGTAs  
- Socioenvironmental  
Institute (ISA)**

## Second Ex-post Effectiveness Evaluation Report of Indigenous Projects in the Amazon Fund

This thematic evaluation was carried out by independent consultants under the coordination of technical cooperation between the BNDES and Cooperação Brasil-Alemanha para o Desenvolvimento Sustentável (German Cooperation for Sustainable Development) through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The opinions expressed here are the sole responsibility of the authors, not necessarily reflecting the position of GIZ or BNDES. The recommendations presented are neither prescriptive nor mandatory.

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## Project data sheet

<b>Project Title:</b>	Management and Governance of Indigenous Lands in the Rio Negro and Xingu Basins - PGTAs
<b>Organization responsible:</b>	Socioenvironmental Institute (ISA)
<b>Project period:</b>	3rd quarter of 2016 to 2nd quarter of 2021
<b>Territorial scope:</b>	(i) In the Xingu River basin, Xingu Indigenous Territory – TIX, which consists of 4 Indigenous Lands (Xingu Indigenous Park and the Batovi, Wawi, and Pequizal Naruvôtu Indigenous Lands), located in Mato Grosso; (ii) In the Rio Negro basin, a region known as "Cabeça do Cachorro" (Dog's Head), encompassing 7 Indigenous Lands (Alto Rio Negro, Rio Apaporis, Cué-Cué-Marabitanas, Balaio, Médio Rio Negro I, Médio Rio Negro II, and Rio Téa), and the Yanomami Indigenous Land, located in the states of Amazonas and Roraima.
<b>Beneficiaries:</b>	(i) 16 indigenous peoples who inhabit the Xingu Indigenous Territory – TIX; (ii) 23 peoples living in the 7 Indigenous Lands of the Upper Rio Negro region; (iii) 2 peoples who inhabit the Yanomami Indigenous Land (Yanomami and Ye'Kuana).
<b>Objectives:</b>	Support the implementation of the Territorial and Environmental Management Plan (known as PGTA) of the Xingu Indigenous Park and the preparation of PGTAs for Yanomami Indigenous Lands (TIs) and the Upper Rio Negro region, with the systematization of knowledge and strengthening of local governance structures and indigenous organizations.
<b>Total value of the project</b>	<b>R\$ 12,302,481.90</b>
<b>Support received from the Amazon Fund:</b>	<b>R\$ 11.685.843,14</b>

**Source:** Adapted by the consultants using information taken from the Amazon Fund's website: Management and Governance of Indigenous Lands in the Rio Negro and Xingu Basins - PGTAs ([fundoamazonia.gov.br](http://fundoamazonia.gov.br))

### 1. Summary of project

The Socio-Environmental Institute (Instituto Socioambiental) implemented the project "Management of Indigenous Lands in the Rio Negro and Xingu Basins," which included (i) the implementation of the PGTA in the Xingu Indigenous Territory – TIX, and (ii) the development of PGTAs for the Indigenous Lands of the Upper Rio Negro and the Yanomami Indigenous Land.

In the Xingu River basin, the PGTA was implemented in the Xingu Indigenous Territory – TIX, consisting of 4 Indigenous Lands (Xingu Indigenous Park and the Batovi, Wawi, and Pequizal Naruvôtu Indigenous Lands), covering a total of 2,825,470 hectares, distributed across approximately 140 villages, located in Mato Grosso. This area is inhabited by 16 indigenous peoples, with an estimated population of around 7,000 people.

According to 2010 IBGE data, the indigenous population of this region was 48,133, accounting for 6% of the country's indigenous population and 30% of Amazonas' indigenous population.

The Yanomami Indigenous Land, covering 9,664,975 hectares, is the largest indigenous land in the country. It is located in the states of Amazonas and Roraima and is distributed across approximately 270 villages, with a total population of 26,780 people, not including the "isolated Yanomami" population.

The implementation of the PGTA in the Xingu Indigenous Territory included the following actions: holding workshops to define priorities, two public calls under the "Support for Community Initiatives



– (AIC)" initiative, which supported small projects in the area of agroecology, support for cultural strengthening projects, audiovisual training workshops, construction of infrastructure, acquisition of seven boats and IT equipment, and indigenous surveillance services and territorial monitoring.

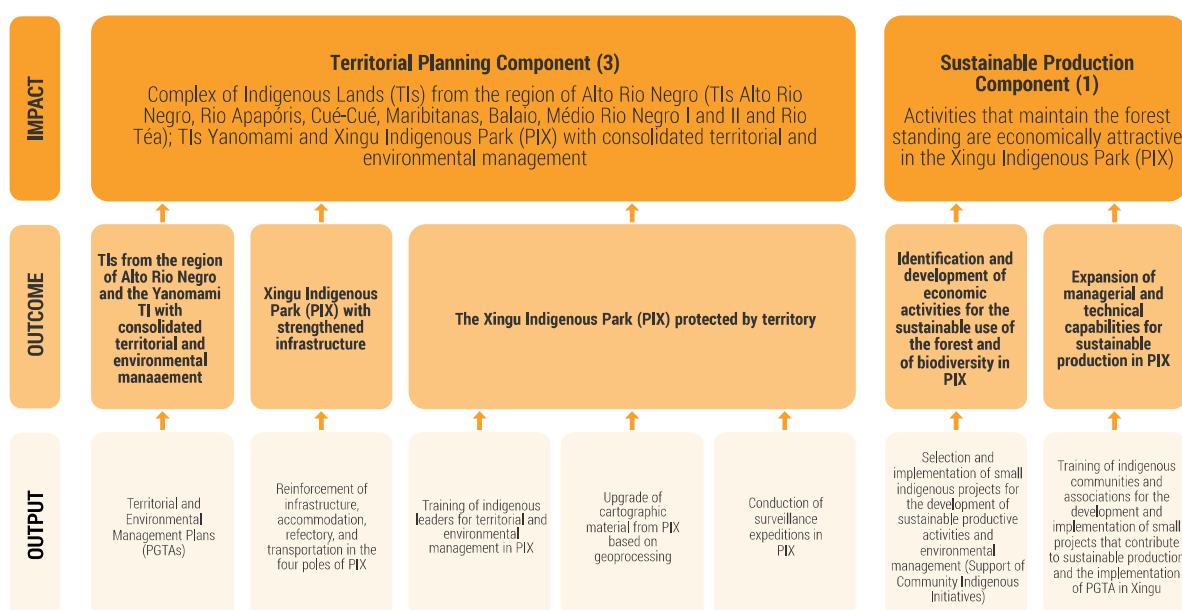
The development of the PGTAs for the Upper Rio Negro Indigenous Lands involved systematizing existing data on the Indigenous Lands of this region, mobilizing facilitators, indigenous and non-indigenous researchers, conducting extensive consultations, and consolidating agreements.

The development of the PGTA for the Yanomami Indigenous Land involved creating a forum for leadership participation, producing bilingual material (Portuguese and Yanomami), and securing agreements.

## 2. Intervention Logic

Within the framework of the Amazon Fund, the project "Management of Indigenous Lands in the Rio Negro and Xingu Basins" is integrated into the Sustainable Production (Component 1) and Territorial Planning (Component 3) components.

Figura 14: Árvore de objetivos do projeto Gestão das Terras Indígenas das Bacias do Rio Negro



Fonte: Termo de Referência da Avaliação temática de efetividade de projetos voltados a povos indígenas no âmbito do Amazon Fund/BNDES (2023)

## 3. Methodology

The evaluation methodology was guided by the set of criteria from the OECD, which are already detailed in item 4 of the thematic evaluation report. To gather information and answer the evaluation questions, an analysis of the documents provided to the consultancy was conducted.

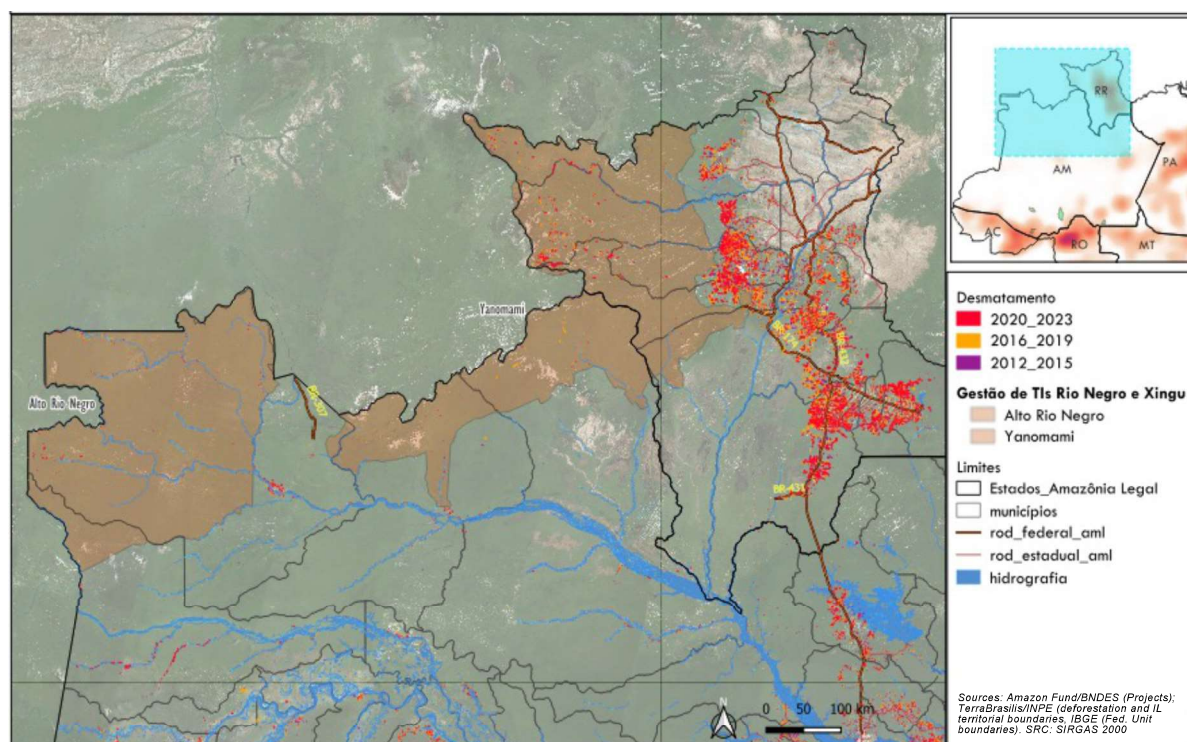
Online meetings were held with the participation of representatives from the Socio-Environmental Institute (ISA). Additionally, a face-to-face meeting took place with indigenous leaders from the Xingu Indigenous Park. This discussion occurred in person when a group of indigenous people visited Brasília to participate in the 2024 Free Land Settlement (ATL).

## 4. Evaluation of Results

The project supported three Indigenous Lands: two in the Rio Negro basin (Alto Rio Negro and Yanomami) and one in the Xingu River basin (Xingu Park).

The Alto Rio Negro Indigenous Land has the lowest deforestation rate among the three. Its remote location likely contributes to this factor. From 2012 to 2018, deforestation decreased from 80 to 20 hectares. However, from 2019 to 2022, more than 1,000 hectares were deforested in total, with annual rates exceeding 300 hectares in 2019 and 400 hectares in 2021. In 2022, deforestation fell below 200 hectares, and in 2023, no deforestation was observed (which may be related to cloud cover and the fact that the INPE data is preliminary).

**Figure 30:** Indigenous Lands supported by the Indigenous Lands Management Project: Rio Negro and Xingu vs. deforestation per quadrennial period from 2012-2023.



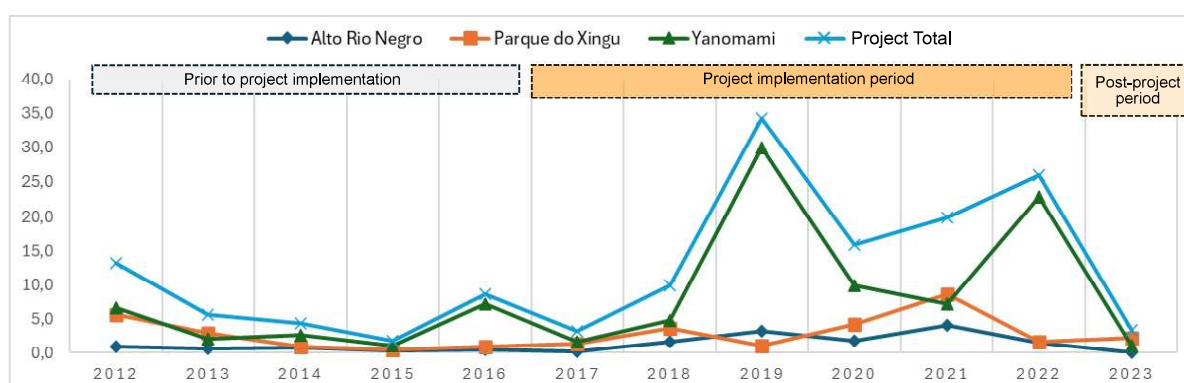
Source: Prepared by the consultants (2024)

The Yanomami Indigenous Land faces an even more complex situation, with several deforestation fronts detected, especially in the state of Roraima. Illegal gold mining is one of the main threats, with rivers such as the Mucajaí and Uraricoera, along with clandestine airstrips, serving as the primary access routes for this illegal activity. Land grabbing and illegal logging are also significant pressures within the Yanomami Indigenous Land.

From 2012 to 2018, deforestation varied significantly, ranging from 100 to 700 hectares annually. However, in 2019 alone, nearly 3,000 hectares were deforested. For comparison, the total deforestation over the five years prior to the project amounted to approximately 2,000 hectares. In 2020 and 2021, forest loss decreased to below 1,000 hectares, but in 2022, a new peak was observed with over 2,200 hectares deforested. In 2023, there was a sharp reduction in deforestation, primarily due to federal operations aimed at surveillance, combating illegal mining, and removing intruders from the land.



**Graph 12:** Annual Deforestation in the Indigenous Lands of the Indigenous Lands Management Project for the Rio Negro and Xingu Basins.



Source: Prepared by the consultants (2024).

The Xingu Park Indigenous Land, surrounded by several soybean-producing municipalities in Mato Grosso, had already been challenged by deforestation. In 2012 and 2013, high rates were observed, with 565 and 293 hectares, respectively. However, the most significant deforestation spike occurred in 2021, during a critical period for the Amazon, with 856 hectares deforested. Unlike the other areas, in 2023, deforestation in the Xingu Park Indigenous Land did not decrease. In fact, there was a slight increase compared to 2022, from 165 to 2016 hectares, although still lower than the critical period peak.

The main drivers of this deforestation include the strong expansion of agriculture and livestock farming in nearby municipalities such as Gaúcha do Norte and Querência, which primarily use highways BR-159 and MT-242 to transport their production. These roads connect the cities to ports like Miritituba (PA) and Santarém (PA), as well as other cities in the region.

Additionally, there is a project under development to use the Araguaia waterway to transport the region's soybean production. This kind of infrastructure project encourages expansion, which, combined with government neglect and weakened oversight, contributes to the current pressures.

**Table 9:** Annual increase in deforestation (hectares) in Indigenous Lands supported by the project.

Indigenous Land	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Alto Rio Negro	0.89	0.58	0.71	0.31	0.45	0.20	1.62	3.20	1.74	4.04	1.51	0.74
Parque do Xingu	5.65	2.93	0.91	0.43	0.94	1.35	3.59	1.11	4.17	8.56	1.65	2.16
Yanomami	6.57	2.10	2.65	1.08	7.24	1.65	4.74	29.93	9.95	7.20	22.80	1.12
<b>Total project ILs</b>	<b>13.10</b>	<b>5.60</b>	<b>4.27</b>	<b>1.81</b>	<b>8.63</b>	<b>3.21</b>	<b>9.96</b>	<b>34.25</b>	<b>15.87</b>	<b>19.80</b>	<b>25.96</b>	<b>4.02</b>
<b>All Amazon ILs (thousands of hectares)</b>	<b>13.5</b>	<b>14.4</b>	<b>8.6</b>	<b>7.0</b>	<b>10.1</b>	<b>12.9</b>	<b>25.2</b>	<b>49.4</b>	<b>42.7</b>	<b>36.0</b>	<b>32.5</b>	<b>13.2</b>

Source: Prepared by the consultants (2024)

In the total deforestation across the three Indigenous Lands (TIs) involved in the Indigenous Lands Management Project in the Rio Negro region, the average fluctuated between 668 and 1,800 hectares, or 18 km<sup>2</sup>, which is considered a significantly high rate of deforestation.



The average deforestation during the project's implementation period was 172% higher than the five years prior. In comparison, across the Amazonian Indigenous Lands, deforestation increased by 209% during the same period. However, after the project was implemented, deforestation saw a slightly larger reduction in the five supported TIs, with an 82% decrease, compared to a 60% decrease across all Amazonian Indigenous Lands.

**Table 10:** Variation in average deforestation between periods: Comparison with Indigenous Lands in the Legal Amazon.

Indigenous Lands	Average 2012_2015	Average 2016_2022	Var (%)	2023	Var (%)
Tis Projeto Gestão de Tis Rio Negro e Xingu	6.68	18.17	↑ 172%	4.02	↓ -78%
Todas TIs da Amazônia Legal	10.7	33.1	↑ 209%	13.2	↓ -60%

Source: Prepared by the consultants (2024).

#### 4.1. Component 1 - Sustainable Production: Activities that Keep the Forest Standing have Economic Appeal in the Xingu Indigenous Park (PIX)

In the context of Component 1, which aimed to promote sustainable productive activities, the project enabled “Support for Community Initiatives (AIC).” The AIC is a fund for small projects created and financed under the Indigenous Land Management Project for the Rio Negro and Xingu Basins. This fund was designed to meet the need for specific actions aimed at the sixteen peoples and 150 villages in the Xingu Indigenous Territory (PIX), functioning as complementary financial support for the implementation of the Xingu Territorial Management Plan. Projects funded by the AIC should focus on core themes such as:

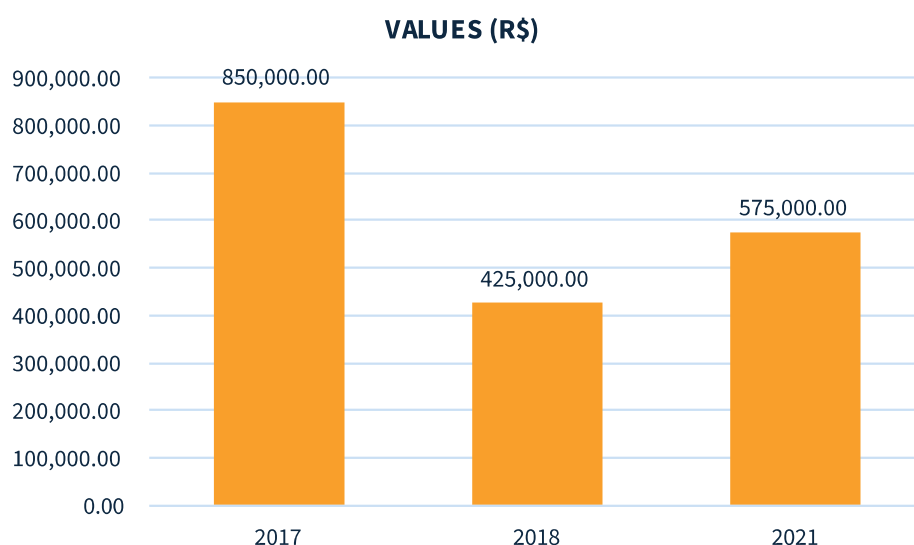
1. food sovereignty,
2. cultural strengthening, and
3. development of economic alternatives.

The Amazon Fund initially supported the AIC through two calls for proposals launched in 2017 and 2018. After the completion of the project financed by the Amazon Fund, a new injection of resources was made in 2021 without a new call for proposals, contracting initiatives that had already been pre-approved in the previous calls due to the high number of proposals received.

In total, 65 projects were supported, benefiting 75 communities and involving 12 Indigenous peoples, with a total investment of R\$ 1.85 million. The increase in the number of projects supported over the years demonstrates a growing demand for this type of support, reflecting greater mobilization of the communities to access resources and implement local initiatives. This increase also suggests a strengthening of Indigenous communities' capacity to formulate projects and seek external support, which has significant economic implications, such as diversifying income sources and promoting sustainable practices that contribute to the financial autonomy of these communities.



**Figure 13:** Values of the calls for proposals supported by the AIC (2017-2021).



Source: Prepared by the consultants (2024).

In 2023, the management of the AIC transitioned from ISA to ATIX, an Indigenous organization, marking an important step toward self-management of funds by Indigenous peoples themselves. Indigenous governance over the fund reflects a movement toward autonomy and empowerment, allowing Indigenous communities to define their priorities and strategies for resource use. Having a fund managed by Indigenous people for their own communities means more direct control over funding processes, ensuring that resources are applied in ways that respect and value local traditions and needs, while also strengthening self-sufficiency and the management capacity of Indigenous organizations.

These Indigenous community funds are significant due to their role as a viable alternative to traditional climate financing methods. Accessing a fund like the AIC provides local organizations with the opportunity to engage with project language, calls for proposals, and all related management aspects.

The AIC's inclusive approach has also been a critical factor in its success. By allowing proposals to be submitted both in writing and through videos, the initiative respected the oral tradition of these peoples and ensured that even the most remote and traditionally excluded communities could participate. This flexibility in proposal submission helped democratize access to funds and promote a more equitable distribution of resources, strengthening the social and organizational fabric of Indigenous communities.

The simplification of access processes to resources and community training in accountability management by the AIC were fundamental to its positive impact. The reduction of bureaucracy and the simplification of processes allowed for more inclusive and effective access to resources, benefiting Indigenous communities that might be marginalized in other funding contexts. The economic and social impact of these initiatives has been significant, resulting in improved living conditions, increased productive capacity, and the strengthening of local organizations.

In terms of sustainability, the AIC has succeeded in ensuring the continuity of resources in the long term through robust strategic planning. The governance of the fund, which includes negotiations for



new financial contributions and careful preparation of future calls for proposals, ensures that support for Indigenous communities is maintained. Additionally, the AIC has excelled in terms of efficiency and effectiveness, demonstrating that funds adapted to the cultural particularities and specific needs of Indigenous communities are not only viable but also replicable for other initiatives.

## **4.2. Component 3 - Indigenous Lands Complex in the Upper Rio Negro Region (Indigenous Lands of Upper Rio Negro, Rio Apapóris, Cué-Cué, Maribitanas, Balaio, Médio Rio Negro I and II, and Rio Teá); Yanomami Indigenous Land and Xingu Indigenous Park (PIX) with consolidated territorial and environmental management.**

Within Component 3, the project had an activity focused on strengthening infrastructure and training for Indigenous communities in PIX. The interventions carried out in the hubs of Leonardo, Diauarum, Wawi, and Pavuru, as well as at the ATIX headquarters in Canarana, were designed to meet the specific needs of each community, reinforcing both physical infrastructure and the institutional capacity for articulation and defense of Indigenous rights.

The construction of new facilities, such as equipped auditoriums, offices, and communal areas, as well as improvements in the energy and communication systems, has played a fundamental role in enhancing community organization, political mobilization, and the implementation of sustainable productive activities. These infrastructural improvements not only provide a more suitable environment for community development but also strengthen the organizational and operational capacity of ATIX, creating a promising horizon for the continuous growth and sustainability of these actions.

Even after the completion of the project, all implemented infrastructures continue to function fully, demonstrating the sustainability of the interventions made. The facilities, which include improvements such as auditoriums with kitchens and offices, are widely used for training in public policies, meetings with government agencies, and training focused on sustainable productive activities. The new ATIX headquarters in Canarana, inaugurated in July 2024, now serves as a support and coordination center, consolidating ATIX's institutional presence and expanding its capacity for articulation and defense of Indigenous rights. The strengthening of infrastructure directly supports the empowerment of Indigenous institutions, like ATIX, by providing appropriate and equipped spaces for training, dialogue, and political mobilization.

The sustainability of these actions is assured by the continued capacity of the infrastructures to serve as logistical and institutional support points for the coordination of community activities and initiatives. According to the OECD evaluation criteria, having infrastructures that are suited to the needs of Indigenous communities is extremely relevant; effectiveness is demonstrated by the continuous and multifunctional use of the facilities; efficiency is reflected in the optimization of resources to meet multiple demands; impact is evident in the strengthening of the organizational and operational capacity of ATIX and the communities; and sustainability is guaranteed by the continuous use and maintenance of the infrastructures even after the project ends.

In the context of this project, the implementation of territorial monitoring and surveillance strategies played a role in strengthening the protection of Indigenous Lands. In this regard, several actions related to surveillance and monitoring were developed, including training sessions, expeditions, and the preparation of cartographic materials.



The training aimed to engage a significant number of Indigenous people in surveillance and monitoring, with an initial goal of 2 participants, which was greatly exceeded, reaching 150 by the end of the project and maintaining this number in the post-project period.

These formative activities enabled the creation of a working group for surveillance and protection, coordinated by ATIX and involving local communities and Funai. This was an important step in this process. This group not only planned and executed surveillance and monitoring activities but also became a forum for continuous training, meeting five times during the project period to coordinate executive actions and conducting three training workshops focused on the use and mastery of technological tools for monitoring and georeferencing.

Additionally, the group provided technical support for the preparation of thematic maps that guided the expeditions and the spatialization of the information collected during the developed planning. Support for territorial monitoring implies not only protection against invasions and illegal activities but also training communities in the use of advanced technologies, data collection and analysis, and informed decision-making regarding the management of their territories. Even after the project completion, the working group remains active in the territory under ATIX's coordination, demonstrating a positive impact on territorial management practices and strengthening local capacities for ongoing monitoring and surveillance.

During the project implementation, 22 Indigenous surveillance expeditions were carried out, covering a total area of 27,974 km<sup>2</sup> of PIX. The execution of these surveillance expeditions had a significant impact, promoting active participation from Indigenous communities in protecting their lands and maintaining territorial security. The project also provided logistical support to ICMBio brigades and local communities in fire management activities, including fire prevention and suppression efforts. This collaboration reinforced the implementation of integrated fire management public policies, creating synergies between Indigenous communities and governmental authorities.

In addition to surveillance strategies, the project promoted mapping and cartography activities that resulted in updating the cartographic materials of PIX based on advanced geoprocessing techniques. The initial goal was to produce 300 new maps; however, by the end of the project, 312 maps were produced, and this number increased to 330 in the post-project period.

This cartographic update is a fundamental element for effective territorial management, as it provides updated data essential for strategic planning, delineation of protected areas, and continuous monitoring of environmental and territorial conditions. The expansion of the number of maps produced beyond the initial target demonstrates the efficiency of the project and its capacity for adaptability and continuity, further strengthening local capacities for sustainable management and protection of Indigenous territories.

Two PGTA plans were developed: one for the Upper Rio Negro region and another for the Yanomami Indigenous Land. The PGTA for the Yanomami Indigenous Land generated significant results in political, social, and territorial aspects. Politically, the PGTA strengthened the autonomy of the Yanomami and Ye'kwana peoples. Socially, the plan promoted internal organization within the communities, involving male and female leaders from various regions. This collective construction process allowed for the strengthening of local Indigenous associations, which now have greater management capacity and political representation. Additionally, the PGTA emphasizes the appreciation and protection of traditional knowledge, including the preservation of Indigenous languages and cultural knowledge, contributing to social cohesion and cultural identity.





Territorially, the PGTA established clear strategies for the sustainable use of natural resources, the protection of biodiversity, and the restoration of degraded areas within Yanomami territory. The plan's guidelines promote sustainable forest management practices, beekeeping, and other activities that help maintain ecological balance and increase environmental resilience. This not only preserves the environment but also ensures food security and continuity of cultural practices linked to the land.

The PGTA for the Upper Rio Negro Indigenous Land strengthens Indigenous governance by promoting the active participation of communities in the development and implementation of the plan. It integrates Indigenous leadership, organizations, and grassroots associations, facilitating collective and coordinated decision-making. It establishes a structured communication channel with the State, allowing Indigenous communities to submit specific recommendations for the implementation of public policies tailored to their realities. This dialogue favors the recognition and inclusion of cultural and territorial specificities in government policies.

The plan also incorporates protection mechanisms and safeguards to ensure the territorial and cultural rights of Indigenous communities, which is fundamental for the preservation of their traditions and ways of life. It also promotes the active participation of women and youth, recognizing their importance in territorial management and the continuity of traditional practices. The plan includes specific training and strengthening programs for female and youth leaders.

It also guides sustainable practices for land use and natural resource management, such as the implementation of agroforestry systems and the protection of forest areas. It proposes actions that promote an orderly and sustainable use of territory, considering the specificities of each sub-region and the different needs of communities. This includes the definition of areas for restricted use, sustainable use, and complete protection.

The plan includes a specific axis focused on activities to mitigate the effects of climate change, such as sustainable forest management, restoration of degraded areas, and promotion of agricultural practices that increase the communities' resilience to climate change.

## 5. Management and Monitoring

In the context of implementing a project supported by BNDES, and during the process of a pandemic, project managers identified several challenges that required constant adaptations and careful management, along with detailed planning and a keen eye on their activities.

To ensure successful execution, a specialized consultancy was hired to support the planning, monitoring, and evaluation of activities. A planning process was conducted with the entire team during an immersion activity, where there was an opportunity to review and adjust tasks, ensuring an adequate division of responsibilities to meet the established objectives.

The implementation process occurred in territories facing serious external interferences, such as land invasions, illegal mining, deforestation, and logistical challenges. In addition to these challenges, significant political interferences occurred during the period from 2019 to 2023, impacting the progress of activities. The need for adaptation and adjustments to schedules was constant throughout the implementation process.



The management and monitoring experience of this project highlighted the need for a keen and adaptable perspective, capable of promptly responding to unforeseen events and promoting adjustments in strategies as necessary. Implementation faced significant challenges but also brought important advancements, thanks to ongoing support and a good relationship with BNDES, which was characterized by a sensitive and understanding partnership. The bank was open to necessary reallocations and adjustments, recognizing that a project of this nature rarely follows the initial plan without alterations.

## 6. Conclusion

The "Management of Indigenous Lands of the Rio Negro and Xingu Basins" project achieved significant results in promoting sustainable territorial management and valuing indigenous autonomy. Throughout its implementation, the project contributed to strengthening local environmental management capacities, enhancing indigenous governance, and promoting sustainable use practices of natural resources in various Indigenous Lands (TIs) in the Amazon.

The project's results also include training indigenous people in territorial surveillance and monitoring techniques, which strengthened protection against invasions and illegal activities, such as mining and land grabbing. Additionally, support for sustainable productive initiatives contributed to food security and diversified income sources for communities, promoting economic development aligned with environmental conservation. The project also facilitated the active participation of indigenous communities in the formulation of public policies and the defense of their rights, strengthening the political and social representation of indigenous organizations.

In terms of sustainability, the project established a robust governance structure that will allow for the continuity of actions and the strengthening of indigenous self-management in the long term. The transfer of AIC management to indigenous organizations, such as ATIX, was an important step to ensure financial autonomy and decision-making capacity for the communities involved. However, challenges related to deforestation and external pressures continue to require attention and ongoing efforts to ensure the preservation of ILs and the well-being of the populations living in them.

Applying the OECD criteria, the following evaluative framework is established.

CRITERIA	RESULTS
<b>Relevance</b>	<p>Financing small, specific projects aimed at the sixteen indigenous peoples and 150 villages in the Indigenous Territory of Xingu (PIX), focusing on food sovereignty, cultural strengthening, and the development of economic alternatives. This directly addressed the needs of the local indigenous communities.</p> <p>The transfer of AIC management from ISA to ATIX was an important step toward self-management of funds by the indigenous peoples themselves, reflecting the project's relevance in promoting autonomy and empowerment.</p> <p>The AIC allowed proposals to be submitted both in writing and via video, respecting the oral tradition of indigenous peoples. This inclusive approach ensured the participation of more remote communities that were traditionally excluded from bureaucratic processes.</p>





**Effectiveness**

The initial goal of engaging 20 indigenous individuals in surveillance and monitoring was significantly exceeded, with 150 participants by the end of the project. This increase demonstrates the effectiveness of training and community mobilization for the protection of their territories.

The creation of a territorial surveillance working group, which remains active after the project's completion, indicates that the implemented actions were effective in creating sustainable local capacities for continuous monitoring and territorial protection.

The implementation of training workshops focused on the use of technological tools for monitoring and georeferencing strengthened the communities' ability to collect and analyze data for territorial management. The effectiveness of this training is evidenced by the continued use of technologies and the production of maps and thematic charts.

**Efficiency**

Project management proved efficient by adapting to logistical and political challenges, such as land invasions, illegal mining, and deforestation. The flexibility and continuous support from BNDES allowed for necessary adjustments during the implementation process.

The AIC simplified bureaucratic processes, enabling more inclusive and effective access to resources for indigenous communities. This approach reduced administrative costs and increased efficiency in the distribution of funds.

The implemented infrastructure continues to be used multifunctionally for training, meetings, and coordination of community activities, demonstrating optimized use of the invested resources.

**Impact**

Strengthening organizational and operational capacities contributed to a significant impact on the autonomy and empowerment of indigenous communities, enabling more direct governance adapted to their needs.

The promotion of the valuation and protection of traditional knowledge, including languages and cultural practices, contributed to social cohesion and cultural identity among indigenous communities.

The project implemented sustainable resource management practices and biodiversity protection, contributing to environmental conservation and the communities' resilience to climate change.

**Sustainability**

Even after the project's conclusion, the constructed infrastructures continue to operate fully, and the territorial surveillance group remains active, demonstrating the sustainability of the interventions carried out.

The transfer of AIC management to an indigenous organization and the development of local capacities for continuous monitoring and surveillance indicate a sustainable path toward self-sufficiency for the communities.

The PGTA of the Yanomami Indigenous Territory and the PGTA of the Alto Rio Negro Indigenous Territory established strategies for the sustainable use of natural resources and environmental protection, ensuring the long-term sustainability of cultural and ecological practices.



## 7. Lessons Learned and Recommendations

- The dialogue between the executing institution and the Indigenous Fund fostered a respectful and collaborative relationship between these two sectors, providing insights into the bureaucracy and management of the project.
- For the project's success, the experience and knowledge of the executing agency in its operations within the territory alongside Indigenous peoples, which preceded the development and execution of the project, are crucial.
- The integration of scientific knowledge with traditional knowledge is fundamental to strengthening territorial and environmental management, exemplified by the creation of ethnomaps.
- Support for organizing meetings, logistics, and courses contributed to strengthening internal agreements and governance of the territory.
- The adoption of appropriate procedures for the participation of Indigenous leaders in the formulation of the PGTA (Territorial Management Plan) enhanced the autonomy of Indigenous peoples, allowing them to decide how they wish to live in their territories.
- It is essential to support mechanisms that facilitate access to financial resources for local Indigenous communities, which typically do not have access to public or private funding. This includes the Support for Community Initiatives (AIC), developed by the executing agency in collaboration with Indigenous communities in Xingu, and the Indigenous Fund of the Rio Negro (FIRN), created by the Federation of Indigenous Organizations of the Rio Negro (FOIRN).
- Strengthening the institutional capacity of Indigenous organizations is crucial for the project's success.
- To achieve success in implementing projects related to PNGATI (National Policy for Indigenous Territorial Management) and the objectives of the Amazon Fund, which aim to reduce deforestation, it is vital to allocate technical and financial resources for the work of NGOs, Indigenous peoples, and Indigenous organizations.



# Recommendation

Recommendation	Executors	Subnational Governments	Amazon Fund	Federal Government	Donors
Strengthen the capacity of Indigenous organizations and directly support Indigenous Funds		✓	✓	✓	✓
Promote resources that enable the replication of successful experiences, such as the Support for Community Initiatives (AIC), developed with Indigenous communities in Xingu	✓	✓	✓	✓	✓
Support initiatives led by Indigenous women. This support should include both financial resources and technical training to promote institutional development, sustainability, and the autonomy of these organizations in managing their own projects and initiatives.	✓	✓	✓	✓	✓
Increase funding for infrastructure activities			✓		

## 8. Cancun Safeguards (REDD+)

Safeguard	Compliant	Note
<b>1. Actions complementary to or consistent with the objectives of national forestry programs and other relevant international conventions and agreements</b>		
Are the projects aligned with the PPCDAm and the state plans for deforestation prevention and control?	YES	They are in line with the Action Plan for the Prevention and Control of Deforestation in the Legal Amazon (PPCDAm), as one of the public policies guiding the call for these projects was the revision of the PPCDAm action plan.
What other federal policies or international agreements are the projects aligned with? In which aspects?	YES	The following policies have been properly aligned: <ul style="list-style-type: none"> <li>• Action Plan for the Prevention and Control of Deforestation in Brazil's Legal Amazon (PPCDAm);</li> <li>• National Policy for Territorial and Environmental Management of Indigenous Lands;</li> <li>• National Plan for Agroecology and Organic Production – PLANAPO;</li> <li>• National Policy for the Recovery of Native Vegetation</li> </ul>
Did the project contribute or have the potential to contribute directly or indirectly to reducing emissions from deforestation and forest degradation? In what way?	YES	Through territorial monitoring and surveillance, promotion of sustainable productive activities, and implementation and preparation of PGTA's.



**2. Transparent and effective national forest governance structures, with a view to national sovereignty and national legislation**

<p>To what extent have the projects promoted articulation between various actors (public sector, private sector, third sector or local communities)? Were shared governance bodies used? Which ones?</p>	<p><b>YES</b></p>	<p>The project promoted coordination among various actors, mainly through the creation and strengthening of shared governance instances, such as the territorial surveillance and protection working group coordinated by ATIX. The project facilitated collaboration with government agencies, such as Funai, and established partnerships with Indigenous organizations and local associations for the implementation of territorial monitoring, sustainable management, and cultural strengthening activities, as well as promoting structured dialogues for the inclusion of cultural specificities in public policies and facilitating access to funds like Support for Community Initiatives (AIC).</p>
<p>To what extent did projects contribute to strengthening public instruments and forest and land use planning processes?</p>	<p><b>YES</b></p>	<p>The project trained Indigenous communities for environmental monitoring and territorial surveillance, integrating georeferencing and mapping technologies, and encouraged the creation of shared governance instances with the participation of government agencies like Funai, reinforcing the coordination and execution of public policies adapted to local realities, resulting in enhanced management and protection capacity of Indigenous territories.</p>

**3. Respect for the knowledge and rights of Indigenous peoples and members of local communities, taking relevant international obligations and national contexts and laws into account and noting that the UN General Assembly has adopted the United Nations Declaration on the Rights of Indigenous Peoples**

<p>To what extent did the projects influence constitutional rights associated with the possession and formal destination of land in their area of activity?</p>	<p><b>YES</b></p>	<p>By strengthening Indigenous governance and promoting surveillance and protection of territories, ensuring the recognition and defense of territorial rights of Indigenous communities in the area of operation, especially through PGTAs and collaboration with agencies like Funai.</p>
<p>To what extent did the projects influence the sustainable use of natural resources in their area of activity?</p>	<p><b>YES</b></p>	<p>The projects influenced the sustainable use of natural resources by promoting sustainable forest management practices.</p>
<p>In cases in which Indigenous peoples, traditional communities or family farmers were direct beneficiaries of projects: were socio-cultural systems and traditional knowledge taken into consideration and respected throughout the project lifespan?</p>	<p><b>YES</b></p>	<p>Workshops and consultations were held to ensure active participation of communities, valuing oral traditions and traditional knowledge in the development and implementation of activities, which strengthened Indigenous governance and promoted the autonomy and cultural strengthening of these communities.</p>
<p>Are there effects that interfere with the traditional way of life of these groups? What kind of effects: on social, economic organization or the use of available spaces and resources? How do they interfere: positively, negatively, or both?</p>	<p><b>YES</b></p>	<p>Positively, they strengthened social organization and governance, promoted cultural appreciation and sustainable use of natural resources, contributing to the economic autonomy of the communities</p>

**4. Full and effective participation of stakeholders, in particular Indigenous peoples and local communities, in the initiatives referred to in paragraphs 70 and 72 of Decision 1/CP 16**

<p>How was the prior consent and the local/traditional means of choosing the representatives of beneficiaries (particularly Indigenous peoples and traditional communities) guaranteed under projects?</p>	<p><b>YES</b></p>	<p>By conducting extensive consultations and participatory workshops with Indigenous communities. These activities involved local leaders and respected internal decision-making processes, ensuring that decisions were made according to the cultural and social practices of each group, promoting active and informed participation in the planning and implementation stages of actions.</p>
<p>What participatory planning and management tools did the projects apply during planning and decision making?</p>	<p><b>YES</b></p>	<p>Specific tools were developed for the monitoring and management of the projects.</p>



In cases involving projects with an economic focus: were any benefits arising from the projects accessed in a fair, transparent and equitable manner by the beneficiaries, thereby preventing a concentration of resources?	YES	The creation of the "Support for Community Initiatives (AIC)" fund and participatory management allowed for balanced resource distribution, addressing the needs of various communities and promoting the inclusion of less favored groups, with governance mechanisms ensuring equal participation and transparency in accessing benefits.
To what extent have projects provided members of the general public and their beneficiaries open access and easy to understand information related to project initiatives?	YES	Through workshops, consultation meetings, bilingual materials, and the production of audiovisual content. These strategies facilitated communication and ensured that information was conveyed clearly, respecting oral traditions and local languages, promoting a broad and inclusive understanding of the activities and results of the projects.
Were the projects able to establish a consistent system for monitoring results and impacts? Did the projects systematically monitor and disseminate the results achieved and their effects?	IN PART	By conducting regular analyses and adjustments to strategies as necessary. Monitoring was carried out systematically, with periodic meetings, as well as the preparation of updated reports that were disclosed to beneficiaries and stakeholders, ensuring transparency and continuous tracking of the effects of implemented actions.
<p><b>5. Actions consistent with the preservation of natural forests and biological diversity, ensuring that the initiatives referred to in paragraph 70 Decision 1/CP 16<sup>68</sup> are not employed in the conversion of natural forests, but rather to encourage the protection and conservation of natural forests and ecosystem services and enhance remaining social and environmental benefits</b></p>		
How did the projects contribute to the expansion or consolidation of protected areas?	YES	Through the implementation of PGTAs that established clear guidelines for the sustainable use and protection of natural resources. Actions for territorial surveillance and monitoring, such as expeditions and training in georeferencing, reinforced protection against invasions and illegal activities, strengthening Indigenous territorial governance and biodiversity preservation in the Indigenous Lands of the Rio Negro and Xingu basins.
How did they contribute to the recovery of deforested or degraded areas?	NOT APPLICABLE	
In the case of restoration and reforestation activities, did the methodologies used prioritize native species?	NOT APPLICABLE	
To what extent did projects contribute to establishing recovery models with an emphasis on economic use?	NOT APPLICABLE	
<p><b>6. Actions taken to address the risks of reversals in REDD+ results</b></p>		
What factors pose risks to the permanence of REDD+ results? How did the projects approach them?	YES	The factors that pose risks to the permanence of REDD+ results include land invasions, illegal mining, deforestation, and political and logistical challenges.
<p><b>7. Actions to reduce the displacement of carbon emissions to other areas</b></p>		
Was there a shift of emissions avoided by project actions to other areas?	NÃO	

68. Decision 1/CP 16: Reduction of emissions from deforestation; reduction of emissions from forest degradation; conservation of forest carbon stocks; sustainable management of forests and increase of carbon stocks.



## 9. Crosscutting Aspects

Crosscutting Aspects	Compliant	Note	
<b>Poverty reduction</b>	To what extent have the projects contributed effectively to economic alternatives that value standing forest and sustainable use of natural resources?	<b>YES</b>	These activities were fostered through specific funds, training, and strengthening local organizations, promoting income diversification and economic autonomy for communities while preserving and valuing the environment and its natural resources.
	To what extent have projects positively influenced the reduction of poverty, social inclusion and improvement in the living conditions of beneficiaries living in their area of activity?	<b>YES</b>	Training and support for productive initiatives increased income generation and food security, while the inclusive participation of women and youth strengthened social cohesion and promoted a more equitable distribution of benefits.
	Were projects able to promote and increase production in value chains for timber and non-timber forest products sourced through sustainable management?	<b>NOT APPLICABLE</b>	
<b>Gender equity</b>	The project has had some overall results and impacts on gender issues.	<b>YES</b>	The appreciation of women's roles in communities strengthened their leadership, contributed to gender equity, and allowed for a fairer distribution of benefits, increasing the social and economic resilience of the families and communities involved.
	How did the project contribute to gender equity?	<b>YES</b>	By including women in all stages of planning and executing actions, promoting their participation in training and productive activities. They also encouraged the strengthening of female leadership and the creation of spaces for discussing women's interests, ensuring an inclusive approach sensitive to gender issues, resulting in greater recognition and appreciation of women in the communities.
<b>Articulation of Public Policies</b>	Was it possible to articulate the project with public policies of territorial and state scope?	<b>PARTIALLY FULFILLED</b>	Only with the federal government.
<b>Food and Nutritional Security</b>	Has the project contributed to beneficiaries' food and nutritional security?	<b>YES</b>	The AIC supported initiatives focused on food and nutritional security.
	Was the project able to include beneficiaries into food and nutritional security policies and programs?	<b>NO</b>	



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