

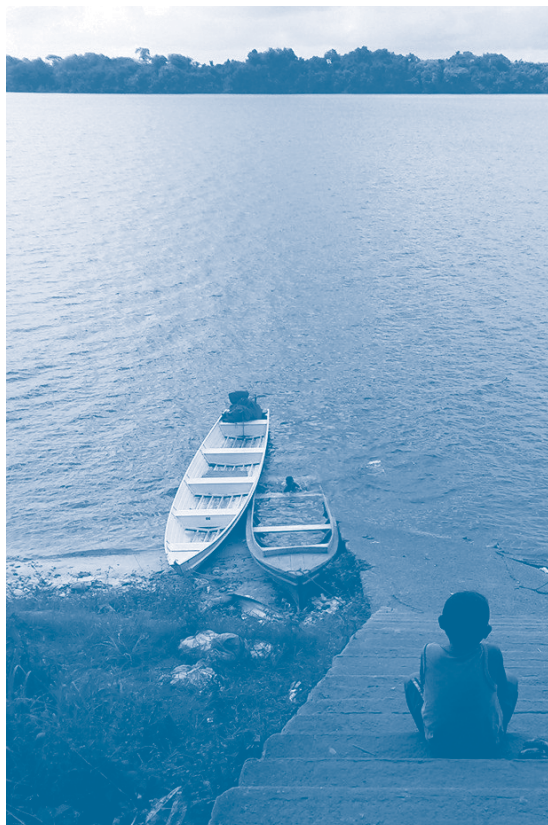
# LARGE-SCALE PROJECTS IN THE AMAZON

lessons learned  
and guidelines

 **FGV EAESP**  
CENTRO DE ESTUDOS  
EM SUSTENTABILIDADE

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# **LARGE-SCALE PROJECTS IN THE AMAZON**

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EXECUTIVE SUMMARY

São Paulo, April 2017, 1<sup>st</sup> edition



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The full document *Large-scale Projects in the Amazon: Lessons Learned and Guidelines*, which includes the research behind the guidelines in six papers, is available on [diretrizes-grandesobras.gvces.com.br](http://diretrizes-grandesobras.gvces.com.br), in Portuguese only.

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## The initiative

The initiative aims to organize knowledge and shed light to lessons learned, for public policies as well as business practices, that can help stablish a new relationship between large-scale projects and the territories hosting them, within the Brazilian Amazon region. Lead by a partnership between the **Center for Sustainability Studies of the Getulio Vargas Foundation (GVces)** and the **International Finance Corporation (IFC) of the World Bank Group**, this path was made possible through the engagement of over 300 people, representing around 130 institutions of varied backgrounds. Over the course of 15 months, it was formulated a set of diagnosis, practical tools and guidelines in six areas: Territorial Development and Land-use Planning; Financial Instruments; Institutional Capacities; Indigenous Peoples, Traditional Communities and *Quilombolas*; Children, Adolescents and Women; and Legal Suppression of Vegetation (LSV).

Historically described as a land of endless natural resources, in the past decades the Brazilian Amazon has been the destination of major investments in **mining, hydropower and logistics projects** aimed at bringing national production closer to the key consumer markets of the world. However, the region presents still a very fragile development landscape. For example, 98% of the municipalities in the region are below the country's average in the Social Progress Index (SPI) – a measure that brings together 43 indicators of social and environmental well-being. Symbolically, the ten municipalities with worst Human Development Indexes (HDI) in the country are also located in the Northern Region. Per capita income is 26% lower than the national average. While only 36% of urban households have adequate sanitation, in rural areas, the Amazon has been the hotspot for violent land conflicts in Brazil.

The initiative *Large-Scale Projects in the Amazon: Lessons Learned and Guidelines* starts out with two basic diagnostics. The first points out that infrastructure and mining megaprojects are invariably planned, im-

plemented and measured according to the expectations created at the sectorial level and according to national macroeconomic goals. Little or no connection remains with the actual demands generated locally and regionally. The resulting outcome is often violation of rights, loss of socioeconomic opportunities and strangulation of ways of life and uses of natural resources that are elemental to sustainable human development.

As planned investments for the Amazon region amount to US\$70 billion until 2020, it is unacceptable that localities that are rich in cultures and natural resources, but also full of historical hardships, continue to be deprived of a fair share of benefits, while suffering the totality of negative impacts. The way out entails, on the one hand, strengthening of legal socioenvironmental safeguards and, on the other, improvement of non-binding integrative practices as the ones described in this work.

The second diagnosis identifies the inexistence of widespread integrated mechanisms that could allow learning from the past in order to avoid still recurring mistakes. Without references of good practices that enable a minimum degree of predictability and adequate risk management, entrepreneurs and investors are also exposed to adversities of reputational, operational, financial and judicial nature.

The initiative's commitment to diversity in dialogue has demonstrated that throughout the plethora of stakeholders there is tangible energy and desire to change the *status quo*. But more revealing than the gathering of knowledge is the wider space for experimentation and proposition of new questions. This set of guidelines also represents an invitation for further solutions from the gaps that the frontier of knowledge presents today.



## **Starting point: systemic problems that inspired the initiative**

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### **Social issues**

The socioeconomic impacts of large-scale projects and an integrated socioenvironmental dimension still lack proper assessments and references for more adequate procedures.

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### **Lessons learned and best practices**

Large-scale projects have been implemented in the Amazon for decades, but learnings from previous mistakes seem to get lost from one project to another. There is no robust systematization of best practices in how to implement lower impact interventions and mitigate risks to affected communities, companies and investors in an innovative, inclusive and effective approach.

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### **Misuse of money**

Thanks to the democratic advancement of environmental licensing, large-scale projects provide significant financial resources to decrease socio-environmental externalities. However, the lack of planning, the inadequate timing, and poor governance ultimately prevents resources from delivering the expected benefits.

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### **Mismatch between revenue generation and local needs**

While most of the investments directed at impacted localities are concentrated in the construction period, social demands begin to intensify long before it starts and continue long after completion of infrastructure installation.

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### **Local agendas**

There is low capacity at the subnational level to guide the realization of structuring long-term investments beyond the “minimum agenda” required by environmental licensing.

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### **Territorial planning**

There is no planning regarding territories affected by large-scale projects that includes a more comprehen-

sive and long-term vision, including the historical development fragilities of these localities.

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#### Top-down approach

Fundamental decisions are concentrated at the State level and in companies responsible for the projects. Participation and social control are insufficient especially by those directly affected and made most vulnerable to the installation and operation of large-scale projects, whom also usually detain most knowledge about the specificities of the territories.

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#### Unclear roles and responsibilities

When companies begin to assume roles that have not been conferred on them by society, for which they do not have knowhow and without proper integration with public policies, there is often actions overlapping, inefficiency and low social satisfaction.

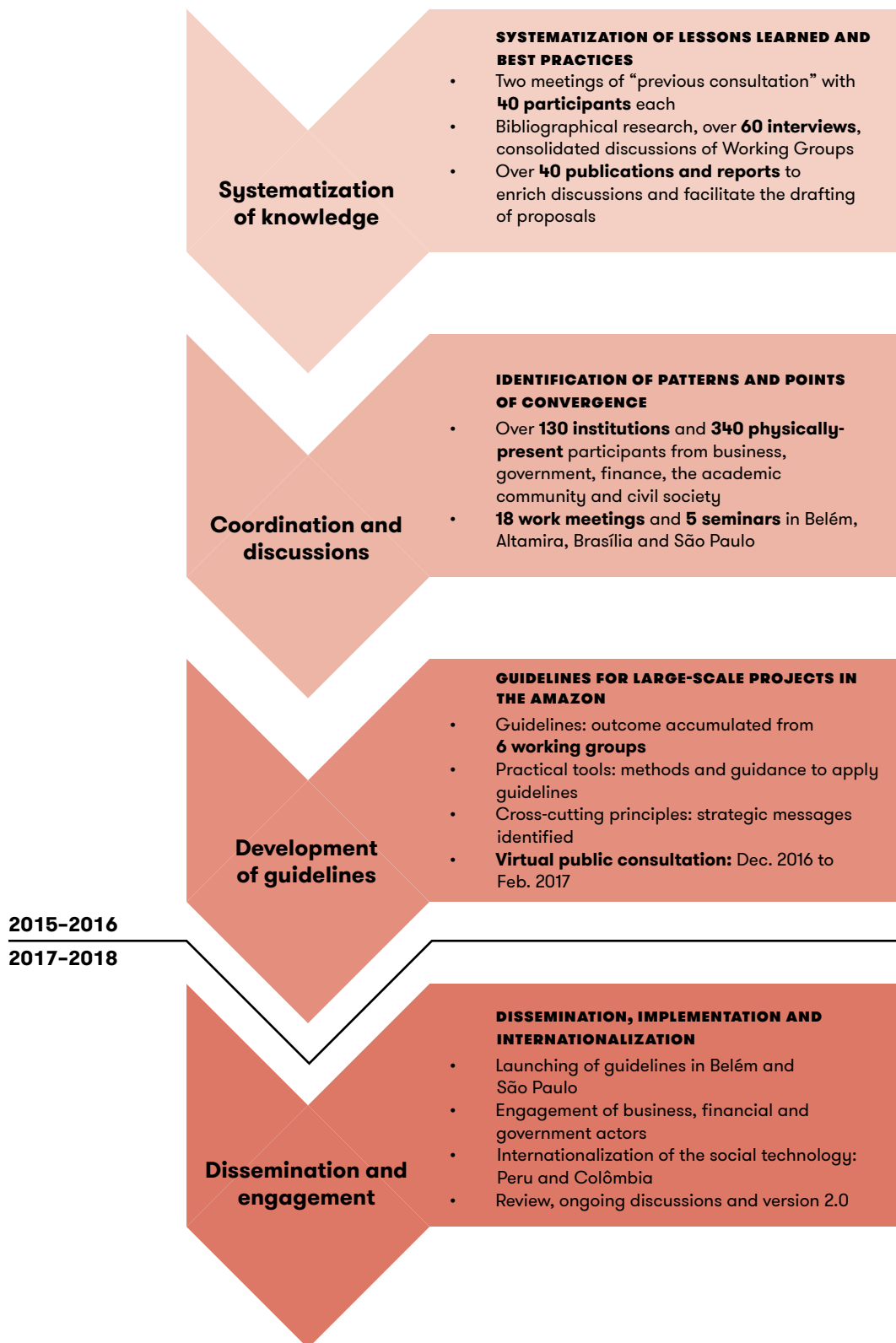


## **How the guidelines were built**

Since October of 2015, the guidelines are a result of the progress of six working groups, each lead by GVces, IFC or by expert partners. The groups were provided with research subsidies, such as literature reviews, external interviews and case studies. Meetings and seminars have taken place in cities in the northeast Amazon – Altamira and Belém – as well as in São Paulo and Brasília. Even though every working group followed an independent path, they all moved from the identification of key challenges in their respective areas towards identifying the most agreed upon possible solutions. The guidelines are the result of a technical proposal offered by the leaders of each working group, debated and refined by the participants. The results also sum up suggestions from the virtual public consultation, which took place from december 2016 and february 2017. In all, 45 additional contributions were received, 14 of which led to modifications in the final writting.

Efforts to bring together a diverse stakeholders' group in all activities often allowed different experiences to complement each other, shaping proposals more likely to be achievable. In each of the meetings and seminars special efforts were also made to ensure the representation of people who had already experienced the direct impact of large-scale projects – like traditional and indigenous populations. Nonetheless, however strong those efforts may have been, the guidelines are living tools, which must be constantly revised and updated based on new experiences and research.

The guidelines presented in this executive summary are justified and analyzed in depth in six papers which were produced under each thematic area. The full document can be found at *diretrizes-grandesobras.gvces.com.br* (in Portuguese only).





# The guidelines

The proposed approach to these guidelines begins with *territorializing* the management of impacts, risks and opportunities, which factors in the large-scale project in a broader integrated vision of multiples interests and necessities, therefore resulting in **territorial development and land-use planning** that mirrors this vision. To that end, it proposes the creation of differentiated **financial mechanisms** so as to enable the necessary resources in critical stages as well as in the long run, provided that they operate under good governance and transparency criteria. Adjacent to that is **institutional capacity strengthening** for all relevant stakeholders, including local governments, federal public institutions, civil society and companies.

It can hardly be ignored that certain social segments are made particularly vulnerable by the presence of large-scale projects, which in turn demand specific strategies for prevention of human rights violations. Such guidelines are drawn up concerning **indigenous peoples, traditional communities and quilombolas**, as well as **children, adolescents and women**.

Finally, as a development of the environmental and territorial debates that took place within the initiative, a topical opportunity emerged, yet with pressing issues to be addressed: a sixth working group was designed to overcoming the hurdles of destination and use of forest products resulting from **legal suppression of vegetation**.



## **Territorial development and land-use planning**

A territorial approach to development planning, in the context of large-scale projects, addresses two basic challenges. First, how to better prepare territories, in view of their capacities and weaknesses to abate the shock of new circumstances. Second, how to enhance coordination between public policies and companies' counterpart investments, to ensure a long-term legacy. In a typical context of chaotic land-tenure, this means territorial zoning that organizes migratory movements and designates land-use properly, either for production or for conservation and protection.

The initiative aimed at drawing guidelines that could offer a more assertive approach towards the development not only of needed infrastructure or the improvement of certain sectors of the economy, but also of the intricate web of needs and potentials of local societies. To that end, the decision-making process of the instalment of projects itself must also be permeable to and counterchecked by territorial demands.

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## GUIDELINE 1

**Targeted territories must be treated as a strategic element in regional planning to subsidize decision making, formulation and implementation of large-scale projects in the Amazon.**

1.1. The State must improve its planning capacity within the territorial framing, enhancing mechanisms for social participation and for the systematization and analysis of local information, so that development projects or plans are aligned with territorial specificities.

1.2. Sectoral plans must be linked to territorial development plans and reflect similar decision-making structures, with social participation, transparency and monitoring.

1.3. Territorial planning must consider processes of landscape transformation and consider the various interventions being planned for a given territory and their synergistic impacts – before, during and after the installation of large-scale projects.

1.4. The scale of territorial planning must be compatible with the regional scale of major infrastructure, energy and mining projects, including their direct and indirect impacts.

1.5. Planning measures related to large-scale projects must be complementary to federal, state and municipal policies as well as with mitigation and compensatory measures adopted by the environmental licensing process.

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## GUIDELINE 2

**Territorial planning processes should dispose of mechanisms and procedures aimed at achieving convergence, capacity enhancement, adequate funding and effective monitoring.**

2.1. Territorial development agendas or plans must be designed to identify synergies, in a common vision of a socially agreed future, rather than simply the sum of local sectoral interests.

2.2. The strengthening of individual and institutional capacities is essential for processes that lead to the formulation of territorial development plans and agendas, both for implementation and social control over planned actions.

2.3. Territorial development plans and agendas must be associated with adequate funding mechanisms to ensure human and financial resources for its implementation.

2.4. Territorial planning must be broken down into implementation and monitoring plans, with clear and objective goals, allowing for ongoing assessment and re-planning of processes and outcomes.

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## GUIDELINE 3

**Land-use zoning is essential for development and for suitable planning and must therefore be carried out prior to the installation of large-scale projects.**

3.1. Comprehensive land-use zoning, in addition to mapping out and regularizing occupation and tenure, must also designate and consolidate public areas whose use is still undefined, a goal that requires ongoing monitoring, oversight and incentives to ensure those functions.

3.2. In addition to the creation, maintenance and management of areas set aside for the conservation of socio-biodiversity, land-use zoning must prevent downgrading, downsizing and degazettement of protected areas in the context of large-scale projects.

3.3. Land-use zoning must include strategic planning to contain the expansion of deforestation indirectly provoked by the installation of large-scale projects.

3.4. In the context of preventing increases in deforestation rates and land conflicts, zoning should examine the prioritization of buffer areas surrounding indigenous lands and conservation units for land regulation.

3.5. Zoning processes related to large-scale projects must set up mechanisms for affected families to be resettled in urban and rural areas, ensuring legal certainty for fair compensation and optimal displacement options, as well as basic civil and human development rights such as access to public services, means of production and social reproduction.

3.6. Planning of large-scale projects must seek to respect and adapt to existing land-use agreements and instruments, such as urban master plans and economic-ecological zoning, for example.

3.7. It is essential that land registries, environmental registries and other land-tenure data be publicly available, well organized and integrated, in order to contribute to planning processes.

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## GUIDELINE 4

### Establishing governance with full social participation is an imperative in land-use planning and development processes.

4.1. Access to information and capacity strengthening must be ensured to all individuals and institutions participating in governance fora, to minimize power and knowledge asymmetries in the formulation of development plans and agendas and to enable effective planning and monitoring.

4.2. The way different institutions are represented in the governance fora must obey clear and objective criteria to ensure balance and presence of the diverse sectors within the territory, in particular less professionalized or capitalized actors, which should be able to access resources allocated to their capacity strengthening and other participation-related needs.

4.3. Governance of territorial planning and resulting agendas must be clearly set apart from the arenas of execution and financial management, each specifically prepared with its respective mission and powers.

4.4. The establishment of specific governance fora to draw up and manage territorial plans must consider pre-existing similar initiatives.

4.5. Providing for the participation of academic and research institutions in governance fora will allow for interaction among applied research, land-use planning and decision-making, as will the presence of sectoral councils, connecting them all into public-policy formulation and monitoring.

4.6. The quality of governance fora operations depends on due political and administrative capacity, such as a professionalized administration and proper ability to interact with federal, state and municipal authorities.

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## **Financial Instruments**

How could exceptional investments in large-scale projects bring effective territorial development, sustainable over the long term, and stretching from before to beyond the restricted period when environmental licensing binding conditions will be in place? The approach presented by the initiative goes beyond the challenge of enabling funding for the various stages of projects implementation. It also comprises the mission, governance and the autonomous management of a financial instrument with its own legal status, guided by clear and universal principles. The main virtue of this model would be to avoid pressures and bilateral negotiations involving specific players and the companies responsible for large-scale projects, for example, which not only wear down relations among companies, public sector and the community, but hold back the ongoing path of a rationale for integrated development.



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## GUIDELINE 5

**Financial instruments must be designed to meet and respond to local development agendas, drawn up collectively for the territories.**

5.1. Financial instruments must respond to the territory's demands during all phases of implementation of large-scale projects, following and acting upon territorial planning and development processes.

5.2. The structure and number of instruments adopted will depend on the nature of the social demands, funding sources and land-use planning, rather than vice-versa.

5.3. Financial instruments must always respect the territories' vocations and prioritize investments focused on long-term objectives that ensure the sustainability of the local economy.

5.4. The mission of the financial instruments must be bound to the local reality and be complementary and integrated into a broader investment agenda, related to environmental licensing and/or to other public policies.

5.5. The instrument's design must be followed by pacts that provide formal assurances of the investment's compliance with territorial development plans, also binding on municipalities, consortia, states and the federal government.

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## GUIDELINE 6

**Financial instruments must be grounded in participatory governance arrangements and fora that are representative of the various stakeholders.**

6.1. The governance model must be structured to include the different stakeholders and address power and capacities asymmetries, ensuring their broad, effective and informed participation in decision-making processes guided by collectively agreed criteria, with appropriate expression of the diverse interests, ideas and proposals.

6.2. Financial instruments must contain mechanisms that ensure clear and universal criteria for the use of funds, transparent management and due accountability on processes, spending and monitoring of outcomes.

6.3. The financial instrument's governance structure must be compatible with the territory's geographic scale and with the demand for funding, and avoid creating complex, costly structures for small-scale investment arrangements.

6.4. The governance arrangement for decision making on the application of resources must be independent, although able to collaborate with the body responsible for territorial planning.

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## GUIDELINE 7

**Financial instruments must be flexible and dynamic, structured in accordance with demands of different phases of the implementation of large-scale projects.**

7.1. The capacity to anticipate resources, ensuring territorial investments during the preparatory stages of a large-scale project is essential for the establishment and operational design of financial instruments.

7.2. The early allocation of funds prior to the implementation of the large-scale project must include the strengthening of local institutional capacities to manage and benefit from financial instruments, as well as to better dialogue in participatory decision-making fora.

7.3. Financial instruments must allow for the funding of issues identified as priorities during the territorial planning process.

7.4. Financial instruments must be prepared to handle unforeseen situations, arising from unexpected demands and related to the dynamism of impacts caused by the implementation and operation of large-scale projects.

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## GUIDELINE 8

**Financial instruments' investment strategies must reflect their mission and objectives, considering the distinct specificities of demands and donors, in order to invest efficiently and effectively.**

8.1. Financial instruments may be structured around several sources of funding, with clear and transparent rules regarding investments and their limitations.

8.2. Regardless of the number of financial instruments in place, disbursements must be coordinated and centralized under governance arrangements that are necessarily bound by the instruments' overriding mission, grounded on local development.

8.3. Financial instruments must define its legal nature and form of operation based on its principles and mission, the source of available resources and territorial demands, which in turn will influence its fund-raising and operational structure.

8.4. It is essential that financial mechanisms adapt to the territorial needs and to the requirements expressed by investors, so that the most efficient combinations between sources and uses of the funds can be ensured.

8.5. The uses for financial instruments must be complementary and cooperative, to maximize the positive impact of disbursements.

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## **GUIDELINE 9**

**Financial instruments must have in place monitoring systems of procedures and results regarding the effectiveness of investments within the range of set objectives.**

9.1. Indicators for monitoring must be directly related to the goals of funded projects, which in turn must be aligned with the territorial plan or agenda.

9.2. The set of indicators must be small, easily measured and useful in such way that it fulfills all different stakeholders' needs for information.

9.3. Monitoring must include indicators of processes as well as indicators of results, so to enable changes of course and adequacy of financial instruments themselves, and to ensure the effectiveness of investments for local development.

9.4. The investment in monitoring must foresee training for managers, implementers, as well as the involvement of local society in building and using indicators.

9.5. Investors in the financial instruments must encourage the use of indicators and attach them to socioenvironmental standards of existing projects.

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## **Institutional Capacities**

The multiplicity of pressures exerted in the process of implementing and operating large-scale projects in the Amazon demands full response capacity of institutions, social participation and coordination among different sectors. Overall, however, local governments, civil society, financial and research institutions, state and federal governments and even the companies responsible for projects are ill prepared and overloaded.

Late or non-existent planning to prepare these institutions – especially those responsible for basic civil services such as health, education, sanitation, transportation, etc. – ultimately compromises the development of the entire affected region. A better approach cannot be based only on increasing material, human or financial resources or even on targeting some public servants for professional training, for example. Efforts must also address organizational cultures and new practices and values, thus enhancing transparency, planning and institutional coordination.

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## GUIDELINE 10

**The diagnosis of demands and the planning of institutional capacity strengthening must be precise, inclusive and sufficiently funded to be suitably implemented.**

10.1. Demands for institutional strengthening must be identified and responses planned based on actual needs, with diagnosis formulated in cooperation with the institutions themselves and adequate funding for implementation.

10.2. Institutional strengthening requires both preparatory and ongoing actions, which are conditions that can only be achieved with strategic planning and the adaptation of environmental licensing tools to this approach.

10.3. Access to information and transparency of processes leading to the installation of major projects are fundamental features for structuring the strengthening of institutional capacities.

10.4. Sufficient financial capacity is essential to institutional strengthening, particularly during critical periods involving the installation of large-scale projects.

10.5. Institutional relations led by dialog and by a willingness to interact with local realities as well as to delve into the resolution of key problems are the underpinnings of institution strengthening.

10.6. The strengthening of institutional capacities requires innovative instruments that combine formation processes and technical assistance, in accordance with different stages of the large-scale project (before, during and after installation) and applied to both planning and institutional coordination.

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## GUIDELINE 11

**Strengthening institutional capacities demands a balance between tangible and intangible factors.**

11.1. Capacity-strengthening processes must emerge from assessments that consider also cultural and behavioural changes (intangible factors), whose identification and measurement is much more complex.

11.2. Capacity-strengthening actions must be planned with an understanding that intangible factors take much longer to mature and demand specific strategies to achieve effective results.

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## GUIDELINE 12

**Capacity strengthening must include all players involved, while recognizing asymmetries and promoting dialogue.**

12.1. Any action aimed at developing capacities must be grounded in the guiding principle that all institutions possess knowledge and skills, forged by the realities to which they belong.

12.2. The mapping of demands for institutional strengthening must identify each of the groups of players involved in the process: civil society, research institutions, public sector, business, financial institutions and social control organizations.

12.3. Institutional capacity strengthening includes mapping out patterns of strategic demands over different players for each stage in the lifespan of a large-scale project, towards a broader planning of implementation, notwithstanding the countless specificities of Amazonian territories.

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## GUIDELINE 13

**Routines for social participation in territorial governance fora are a priority locus that can help shape relevant institutional approaches towards capacity strengthening processes.**

13.1. Institutional capacity strengthening processes must be aligned with long-term territorial plans and instruments, and also with the necessary responses to immediate demands regarding the installation of a large-scale project.

13.2. Priorities for institutional strengthening must be negotiated in governance fora set up in the territories.

13.3. Social-participation activities must generate capacities for collective undertakings and enable the consolidation of institutional behaviors and postures that underlie capacity strengthening processes.

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## Indigenous Peoples, Quilombolas and Traditional Communities

Indigenous peoples, traditional communities and *quilombolas* are among those mainly affected by the construction and operation of large-scale projects in the Amazon region, since their ways of life are extremely vulnerable to those projects' environmental and social impacts. Such impacts are not only a threat to their cultural reproduction but also to these populations' physical integrity and well-being. Historically, these groups' relations with development programs designated to the Amazon have been marked by territorial expropriation, restriction of access to natural resources, violence and coercion, among other unfoldings. In practice, national laws and international conventions that assure differentiated rights to indigenous and traditional populations are rarely enforced.

The guidelines presented here were elaborated from the Participatory Seminar (August 2016, Brasília). The full text of these contributions can be found in the final report of the working group prepared by Isabelle Vidal and Cassio de Sousa, available on [diretrizes-grandesobras.gov.br](http://diretrizes-grandesobras.gov.br), in Portuguese only.

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## GUIDELINE 14

### Establish territorial-development planning processes with specific protection measures and public policies to promote the social well-being of indigenous peoples, traditional communities and *quilombolas*.

14.1. Clearly define institutional responsibilities for the execution and integration of public policies, private social investments, anticipatory measures and other long-term territorial planning instruments.

14.2. Land-tenure regularization of indigenous lands and of the territories of *quilombolas* and traditional peoples and communities must be a necessary condition for decision-making on large-scale projects within the scope of territorial planning.

14.2.1. Such processes must be transparent, granting access to information to traditional peoples and communities, as well as companies and civil society.

14.2.2. Financial entities must condition investment decisions on each project to the existence of specific policies and procedures for land-tenure regularization, thus preventing social and environmental risks related to land conflicts.

14.3. Ensure participation of indigenous peoples, traditional communities and *quilombolas*, as well as of government bodies responsible for protecting their rights, in all procedures of strategic, tactical and regional planning, in explicit acknowledgement of the legitimacy of such participation.

14.3.1. Based on the results of previous consultations of indigenous and traditional peoples on large-scale projects, incorporate prevention to

violation of human rights and identification of socioenvironmental risks to all the territorial planning process, so as to assure the effectiveness of compensatory and mitigative measures determined by environmental licensing.

14.4. Improve studies and integrated assessments based on territorial-development approach, with the participation of key social players, not only to identify the economic potential for large-scale projects but also prior plans, community protocols and regional vocations.

14.4.1. Incorporate the outcome of studies and assessments of synergistic and cumulative impacts as basic components for discussions on territorial-development as well as specific projects.

14.4.2. Carry out historical surveys of projects and ventures with the aim of identifying socio-environmental liabilities and past violation of human rights by the State as well as the private sector, to help assess the need for redress policies.

14.5. Establish anticipatory measures together with indigenous peoples, traditional communities and *quilombolas* as a necessary pre-condition for the construction of large-scale projects in a region, with the aim of preventing human rights violations and strengthening living conditions in the long term.

14.5.1. Ensure funding for institutional strengthening of these populations both in anticipation and during the whole cycle of planning and installation of large-scale projects.

14.5.2. Incorporate actions to fight racism and discrimination against indigenous peoples, *quilombolas* and traditional communities to the territorial-development planning as part of anticipatory socio-cultural measures.

14.6. Institute independent mechanisms to monitor the implementation of anticipatory measures for indigenous peoples, traditional communities and *quilombolas*, and to receive complaints of human rights violations, within the scope of territorial planning.

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## GUIDELINE 15

**Coordinate efforts and investments to make environmental licensing more efficacious and effective, with appropriate consideration for components regarding indigenous peoples, traditional communities and *quilombolas*.**

15.1. Assure that environmental licensing processes are grounded in the principles of transparency and universal access to documents and information, in accessible language, or that complementary communication material be produced to help traditional peoples and communities understand the entire process.

15.1.1. Create or strengthen local fora, such as committees and observatories, to allow ongoing, direct dialogs involving public officials, companies, indigenous peoples, traditional communities and *quilombolas*, with special attention not to negatively impact the daily life of the populations.

15.1.2. Ensure that public hearings on the project are held prior to its implementation specifically for indigenous peoples, traditional communities and *quilombolas*, taking into consideration each community's protocols and their linguistic and cultural diversity, with broad and timely dissemination of information to allow all parties to be suitably prepared.

15.1.3. Hold feedback meetings following public hearings, as well as similar consultation events, in which the

company alongside the governmental bodies responsible for protecting indigenous and traditional peoples rights present the main claims of peoples and communities and how to address them.

15.1.4. Set suitable deadlines for environmental licensing together with peoples and communities to ensure respect for their internal processes of understanding and discussion of projects, impacts and planned actions.

15.2. Ensure that official environmental and related agencies possess the necessary institutional conditions (human and financial resources) to carry out environmental licensing processes in a suitable and efficient manner, with emphasis on previous consultation of peoples and communities.

15.2.1. Establish responsibilities and the procedures needed to strengthen institutional coordination and to constantly incorporate the opinions of government agencies working with indigenous peoples, traditional communities and *quilombolas* on the environmental licensing.

15.2.2. Regulate explicit public administrative procedures to ensure the enforcement of legal requirements for environmental licensing.

15.2.3. Establish permanent inter-ministerial coordination fora, to monitor and oversee compliance with conditions set by environmental licenses, as well as enforcement of the responsibilities of the public sector.

15.2.4. Establish instruments and fora to ensure that environmental agencies coordinate the environmental assessments of synergistic and cumulative impacts, as well as the distribution of responsibilities for managing impacts among the various projects in a region.

15.2.5. Strengthen legal mechanism that can ensure suspension of environmental licenses in the event of proven non-compliance to mitigative and compensatory measures.

15.3. Carry out formative processes for companies to better understand the socio-cultural realities and specificities of peoples and communities involved in environmental licensing.

15.4. Ensure that the loan-approval processes of financial institutions consider opinions by the Funai and the Palmares Cultural Foundation regarding the assessment of impacts, with the purpose of ensuring the interests and rights of affected communities.

15.5. Draw up and implement effectively and appropriately the mitigative, compensatory, control and monitoring measures stipulated by environmental licensing processes.

15.5.1. Ensure the direct participation of peoples and communities in discussions which define and detail terms of reference, work plans, environmental studies and mitigation and compensation measures that affect them, as well as monitoring of implementation.

15.5.2. Ensure that all parts involved in environmental licensing recognize the social and cultural dimensions related to indigenous peoples, traditional communities and *quilombolas*.

15.5.3. Orient the drafting of mitigative and compensatory measures in a way that helps enhance the quality of life and strengthen peoples and communities over the long term.

15.5.4. Synchronize implementation of all the components of environmental licensing, including social and environmental aspects and those of peoples and communities, to ensure the

quality of studies and the effectiveness of measures.

15.5.5. Ensure resources to fund skilled and independent organizations and/or individuals to follow up, inspect and monitor the impacts of projects during all stages of environmental licensing.

15.5.6. Elaborate and divulge contingency plans to all potentially affected stakeholders.

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## GUIDELINE 16

**Invest in improving communication and governance processes with indigenous peoples, traditional communities and quilombolas, using appropriate channels, formats, language and fora to ensure stronger participation during the planning and throughout the lifetime of projects.**

16.1. Ensure indigenous peoples, traditional communities and quilombolas have access to information in suitable formats and languages, preserving enough time for effective comprehension and internal discussion on territorial planning, as well as installation and operation of large-scale projects.

16.1.1. Environmental studies must consider the knowledge of peoples and communities, including knowledge on biodiversity, in compliance with current legislation and ensuring direct participation by local communities.

16.1.2. Consolidate fora where peoples and communities can learn about and discuss projects, before any decision about the installation are made.

16.1.3. Communicate with peoples and communities in an independent manner, free from interests and influences, ensuring alternatives for access to information produced by the communities themselves.



16.1.4. Translate informational material into indigenous languages, whenever this is applicable and demanded by the communities.

16.1.5. Experts working on studies with indigenous and quilombola components must have prior knowledge about the traditional territories, peoples and communities to be studied, and preferably the agreement of the communities.

16.1.6. Systematize and divulge the strategic milestones for social participation across the various sectorial planning processes (mining, logistics, energy, oil & gas).

16.2. Invest in developing technology and tools for the communication and dissemination of information that are effective and culturally appropriate and that respect the existing organization of affected local peoples and communities, in terms of language, format and dynamics.

16.2.1 Develop and implement a communication and engagement plan suitable to impacted communities, to be used by the company, based on discussions with responsible governmental bodies (Funai, Palmares Cultural Foundation).

16.2.2 Guarantee that specific, prior public hearings will be held for indigenous peoples, traditional communities and *quilombolas*, with consideration for each community's protocols and their linguistic and cultural diversities, following widespread and timely publicity for all parties to be able to prepare suitably.

16.2.3 Independent monitoring mechanism that can receive complaints and denunciations of human-rights violations in the scope of the project must be easily accessible to indigenous peoples, traditional communities and *quilombolas*.

16.3. Ensure the active participation of peoples and communities throughout the project's cycle of discussions and decision making, as well as during the definition, drafting, implementation and monitoring of mitigation measures, including monitoring of compliance with conditions through management committees, councils or other governance mechanisms.

16.3.1 Strengthen and articulate existing governance fora related to territorial planning and monitoring of large-scale projects, so as to ensure the involvement of peoples and communities, as well as governmental bodies, social movements, research institutions, universities, civil society associations and organizations and businesses.

16.3.2 Respect the traditional forms and practices of communities and peoples in governance fora that discuss the planning, implementation and operation of projects, and which do not necessarily require institutionalized structures.

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## **GUIDELINE 17**

**Ensure the effectiveness of prior consultations with indigenous peoples, traditional communities and quilombolas, to be carried out in a broad and comprehensive manner, including in the territorial planning processes.**

17.1. The State and companies must broadly recognize the right to free, prior and informed consultations as a fundamental right of peoples and communities affected by large-scale projects.

17.1.1 Recognize that prior consultations are a duty of the State, which must defend the autonomy of peoples and communities to define the forms of consultation, in order to guarantee the protection of collective rights.

17.1.2 Determine clear guidelines and responsibilities of governmental bodies in the prior consultation procedures.

17.1.3 Broadly disseminate best practices, as well as national and international norms on prior consultation, alongside training in the matter for peoples and communities, public sector, companies and financial institutions.

17.1.4 Invest in the organization of peoples and communities to draw up and ensure procedures for the prior consultations, especially the location, the language to be used, who will speak on behalf of the communities, the necessary moments and timing and funding for the activities.

17.1.5 Produce plans for prior consultations that consider characteristics and specificities of each people and community in deciding on activities, formats and language, giving all the time needed for their effective understanding and internal organization.

17.1.6 Detail the procedures for broad and participatory prior consultations, with the presence of the State, of representatives of peoples and communities and of companies.

17.1.7 Ensure that prior consultations indeed take place before the commencement of environmental licensing, so that its results can be incorporated into the planning of the large-scale project.

17.1.8 Ensure that prior consultations on the installation and operation of projects are carried out as part of an ongoing process, that will be iterated with each new measure and/or phase that may directly and/or indirectly impact traditional peoples and communities.

17.2. Create financing mechanisms for the mobilization and strengthening of peoples, communities and their representative entities in the prior consultation processes, in which decisions on how to spend the money raised have the direct participation of representatives of affected peoples and communities.

17.2.1 Establish forms of financing prior consultations, paid for by the State, to be reimbursed by the companies.

17.2.2 Establish the effective execution of prior consultation processes by the State as a premise for the granting of financing by banks and financial institutions.

17.3. Make investments in strengthening local governance by indigenous peoples, traditional communities, quilombolas and their representative organizations, in particular the affected communities, the fundamental requirement for suitable prior consultation processes.

17.3.1 Invest in developing Land-Use Management Plans for indigenous peoples, traditional communities and

*quilombolas*, to be used as tools and starting points for the prior consultation processes.

17.3.2 Invest in developing community consultation protocols for indigenous peoples, traditional communities and *quilombolas*, to provide guidance in the process and format of prior consultations.

17.3.3 Establish processes of open, transparent and planned dialog among the State, companies, funding institutions and peoples and communities, as a means to minimize conflicts both inside and beyond communities affected by projects.

17.3.4 Understand differences and avoid potential conflicts between peoples and communities who have already been impacted and others yet to be impacted, including the different opinions regarding the projects.

17.4. Adapt the decree that established the National Policy on Traditional Peoples and Communities (in Portuguese, PNPCT), as a legal basis for applying the right to prior consultations for traditional communities as well.

17.5. Consult the National Council of Traditional Peoples and Communities (“CNPCT”) to determine which body shall be responsible for monitoring the process of prior consultations in specific traditional communities.

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## **Children, Adolescents and Women**

Impacts of large-scale projects in the Amazon have been causing a series of impacts in local communities, including the scope of human rights. For children, adolescents and women, such impacts are more severe, for example through more sex exploitation, child labor, the breakdown of families and the exclusion of adolescents and women from the labor market. To some extent, this happens because the decision-making process on those projects does not consider their rights at any stage, much less calls them in to participate in the process. Nor is it clear what are the responsibilities of the main players – State, financiers, companies and civil society. Inputs are needed for public policies and guidelines for businesses, with the purpose of preventing adverse effects on the rights of these groups.

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## **GUIDELINE 18**

**It is fundamental to carry out Human Rights Impact Assessments in planning of large-scale projects, as a step to correctly identify vulnerabilities and risks and to guide prevention and control actions by the State and the companies.**

18.1. The Human Rights Impact Assessment must specifically examine pre-existing and reinforced vulnerabilities by the project, including risks induced by the supply chain.

18.2. Diagnostic studies on public policies and socio-environmental measures in territories affected by large-scale projects must incorporate gender and generational issues.

18.3. The use of the results of the Human Rights Impact Assessment to develop and/or adapt business policies and practices is essential for the efficacy of efforts to prevent and mitigate the impacts and vulnerabilities diagnosed therein.

18.4. Monitoring and control bodies must be established, with the participation of the State, companies and civil society, with decision-making powers, to guarantee ongoing assessments of projects' risks to and impacts on the human rights of children, adolescents and women.

18.5. Process and outcome indicators with gender and generation variables must be used to assess the prioritization of rights and the participation of children, adolescents and women in decision-making and the implementation of projects, as well as the effectiveness of measures taken to control impacts and risks.

18.6. The state must constantly oversee business practices in large-scale projects to ensure accountability for measures taken to prevent and control impacts on human rights, specifically involving children, adolescents and women, and must exercise its law-enforcement powers to investigate and remedy possible violations.

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## GUIDELINE 19

**Priority must be given to the planning, establishment and ongoing operation of specific social equipments that provide access for children, adolescents and women to essential rights and services.**

19.1. Areas where large-scale projects are built and operate in the Amazon should be given priority for the creation or upgrading of strategic public services for children, adolescents and women.

19.2. The interlinking of development planning policies, including multi-year and thematic plans for the protection of children, adolescents and women, is needed to expand funding for better services in areas where large-scale projects are being built and/or are in operation.

19.3. Urban and rural resettlement programs must include, prior to the relocation of the affected population, the establishment and operation of social equipment to meet the specific demands of children, adolescents and women, planned with the participation of affected communities and their representative organizations, and with the oversight of related authorities.

19.4. Terms of reference, environmental licensing conditions, territorial development funds and tax revenues from project operations must contain specific indicators and measures to upgrading social equipment.

19.5. Companies must ensure technical and financial support for the construction and operation of social equipment for children, adolescents and women, proportionally to the severity of impacts caused in the territory, and such support must either be paid for by public funding instruments or else be carried out independently by the companies, based on the Human Rights Impact Assessment (HRIA).

19.6. Compliance with the measures spelled out to upgrade social equipment must be especially monitored by the Council on the Rights of Children and Adolescents, by the Women's Rights Council and by the Public Prosecutor's Office.

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## GUIDELINE 20

**Corporate management of the impacts of large-scale projects must prioritize preventing, controlling and monitoring risks to human rights, using listening mechanisms and indicators capable of assessing the quality of measures adopted.**

20.1. The company's commitment to human rights must be made public and backed by top management, with verifiable effects on operational policies and procedures, and in line with standards of conduct established for all its stakeholders, including its supply chain.

20.2. Companies must make public accountability reports periodically on planned and executed measures to prevent and remedy impacts of their operations on the rights of children, adolescents and women, with the State and civil society responsible for monitoring and social control.

20.3. Channels of dialogue with impacted communities and ombudsperson mechanisms must be established, providing answers and adapting practices and operations to avoid risks and to remedy any human rights violations with which companies may be involved.

20.4. Accountability must be established as a procedure of environmental licensing and/or of the bidding process on adopted measures to prevent and remedy human rights violations, especially on children, adolescents and women.

20.5. Zero tolerance measures must be taken on every form of violence against children, adolescents and women occurring in the company's facilities or in the surroundings of the large-scale project which involve the company's staff or contracted providers, including immediate communication to enforcement authorities and breach of contract clauses in case of conviction for such violations.

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## GUIDELINE 21

**Ensure the ongoing participation of local civil society, with children, adolescents and women taking active roles in decision-making on large-scale projects, and promote opportunities for greater mobilization of these segments and for specific sectoral councils.**

21.1. Give preference to language and media (especially digital social networks) that can make information adequate and facilitate interaction for children, adolescents and women.

21.2. Ensure sufficient financial resources to support the participation of children, adolescents and women.

21.3. Consider the stage of development and ethnic and cultural specificities when defining and adapting procedures, with special attention to including children and adolescents from indigenous peoples, traditional communities and *quilombolas*.

21.4. Prioritize the technical and financial strengthening of the Council on The Rights of Children and Adolescents as well as the creation or strengthening of Councils on the Rights of Women in the localities to be affected by large-scale projects, making them mandatory stakeholders in the decision-making processes.

21.5. Establish legal or contractual conditions that can ensure the right for participation to children, adolescents and women within the scope of territorial planning, environmental licensing and funding for large-scale projects.

21.6. Companies must be in direct communication and interaction with local communities in regards of human rights impacts, especially when involving children, adolescents and women, so as to make their demands heard at the level of corporate decision-making.

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## **Legal Suppression of Vegetation**

The installation of large infrastructure and mining projects in the Amazon is accompanied by activities that remove vegetation, which are foreseen and authorized by licensing environmental agencies. Yet legal and technical difficulties for the disposal of this material lead it to deteriorate in storage yards. Depending on the size of the venture, this may be a substantial volume of timber, which, if well used, could benefit legal forest supply chains and less polluting power sources. The fundamental obstacles lie in regulating and planning possible uses for high-quality wood and for biomass with energy purposes. Rationalizing legal suppression requires institutional arrangements with various capacities, ranging from the classification of wood and preparation of storage to its final destination and use.



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## GUIDELINE 22

**Procedures for operations involving the Legal Suppression of Vegetation must be grounded in rules that are binding for public administrative procedures, giving such operations specific guidance regarding the destination and use of the suppressed wood and woody material.**

22.1. Agencies responsible for environmental licensing and the promotion of forestry activities must take steps to revise and adapt their norms, with participation of stakeholders, with the purpose of favoring the full use of forest material from such operations.

22.2. Updates to regulatory frameworks governing the destination of wood and woody material from the legal suppression of vegetation must cover the possible commercialization of such products, due to potential impacts on forest products and services supply chains.

22.3. It is essential that instruments guiding or regulating the Legal Suppression of Vegetation share a common understanding regarding the ownership of wood and woody material produced by such processes, especially when operations are carried out on public land.

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## GUIDELINE 23

**Planning of Legal Suppression of Vegetation regarding use and destination of the materials must take place in advance, while strengthening studies, diagnoses and recommendations.**

23.1. It is essential that the future destination of forest materials resulting of Legal Suppression of Vegetation is planned alongside the large-scale project itself and figures in the prior environmental impact studies, which in turn must include diagnoses of the structure of the regional logging supply chain and of potential uses, based on analyses and information on the volume and quality of the forest material to be suppressed.

23.2. Licensing bodies must stipulate the level of detail for forest inventories, based on diagnoses presented in impact studies, emphasizing mitigation processes, the uses and the destination of the vegetation to be suppressed.

23.3. The evaluation of possible uses and destinations for the material from Legal Suppression of Vegetation should examine various factors, mainly the potential impact on the forestry sector, social inclusion and technical and economic feasibility.

23.4. The quest for alternatives to ensure the full use of the material should include technical and academic studies to enhance information on forest products, to identify their applicability, potential uses, demand and supply capacity.

23.5. Once the use of forest products is proven feasible, their destination to that use must be made a condition for the continuity of the overall project, i.e., an obligation to mitigate impacts generated by the LSV processes.

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## GUIDELINE 24

**The full use of forest material resulting from Legal Suppression of Vegetation should prioritize destinations that strengthen regional forest supply chains and boost local economies.**

24.1. Seek correlations and ways to integrate companies' plans for the suppression of vegetation into regional forest planning, so as to allow the production and circulation of such material to be controlled, as well as the use of such products by sustainable forest supply chains.

24.2. Foster institutional and productive arrangements specifically to support initiatives in this field, and define funding strategies needed to structure them, thus ensuring the destination of forest products from the Legal Suppression of Vegetation.

24.3. Impact mitigation and compensation plans should include actions to support the structuring and strengthening of forest supply chains in the project's region, including local work cooperatives and traditional communities, so as to mutually enhance similar initiatives.

24.4. It is fundamental to harmonize impact-mitigation plans and programs with Territorial Development Plans, to build better forest and lumber supply chains.

24.5. The creation of strategies for the use of wood suppressed by companies should be encouraged, replicating successful experiences such as internal processing for use in the large-scale project itself and for the destination of processed material.

24.6. Partnerships among public sector, companies and social organizations should strengthen public policies and initiatives aimed at containing deforestation and forest degradation in areas surrounding the projects, to control and suffocate illegal

supply chains, as well to enhance the conservation of biodiversity.

24.7. Focus efforts on structuring the chain of custody over suppressed vegetation, with traceability mechanisms reliable enough to afford greater quality and effectiveness to procedures commonly used in these operations.

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## GUIDELINE 25

**Participation and social control in decision-making and the monitoring of the destination of material from the Legal Suppression of Vegetation enhances the effectiveness of actions and minimizes socio-environmental costs.**

25.1. It is fundamental to discuss and improve understanding of Legal Suppression of Vegetation in territorial governance fora, as well as through the mechanisms for dialogue and consultation created for environmental licensing, to involve society in both building and monitoring such solutions.

25.2. The supply-chain impacts of forest products destined to local markets, with the purpose of stimulating such chains, must be tracked by LSV operations with suitable monitoring mechanisms.

25.3. Comprehensive, clear and periodic information on studies, diagnostics, operations and data on the volume and destination of suppressed material is essential to enhance the informed participation of the population.

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## **Common priorities:** **key messages**

It was through the formation of thematic working groups with independent trajectories that we hoped to gain breadth for this debate, without losing sight of specific research in each area. From the beginning, however, it was clear that many diagnoses and proposals were being replicated in different meetings of different groups. It is those strategic messages crossing over thematic barriers that help us visualize the systemic nature of certain bottlenecks, and shed light on some priorities among all the proposals promoted by the initiative.

**Anticipatory measures** Ever since the first meetings, we had seen signs of cross-cutting concerns over how fast decisions are made and how little time is available to prepare the territories. The timing of environmental licensing, nowadays the main hub for adapting territories to large-scale projects, is out of synch with prevention. It is known that mere expectations regarding the construction of large projects are enough to mobilize social-spatial dynamics, such as large migration flows hoping for socioeconomic opportunities and the resulting overload of public services. Once the first environmental license is granted, in the three-phase licensing rite, the challenges have invariably already come to surface. On the other hand, it is also known that many of these problems are typical and foreseeable in light of Brazil's past experience with large-scale projects in the Amazon, and judging from how far in advance political decisions on these projects are made, there is no reason to find it impracticable to strengthen local societies and institutions to become active in impacted territories in a timely manner themselves. That led to the work front on territorial development and land-use planning as well as on financial instruments, with an eye to early funding.

**Territorial governance** The locations designated to receive large-scale projects, however, demand more than just time. To move into a process of preparing for and linking to their future, what these localities need is better territorial governance. Proposals for new decision-making mechanisms and consensus-building among different policies, investments, people and institutions come up frequently in the guidelines presented here. Society wants an integrated outlook, to participate fully in decisions, in keeping with its hopes for the future. Governance faces challenges such as harmonizing actions, enhancing positive synergistic effects and avoiding waste and overlap. That also raises the issue of institutional capacities, as institutions involved must prepare for cooperation and dialogue.

**Social participation** An unshakable condition for good governance, and perhaps one of the most resounding principles in all these guidelines, is social participation. The involvement of civil society in formulating solutions is the necessary complement to the prevailing roles of the Brazilian federal government and of companies responsible for the projects. This may seem contradictory, in places where notorious State absence has created hystorical shortcomings. The guidelines did, in fact, unequivocally identify the need for a more consistent, ongoing presence of the public sector. Nor are the roles of companies and the financial community underestimated in this context. Yet recognizing the invisibility of certain specific stakeholders is a way to advocate a new balance of forces, capable of alleviating social conflicts and the wasteful investments that today penalize everyone. The people and institutions involved in producing these guidelines did more than map out needs for participation: they made participation the key to the success of planning and its efficient execution, moving beyond the mere formalities of one-way reporting and communication – from agents of power to the public.

**Transparency and monitoring** The mere existence of governance fora does not ensure all stakeholders will have equally qualified grounds for participation, nor that the outcome of the agreements they forge will actually reflect the concerns and intelligence of minority groups. Knowledge must also be socialized, and this demands training and strengthening the players in the process. Access to information in a user-friendly format is therefore an even more powerful driver of equity than formal rules for decision-making. Ultimately, monitoring allows us to know whether or not actions correspond to established goals and agreements. It is thus a kind of mortar, binding planning to its actual outcomes. Ongoing observation also allows us to revise and renegotiate our own plans, in the light of dynamic circumstances so inherent to the process of building large-scale projects.

## **What's next**

In order to provoke real changes in the way large-scale projects are implemented and operated in the Amazon region, this initiative relies on a second cycle which is mainly focused on dissemination of the learnings and institutional articulation for implementation. As such, the conclusion of this first edition of the guidelines is also a starting point: an invitation for all stakeholders to engage actively in this debate.

IFC and GVces are committed to working together with public agents and private companies to help them put the guidelines into effect, as well as fomenting the discussion and possible aprimoration of this content closely with financial institutions and civil society throughout 2017/2018. One specific opportunity is the creation of a new working group on “development-induced displacement”. Also, initial exchanges have already taken place with the national governments of Peru and Colombia regarding adaptation of the social technology to the Pan Amazon.

For the business sector, the guidelines are a concrete self-regulation tool for innovation and the overcoming of business as usual practices which are no longer aligned with the new profile of investors nor with the demands of the Brazilian society.

For the public sector, the aim is to foment and deepen the understanding of fundamental instruments, such as regional and territorial planning, multi stakeholder bodies - both established and yet to be created – for the participatory elaboration of local development agendas and the strengthening of local capacities, as well as monitoring of compliance.

For civil society and academia, the guidelines are an invitation to further investigation. These are living tools that need to be constantly revisited and questioned. We believe the experimental environment of new practices and continuous debate should enable even more comprehensive proposals, as well as identify emerging challenges.

## **About us**

The **International Finance Corporation (IFC)**, a member of the World Bank Group, is the largest global development institution focused on the private sector in emerging markets. With long-term investment of nearly \$19 billion in 2016, IFC leverages capital, expertise and influence to help the private sector play a fundamental role in ending extreme poverty and boosting shared prosperity. The **Center for Sustainability Studies in Getulio Vargas Foundation (GVces)** has more than sixty researchers that support public and private policies aimed at sustainable development. For the past 10 years it has been working with large-scale projects in the Amazon region, producing studies, tools and orientations to promote local development. For more information, visit *ifc.org* and *gvces.com.br*.

**Institutions that took part in working groups, forums and seminars, contributing knowledge and experiences to the guidelines formulated by IFC and GVCes:**

ABA – Associação Brasileira de Antropologia	Coca-Cola	FGV/EESP
Aciapa – Associação Comercial, Industrial e Agropastoril de Altamira	Coiab – Coordenação das Organizações Indígenas da Amazônia Brasileira	Fiepa – Federação das Indústrias do Pará
Agenda Pública	Comissão de Defesa dos Direitos da Criança e do Adolescente da OAB/PA	FMASE – Fórum de Meio Ambiente do Setor Elétrico
Alcoa	Comunidade Quilombola Cupuaçu Barcarena	Foirn – Federação das Organizações Indígenas do Rio Negro
Amata	Conaq – Coordenação Nacional de Articulação das Comunidades Negras Rurais Quilombolas	Fórum em Defesa de Altamira
AMSK – Associação Internacional Maylê Sara Kalí	Condisi – Conselho Distrital de Saúde Indígena	Frente Nacional dos Prefeitos
Anced Porto Velho – Associação Nacional dos Centros de Defesa da Criança e do Adolescente	Confederação Nacional dos Municípios	Funai – Fundação Nacional do Índio
Apib – Articulação dos Povos Indígenas do Brasil	Conselho Nacional das Populações Extrativistas	Funbio – Fundo Brasileiro para a Biodiversidade
Associação Brasileira Terra dos Homens	Consórcio Tapajós	Fundação AMaggi
Atap – Associação dos Terminais Privados do Rio Tapajós	CSN – Companhia Siderúrgica Nacional	Fundação Bunge
Avina	DHESCA/ONU – Direitos Humanos Econômicos, Sociais, Culturais e Ambientais da ONU	Fundação Cultural Palmares
Banco Mundial	Diálogo Tapajós	Fundação Vale
Beraca	DSEI/Altamira – Distrito Sanitário Especial Indígena de Altamira	Furnas
BNDES – Banco Nacional de Desenvolvimento Econômico e Social	Earth Capital Partners	FVPP – Fundação Viver Produzir e Preservar
Bradesco	Ecarn – Equipe de Conservação da Amazônia	Gabinete Municipal de Anapu
BRZ Investimentos	ECPAT/Brasil	Gife – Grupo de Institutos Fundações e Empresas
Caixa Econômica Federal	Embrapa	Governo do Pará
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Casa de Governo de Altamira	Engie	GV Direito
Celpe – Centrais Elétricas do Pará	Fapespa – Fundação Amazônia de Amparo a Estudos e Pesquisa do Pará	Hidroviás do Brasil
Childhood	FAS – Fundação Amazonas Sustentável	HSBC
CI Brasil – Conservation International	FBDS – Fundo Brasileiro para o Desenvolvimento Sustentável	Ibama – Instituto Brasileiro do Meio Ambiente e dos Recursos Naturais Renováveis
CMDCA – Conselho Municipal dos Direitos da Criança e do Adolescente de Altamira	FGV/EAESP	Ibram – Instituto Brasileiro de Mineração
CMS – Conselho Municipal de Saúde de Altamira		ICMbío – Instituto Chico Mendes de Conservação da Biodiversidade
CNPCT – Conselho Nacional dos Povos e Comunidades Tradicionais		Ideflor-bio – Instituto de Desenvolvimento Florestal e da Biodiversidade do Estado do Pará
		IEB – Instituto Internacional de Educação do Brasil



Iepé – Instituto de Pesquisa e Formação Indígena	OPIAC – Organização dos Professores Indígenas do Acre	UFMT – Universidade Federal do Mato Grosso
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International Rivers	SEDUC/PA – Secretaria de Educação do Estado do Pará	
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Malungu	TNC – The Nature Conservancy	
MDS – Ministério do Desenvolvimento Social	Trama Consultoria	
MF – Ministério da Fazenda	Uepa – Universidade do Estado do Pará	
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## SUMMARY OF THE GUIDELINES LARGE-SCALE PROJECTS IN THE AMAZON

Territorial Development and Land-use Planning	Financial Instruments	Institutional Capacities	Indigenous Peoples, Traditional Communities and Quilombolas	Children, Adolescents and Women	Legal Supression of Vegetation
<p><b>1.</b> Targeted territories must be treated as a strategic element in regional planning to subsidize decision making, formulation and implementation of large-scale projects in the Amazon.</p>	<p><b>5.</b> Financial instruments must be designed to meet and respond to local development agendas, drawn up collectively for the territories.</p>	<p><b>10.</b> The diagnosis of demands and the planning of institutional capacity strengthening must be precise, inclusive and sufficiently funded to be suitably implemented.</p>	<p><b>14.</b> Establish territorial-development planning processes with specific protection measures and public policies to promote the social well-being of indigenous peoples, traditional communities and quilombolas.</p>	<p><b>18.</b> It is fundamental to carry out Human Rights Impact Assessments in planning of large-scale projects, as a step to correctly identify vulnerabilities and risks and to guide prevention and control actions by the State and the companies.</p>	
<p><b>2.</b> Territorial planning processes should dispose of mechanisms and procedures aimed at achieving convergence, capacity enhancement, adequate funding and effective monitoring.</p>	<p><b>6.</b> Financial instruments must be grounded in participatory governance arrangements and fora that are representative of the various stakeholders.</p>	<p><b>11.</b> Strengthening institutional capacities demands a balance between tangible and intangible factors.</p>	<p><b>15.</b> Coordinate efforts and investments to make environmental licensing more efficacious and effective, with appropriate consideration for components regarding indigenous peoples, traditional communities and quilombolas.</p>	<p><b>19.</b> Priority must be given to the planning, establishment and ongoing operation of specific social equipments that provide access for children, adolescents and women to essential rights and services.</p>	
<p><b>3.</b> Land-use zoning is essential for development and for suitable planning and must therefore be carried out prior to the installation of large-scale projects.</p>	<p><b>7.</b> Financial instruments must be flexible and dynamic, structured in accordance with the demands of different phases of the implementation of large-scale projects.</p>	<p><b>12.</b> Capacity strengthening must include all players involved, while recognizing asymmetries and promoting dialogue.</p>	<p><b>16.</b> Invest in improving communication and governance processes with indigenous peoples, traditional communities and quilombolas, using appropriate channels, formats, language and fora to ensure stronger participation during the planning and throughout the lifetime of projects.</p>	<p><b>20.</b> Corporate management of the impacts of large-scale projects must prioritize preventing, controlling and monitoring risks to human rights, using listening mechanisms and indicators capable of assessing the quality of measures adopted.</p>	
<p><b>4.</b> Establishing governance with full social participation is an imperative in land-use planning and development processes.</p>	<p><b>8.</b> Financial instruments' investment strategies must reflect their mission and objectives, considering the distinct specificities of demands and donors, in order to invest efficiently and effectively.</p>	<p><b>13.</b> Routines for social participation in territorial governance fora are a priority locus that can help shape relevant institutional approaches towards capacity strengthening processes.</p>	<p><b>17.</b> Ensure the effectiveness of prior consultations with indigenous peoples, traditional communities and quilombolas, to be carried out in a broad and comprehensive manner, including in the territorial planning processes.</p>	<p><b>21.</b> Ensure the ongoing participation of local civil society, with children, adolescents and women taking active roles in decision-making on large-scale projects, and promote opportunities for greater mobilization of these segments and for specific sectoral councils.</p>	
	<p><b>9.</b> Financial instruments must have in place monitoring systems of procedures and results, regarding the effectiveness of investments within the range of set objectives.</p>			<p><b>22.</b> Procedures for operations involving the Legal Suppression of Vegetation must be grounded in rules that are binding for public administrative procedures, giving specific guidance regarding the destination and use of the suppressed wood and woody material.</p> <p><b>23.</b> Planning of legal Suppression of Vegetation regarding use and destination of the materials must take place in advance, while strengthening studies, diagnoses and recommendations.</p> <p><b>24.</b> The full use of forest material resulting from Legal Suppression of Vegetation should prioritize destinations that strengthen regional forest supply chains and boost local economies.</p> <p><b>25.</b> Participation and social control in decision-making and the monitoring of the destination of material from the Legal Suppression of Vegetation enhances the effectiveness of actions and minimizes socio-environmental costs.</p>	

This subject arose as a development of broader discussions on environmental and territorial governance, therefore generating topical guidelines from a specific work group



