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Case Study

Sustainable Territories Platform:

Building a shared public-private vision for the low emission development in the Amazon

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1. EXECUTIVE SUMMARY

Action alignment of the Sustainable Territories Programme

This study aims to present the trajectory for the construction of the Sustainable Territories Platform, a pioneer initiative for ongoing subnational jurisdictional approaches. Led by the Pará Government, in partnership with civil society – the Nature Conservancy, the Tropical Forest Alliance and the Humanize Institute – it aims to promote multisector integration and connection to bring scale and effectiveness for a transition to a low-carbon socioeconomic development model in Pará, one of the most important jurisdictions both for the protection of tropical forests and for the world's climate agenda.

Aligned to the State Plan Amazon Now, as well as its implementing partners, the Sustainable Territories Platform represents the third and innovative phase in Pará's journey towards a jurisdictional approach. This began with an intense focus on public sector actions but, after several years, and especially after the Paris Agreement of 2015, it has found more and more support from initiatives promoted by civil society organizations and the private sector.

We will go through the broad concept of the jurisdictional approach in Pará from 2008 until the present day. We will showcase the main transition opportunities to a low-carbon production model and some multisector initiatives that testify to its socioeconomic viability which have inspired actions from the state's public sector and the constitution of the Sustainable Territories Platform, as a hub of impact for the low-carbon economy in Amazon.

By way of conclusion, this study shows the main steps undertaken to develop the Sustainable Territories Platform; its objectives, goals and criteria for partners' integration; a map of initiatives with integrational potential to the Sustainable Territories Platform and the main lessons learnt and challenges for the success of this promising initiative.

2. SUSTAINABLE TERRITORIES PLATFORM:
A multisector jurisdictional initiative

The 'jurisdictional approach' became popular throughout international forums as promising strategies to reduce greenhouse gas emissions caused by deforestation and forest degradation, and to guarantee a sustainable provision of products. The limitations of the currently implemented mitigation strategies and the convergence of the commitments undertaken by the public and private sectors to reduce deforestation – for instance, Intended Nationally Determined Contributions (INDCs), from the Paris Agreement and commitments for 'deforestation-free' supply chains from the New York Declaration about Forests – expanded the interest for public-private cooperation broadly referred to as the jurisdictional approach.

Jurisdictional approaches, created in the context of emission reduction from deforestation and forest degradation – REDD+ and the landscape planning processes – seek to align governments, enterprises, NGOs, and other stakeholders, towards conservation goals, sustainability of the supply chain and green economic development. With a strong management and geographical approach (national or subnational) as well as strong leadership, engagement and collaboration of numerous stakeholders, it is believed that the jurisdictional programmes may boost sustainability transitions if they can catalyze the establishment of collective systems, through which a network of influential and representative leaders may work to face the main systemic issues and co-create sustainable landscapes (Hovani et all, 2018).

Large scale transitions, such as the challenges posed by the Amazon and its states, need the various elements to have not only the authority, but also the resources to work individually (regarding their exclusive competences) and in partnerships focused on developing the necessary solutions. However, more than just authority and resources, a promising jurisdictional approach for a sustainable transition requires their leaders to work together and in an articulated way, in order to guarantee both a collective strengthening among the initiatives and long-term results. This begins with a shared vision of the future for the territory.

The Sustainable Territories Platform (STP) was created in 2001 as an opportunity for public-private collaboration for a low-carbon socioeconomic development in the Amazon. It is based on the jurisdictional approach fostered by the Sustainable Territories Programme and instituted by the government of Pará state in Brazil as one of the main pillars of its low-emission development plan. This is known as the 'State Plan Amazon Now', and was published in December 2019, during COP25 in Madrid, Spain. In this context, deforestation was associated with commodities' production (especially beef cattle), public land fraud and illegal logging and mining.

Conceived with support from the Norwegian government through financial collaboration, and the Governors' Climate and Forests Task Force (GCF Task Force)[1], the STP was created with the challenge of aligning inter-sector actions focused on promoting a new development model for Pará. It was required to be sustainable and inclusive, and an alternative to the current model which was responsible for the deforestation of 271,393 km^2 of native forest in Pará until 2019, representing approximately 24% of its original area of 1,128,037 km^2. Its evolution into a platform-based approach is convergent and aligned to the perception that the challenges imposed by the climate emergency may not be properly faced by unilateral or one-sector efforts.

"The Sustainable Territories Platform was created in 2001 as an opportunity for public-private collaboration for a low-carbon socioeconomic development in Amazon."

1. An initiative that includes Pará as one of the founding subnational jurisdictions.

3. THE AMAZON AND PARÁ'S JOURNEY
towards the jurisdictional approach

Pará is the second largest state in Brazil. It has an area of 1,247,954 km², contains 9% of the world's tropical forests and, since 2001, has been responsible for 40% of Brazil's Amazon deforestation. If it were a country, it would be the 23rd largest in the world. Pará also has many other challenges. It is the most populous state in the Amazon, with approximately 8.6 million inhabitants (IBGE, 2020) and a Human Development Index (HDI) of 0.646, whereas Brazil's average HDI is 0.765 (IBGE, 2010). Pará is one of the most diverse states in terms of culture, comprising 39 indigenous peoples (ISA 2018) with the second largest Quilombo population in Brazil. These factors make Pará's challenge of balancing its forest and cultural assets, as well as socioeconomic development, very difficult.

Since 2005, Pará has lost the most tropical forest cover of any subnational tropical forest jurisdiction in the world. This has had consequences at several levels (Stickler et al., 2018). In 2019, 41% of total deforestation in the Amazon occurred in Pará (10,129 km²), an increase of 52% compared to the previous year (source: INPE). In the Amazon, including Pará, about 80% of deforestation is associated with the unorganized expansion of pasturelands (VIEIRA, 2019).

In 2008, at the behest of the former Governor of California Arnold Schwarzenegger, the states of Illinois, Wisconsin, California, Papua, Aceh, Amapá, Amazonas, Mato Grosso and Pará, signed a Memorandum of Understanding (MOU) at the first global gathering focused on subnational governments. This gathering created the GCF Task Force in response to the critical issues of climate change and tropical forest deforestation. Based on mutual support and the sharing of experiences, the GCF Task Force aimed to improve strategies to fight climate change in the constituent states and provinces. The GCF Task Force is now composed of 38 states and provinces from 10 countries.

Since 2009, Pará has implemented several salient initiatives with huge potential to positively impact the main emission sources in the state, in which land cover change and cattle ranching represent respectively 85% and 11% of these emission sources (SEEG, 2019).

A recent analysis of these initiatives as part of the first 10 years of Pará's climate agenda identified at least three factors that contributed to success or failure. 1) Changes to political leadership had a remarkable impact on the initiatives, which evidences continuity issues and an excessive dependence on leadership in public administration; 2) Difficulty in implementing initiatives that depend on delivery and coordination among many secretariats, jeopardising or making the execution of essential strategies to combat climate challenges infeasible; 3) The kind of normative act which created the initiative and its consequent obligation were important factors for the success of political implementation (GUEIROS, et al., 2021).

In 2019, Pará began what is hoped to be a new journey in jurisdictional approaches, aiming to transition to a model of development compatible with its socioeconomic assets. The following topics present the context, actions, main results, challenges and opportunities for public-private cooperation, and the next steps for the following years.


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2008

Governor's Climate and Forests Task Force (GCF Task force) was created comprising nine states and three countries. Pará was one of the founding members.

2009

- **State plan for Prevention, Control and Alternatives to Deforestation (PPCAD/PA);** and
- **Pará Climate Change and Adaptation Forum** were created.
- **Cattle ranching TAC among the state governments, beef industry and Public Prosecutor's Office**, was signed, aiming to eliminate deforestation related to the beef cattle ranching supply chain.

2011

- **Green Municipalities Programme (PMV) was created**, aiming to drastically reduce deforestation and to change the state's rural economy, with actions and commitments focused on the municipalities.

2014

- **The Pará Government, eight large enterprises and the Federal Public Prosecutor's office signed the Green Grain Protocol** aiming to establish trading guidelines and criteria to prevent grains being sourced from illegally deforested areas.
- **Pará joins the Rio Branco Declaration**, which represents its signatory members' commitment to reducing deforestation by 80% by 2020.

2016

- **Pará's Sustainable Development Strategic Plan - Pará 2030** was instituted, aiming to boost sustainable development in the state, by focusing on 12 priority productive chains.

2018

- **Pará's Government resumes the Climate Agenda** by approving the 'Structuring a Transition to a Low-Carbon Economy' project with PNUD and GCF Task Force in investments towards strategies and investment plans on REDD+ subnational programmes.
- **Pará Climate Change and Adaptation Forum was reactivated.**

2019

- **Integrated Actions Policies for Sustainable Territories and Eastern Amazon Fund (FAO) were created;**
- **The concept for State Plan Amazon Now was presented at COP25** in Madrid, Spain, in partnership with TFA, TNC, PNUD and BID.
- Supreme Federal Court's (STF) decision demanded immediate transfer of financial resources from Petrobrás to the states of Amazon. From a total of 430 million reais, 90 million reais were destined to Pará.

2020

- **State force for fighting deforestation** in Pará was created;
- **WHO announced COVID-19 Pandemic.**
- State law n° 9.048/2020 was approved and established the **State Policy for Climate Change.**
- **State Plan Amazon Now was published and established the goal of making Pará a neutral-carbon state** in the land use sector by 2036. **Notice for the adherence of farmers to the Sustainable Territories Programme** was published.

2021

- **SEMAS showed unprecedented results from 2019 and 2020**, including results from the STP and discussed strategies for scaling up and improving effectiveness.
- **The Sustainable Territories Platform was formally instituted**, aiming to connect and to integrate the private, public and civil society in order to optimise and scale up low-carbon-based socioeconomic development initiatives in Pará.
- **"Preparing a Neutral Carbon Sustainable Territory"** project was approved by PNUD and GCF Task Force and strengthened land management and ordering agendas, supply chains' traceability and the bioeconomy.

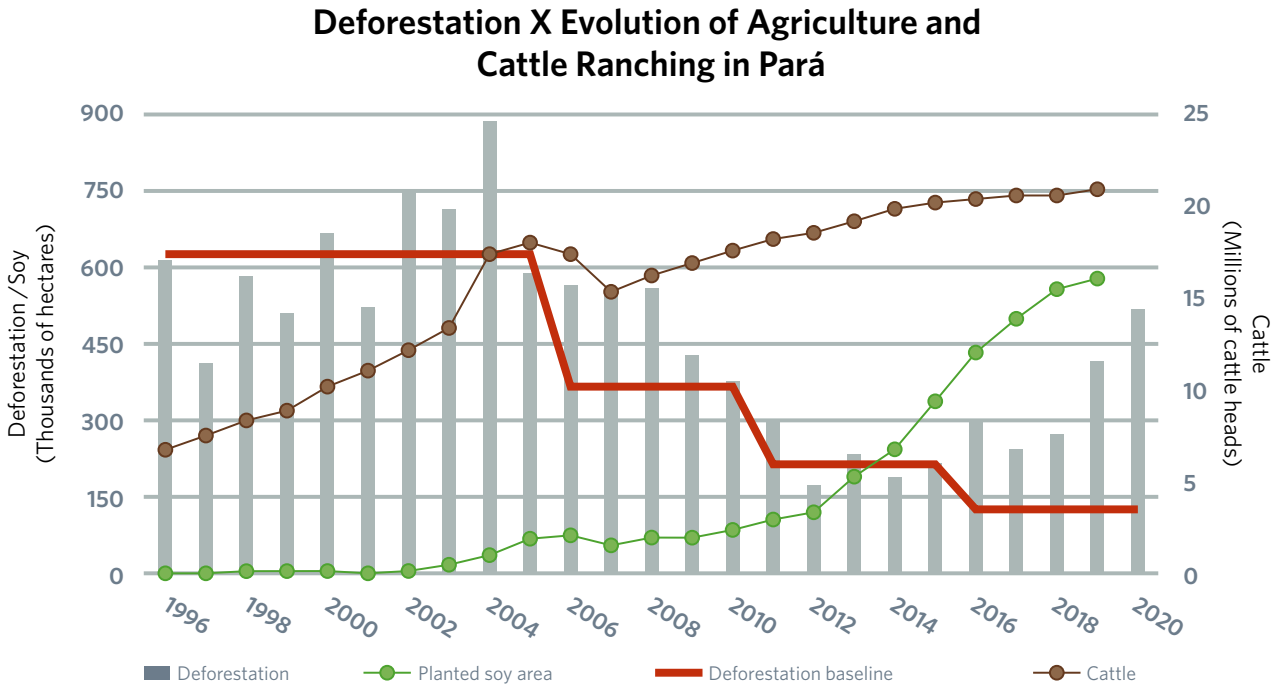
3.1 Transition as a possible way forward

According to IBGE's agricultural census, in 1995, the area covered by 'agriculture + pastureland' in Brazil was 219.49 million ha. By 2006, 'agriculture + pastureland' covered 218.6 million ha. This change in the national productive structure, based on productivity gains, generated a remarkable "land-sparing effect"[2]. Such effects can be seen in Pará, where cattle ranching is still the main factor in land use dynamics.

In Pará, about 6.4 million ha of pasturelands are degraded (LAPIG, 2018). There is a requirement for 2 million hectares of Legal Reserve and Permanent Protected Areas to be restored based on legal compliance (Pará 2030).

It is believed that the increase in efficiency and productivity of cattle ranching will allow pasturelands to be restored or used for agriculture, thus contributing to farmers' compliance with the Brazilian Forest Code and restoration of illegally deforested areas. It will also reduce the pressure of land use expansion on tropical forests, thus reducing greenhouse gas emissions and improving socioeconomic indicators in the short run (AGROÍCONE, 2016).

Between 2008 and 2018, initiatives related to farmers and the market (beef and soy traders), were creating disincentives, especially trading restrictions (Boxes 1 and 2) and consequently, excluding farms from supply chains without effectively restoring their environmental liabilities. The Conduct Adjustment Agreement (TAC) on cattle ranching and the Green Grains Protocol, are examples of successful partnerships involving the private sector, civil society and state institutions that work towards reducing deforestation (BRANDÃO et al., 2018). Still, deforestation, which saw a significant reduction between 2008 and 2012 both in Pará and the whole of the Amazon, has lately been increasing persistently, having reached values almost as high as 2007 (PRODES/INPE, 2020).



Graph 01: Dynamics of livestock (in thousands of heads of cattle) and planted soy areas (thousands of hectares) from 1996 to 2020 in Pará versus PRODE's deforestation, against the goals set by PPCAD (Source: IBGE; PRODES: 2020; PPCAD).

2. Geraldo Martha, from Embrapa, in his paper about cattle ranching and the effect of land-sparing effect in 2011 says: "...In the last decades, the model of production has remarkably changed and started to prioritise the use of technologies more intensive in terms of capital, which have been causing remarkable gains in productivity and, consequently, an expressive land sparing effect, enabling cattle ranching to provide previously deforested areas to agriculture and forestry, reducing pressure over new areas and promoting restoration of previously deforested ones."

Recent analysis of deforestation by the Federal Public Prosecutor's Office (MPF) suggests why, even 10 years after the TAC on cattle ranching, none of the companies that purchase beef from the Amazon can guarantee that their beef is sourced from

Among factors that support such claims is the fact that only a section of the industry is really committed to deforestation-free policies. The monitoring systems also have limitations and do not reach indirect suppliers. The industries therefore only monitor their direct suppliers, while most of the animals transit through many other farms during their lifetimes.[3] The lack of traceability is the main cause of irregularities on the supply chain, even from farms that are regular in terms of production, but commercialize from irregular ones that can´t be traced.

Image 02: Degraded pastureland in São Félix do Xingu-PA

What was the Cattle Ranching Conduct Adjustment Agreement?

The Cattle Ranching Conduct Adjustment Agreement, or cattle ranching TAC, was an agreement promoted by the Federal Public Prosecutor's Office (MPF) at the end of 2009, and involved the main slaughterhouses in the state. It started from an investigation undertaken by MPF, which discovered a connection between the expansion of cattle ranching in the Amazon and illegal deforestation. This resulted in 20 law suits against 34 people involving indemnity charges of R$2 billion for environmental damages. As part of the negotiation, the TAC was proposed as an alternative for the charges, and has been signed by 30 active slaughterhouses, involving 90% of the state processing capacity. Through the TAC, the signatory companies committed to not buy cattle from farms which: (1) Did not have a Rural Environmental Registry (CAR); (2) Deforested areas after October, 2009; (3) Had embargoes by the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA) or State Environmental Institutions (OEMAs); (4) Overlapped Units of Conservation, Indigenous and/or Quilombo lands; (5) Made use of slavery; (6) Did not have the Animal Transit Guide (GTA), among other irregularities. The inspections (two, within a 10-year period) were funded by the private sector.

3. For these reasons, more and more farms are managed by enterprises that try to concentrate all the phases of the animal life cycle in a single farm or in a set of farms under their administration. As a downside, this may cause the exclusion of smallholders from the supply chain or even from their own lands.

The poor monitoring of suppliers' carrying capacity makes it possible for the same farm to sell a volume of livestock significantly higher than the best productivity regional indexes or even higher than other more structured regions in the country.

Because of this, the 4th Coordination Chamber and Review from MPF, responsible for environmental and cultural affairs, created the Monitoring Protocol for Amazon Cattle Suppliers in May 2020. This established the parameters to be deployed for the monitoring process by signatory industries of the cattle ranching TAC. The protocol established a maximum productivity index of three cattle heads per hectare per year for each supplying farm in a fiscal year. These measures reduced some risk factors but still did not solve the irregularity issues along the indirect supply chain. There are still high expectations for the potential for more efficient origin tracing systems that might cover the entire supply chain. Moreover, it is necessary that such measures encourage embargoed lands towards compliance, and address the problem effectively, thereby compensating for the social and environmental damage and help to restore illegally deforested areas.

Similarly, other measures were also adopted in the state's grains' supply chain in order to discourage and prevent the production of raw material from deforested areas. One such was the Protocol of Socioenvironmental Responsibility in the Grains Supply Chain of the State of Pará, or Green Grain Protocol.

Created in 2014 with the goal of avoiding grains' production and commercialization from areas with illegal deforestation, the Green Grain Protocol is a joint initiative between the Federal Public Prosecutor's Office, the Pará government and grain-trading companies based in the state. In total, 28 enterprises voluntarily joined the protocol, which has adopted very similar criteria to the TAC, and is adapted to agricultural realities (see box 2).

As with the TAC, even though more than 80% of the inspected volume was compliant, based on the results of the last inspection (see GUEIROS et al., 2021), the main discrepancy observed in the other 20% was with trading over the permitted capacity, revealing evidence of grains' fraud sourced from environmentally irregular farms via regular ones. The timing and process of grain production is also important as there has been no observed cases of grains sourced from Indigenous Lands or Conservation Units.

The lack of efficiency in Pará's farming productive chain is, at the same time, both a challenge and an opportunity for the state. It comprises 17 million hectares of pastureland with an average animal occupancy rate of only 0.82 Animal Unit/hectare,

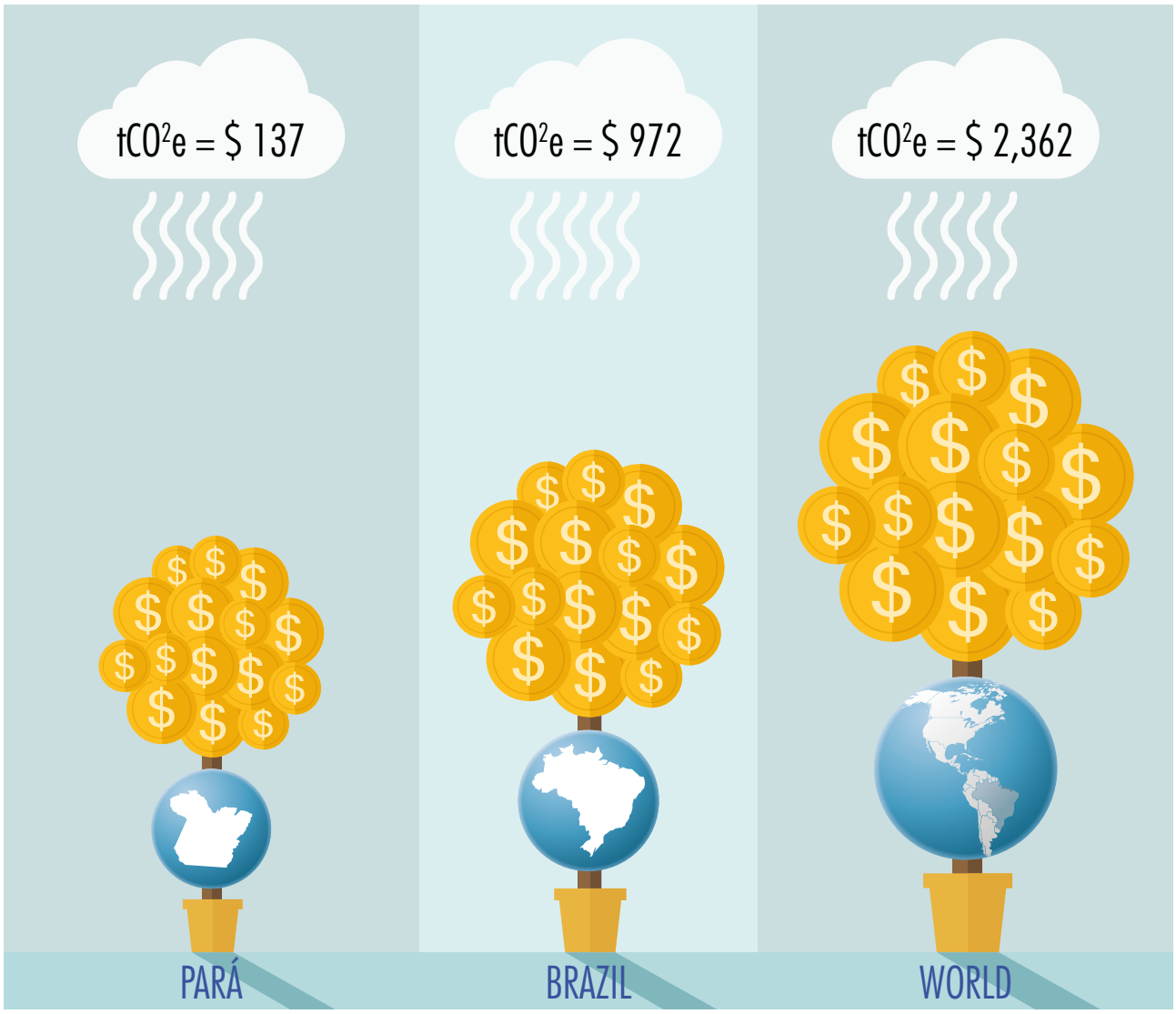
Green Grain Protocol

An voluntary initiative involving the Federal Public Prosecutor's Office, the state Government and private enterprises, the Green Grain Protocol aimed to avoid the production and trading of grains sourced from illegally deforested areas in Pará. Among the criteria and guidelines agreed among the signatory enterprises is the purchasing or sale of grains from farms or farmers who: 1) have enrolled on the Rural Environmental Registry (CAR); 2) Issue invoices; 3) are not listed by IBAMAS as an embargoed area; 4) are not on the Labour Ministry's Slave Labour watchlist; 5) did not participate in the irregular deforestation of native land cover after July 22nd, 2008; 6) do not overlap Units of Conservation, Indigenous or Quilombos lands; 7) are not part of any ongoing lawsuit to indemnify or restore environmental liabilities. Furthermore, enterprises must establish the proportionality between the volume offered by farms and the production capacity (mass balance) of the supplying farm. The last auditing process comprised 12 out of the 28 signatory enterprises, of which 80% of the traded volumes were in compliance.

but with potentially at least 2.01 Au/hectare – more than double – when areas eligible for sustainable cattle ranching intensification are taken into consideration (LAPIG, 2018). This demonstrates the potential for making new areas available for agriculture, as well as restoring degraded areas, through the sustainable intensification of cattle ranching and the corresponding increase in productivity per hectare in previously deforested areas.

However, so that deforested areas do not cause even more pressure on native forests, it is necessary that other actions are undertaken by the various stakeholders. These actions include, for instance, the governance, monitoring and transparency of the land use and occupation processes; the designation of public forests; the consolidation of Conservation Units; the implementation of a forest-based green economy; and the restoration of illegally degraded areas, especially those deforested after July 22nd 2008 which, for legal reasons, may not be compensated for other lands that contain a surplus of forests.

Moreover, it is necessary to revert the inefficiency scenario observed in the relations between greenhouse gas emissions and wealth production. As shown in the graphic below, the volume or wealth produced per ton of CO^2 emitted by Pará is seven times lower than the Brazilian average and 17.2 times lower than the world average. When combined with the state's human development index (HDI) data, it can clearly be seen that the current model based on forest conversion for production has been inefficient not only in terms of the climate and environment, but also in improving the quality of life for Pará's population (IBGE, SEEG, Word Bank and Carbon Atlas).



Picture 01: The relationship between wealth generation per carbon ton in Pará, Brazil in comparison to the rest of the world.

3.2. State Plan Amazonia Agora: A new development model for the Amazon

Presentation of State Plan Amazon Now during COP25, Madrid, Spain.

The increase in deforestation and the realization of the urgent need to implement actions to boost the economy, and to protect forests and the rich cultural heritage of Pará, forced the state to assume a new position. It sought to establish a new development model that complied with local needs without neglecting the commitment shared with global leaders, in both the private and public sectors, of limiting global warming to 1.5°C by 2030.

In order to address this challenge, between 2019 and 2020, Pará undertook several measures to guide this new development model (see Pará's journey timeline, above).

From a strategic perspective, on 29 April 2020 law number 9,048 was approved by the state assembly. This instituted the State Policy for Climate Change after one decade without progress, thereby reactivating and institutionalising important areas for social[4] participation in the climate agenda under the law. It established the principles, general guidelines and valid tools for reducing greenhouse gases in Pará, of which 96% are from farmlands.

From a more tactical point of view, the government of Pará released the State Plan Amazon Now (PEAA) during the December 2019 United Nations Climate Change Conference (COP25) in Madrid, Spain. This was supported by four synergistic and complementary pillars: 1) Socioeconomic Development with Low Emissions of Greenhouse Gases, operationalised through the Integrated Actions Policy of Sustainable Territories (or Sustainable Territories Programme); 2) Long Range Environmental Financing, operationalised through the Eastern Amazon Fund (EAF) and through the creation of an associated Funds Ecosystem; 3) Surveillance, licensing and monitoring, undertaken by means of Command and Control actions; 4) Environmental and land planning, operationalised through the "Regulariza Pará" programme.

4. Reactivation of the Climate Change Adaptation Forum of Pará (FPMAC) and its Executive Committee and the creation of the State Council of Indigenous policies (CONSIPA).

In August 2020, the Pará Government formally established the rules for PEAA with the publication of decree n° 941/2020. This formalised the commitment to take Pará to the level of a 'zero liquid emission state' (or 'neutral carbon') in the sector of land and forests' use from 2036 onwards. The overall information about progress may be followed through PEAA's progress report, which can be accessed on the State Secretariat of Environment and Sustainability (SEMAS) webpage.

In order to fulfill this challenge, Pará's government has modernised and expanded the response capacities of the public sector in areas relevant to changes in the development model, such as land and environmental compliance, surveillance, licensing and monitoring.

The analysis by the Rural Environmental Registry (CAR), for instance, is a critical step to testifying to the environmental compliance of rural properties and, consequently, the legal origin of farming products, such as grains and beef. This is also essential in order to edge towards compliance those lands that have been embargoed because of illegal deforestation. It is also a condition for those farms to enter the Environmental Compliance Programme (PRA), provided by the Brazilian Forest Code; and for a safe restoration of degraded areas aligned to the law, and to access incentives from the Sustainable Territories Programme.

Table 01: Main goals of State Plan Amazon Now* (PEAA)

Period from 2020 to 2030		Period from 2031 to 2035*	
Deforestation reduction	**Forests restoration**	**Deforestation reduction**	**Forests restoration**
↓	↑	↓	↑
1,538.30 Km² (reduction of **69MtonCO2eq** in relation to the average emissions LULUCF 2014-18)**	5.65 million hectares covered by secondary forests***	**1,391.80 Km²** (reduction of **80**MtonCO2eq in relation to the average emissions LULUCF 2014-18)	7.41 million hectares covered by secondary forests

* According to decree 941/2020
**Average between 2014 and 2018 was 2,441.8 km², but in 2020 the annual rate was 5,192km² (PRODES).
*** In 2018 this value was 3.03 million hectares.

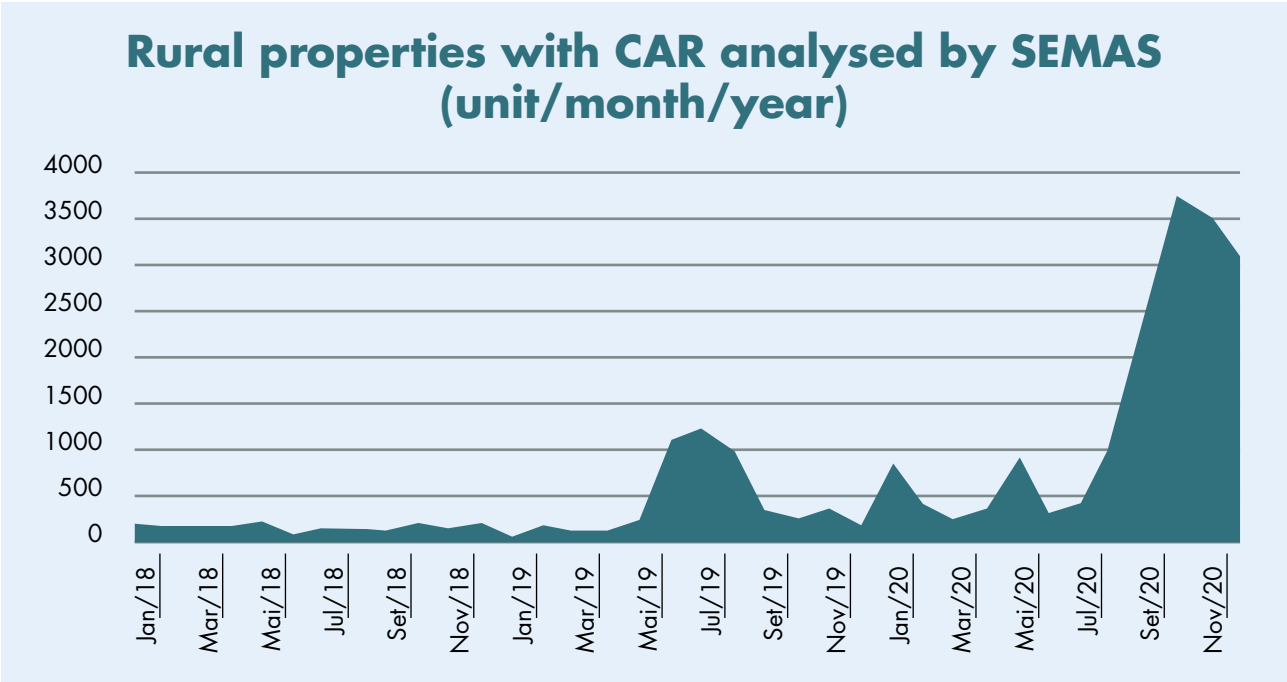
Between 2019 and 2020, SEMAS improved the terms for the evaluation of farms' environmental compliance (SEMAS, 2021), making it more favourable for investments in the rural sector and for the increased compliance of agriculture and cattle ranching supply chains in the state (see graph 02).

The environmental compliance of the state's public lands has also made progress. In 2020, there were about 925,090,965 ha of lands in the name of the state. This is an essential step in the process of public land ordering, thus optimising the action towards the individual and collective land titling of smallholders, medium and large farmers, and new rural settlement projects in existing Quilombo communities in Pará. Between 2019 and 2020, the Lands Institute of Pará (ITERPA) has issued 1,977 land titles, 70% of which were definitive individual ones (ITERPA, 2019 and 2020). Furthermore, the state government has sought partnerships with the federal government in order to solve land issues in federal public lands.

Lands and environmental compliance, the main points of the "Regulariza Pará" programme, are critical pillars of the state's low-emission strategy. Considered as obstacles for accessing credits for environmental and productive compliance, especially for smallholders and medium-sized farms who strongly depend on improvements in the public sector.

Moreover, the capacity for the repression of illegal

Graph 2: Amount of Rural Environmental Records analyzed by The State Secretariat of Environment and Sustainability from Jan/2018 to Dec/2020



Source: DIGEO/SEMAS, 2021

Smallholders of Vila Mereu: São Félix do Xingu/PA

deforestation, including in Conservation Units and Indigenous Lands, was strengthened – by a factor of 1,000% – with an increase in the number of inspectors and the provision of surveillance operations' equipment. For the last two years, these have been called Amazonia Viva, currently in its 11th edition.

Despite the results above, the Sustainable Territories Programme and Eastern Amazon Fund (EAF) have the challenge of innovating and attracting new investments. The Sustainable Territories Programme is expected to promote a new model of development in Pará while stablishing a long term financing instrument (FAO), in what has been called Funds Ecosystems, which aims to support this change process in a continuous and structured way.

In contrast to the initiatives from 10 years earlier, PEAA, through FAO and the Sustainable Territories Programme, understands that success be achieved only by focusing on the ordinary actions in the public sector. In this sense, EAF was created as a private tool for environmental financing based on private cooperation to strengthen public policies and social initiatives related to environmental development in Pará. The milestone of this initiative is the state decree n°346/2019, which aims to support the 12 main fronts identified as istructuring and lacking investments that need to be consolidated. It is expected that EAF should still be able to receive its initial contributions in 2021, moving to its operational phase in 2022.

3.3 Sustainable Territories Programme and the route to a low-carbon economy

The Policy of Integrated Actions for Integrated Territories, or Sustainable Territories Programme, instituted by decree 344/2019, is a policy of Pará's Government supported by several private sector institutions, as well as the third sector and research institutes. This aimed to lay the foundations for a new, inclusive and low-emission socioeconomic development model. With PEAA as a vanguard, the Sustainable Territories Programme joined previously-established initiatives (Green Municipalities and Pará 2030) aiming to improve Pará's jurisdictional approach. Its initial target was the regions of the state with the highest greenhouse gas emissions (Map 01).

The Programme associates incentive policies with farms' environmental and productive compliance. Strong engagement with farmers coupled with support for transition between models, underpins these incentives. They include prioritization in land and environmental compliance processes; support on farm planning and management; the provision of free support tools to farmers, such as the Agrotag Platform (EMBRAPA); qualified technical support; and access to credits, including a line of credit developed by the state bank BanPará, for farmers who join the Programme in return for implementing their environmental commitments.

The Programme was designed to promote a socioeconomic boost in regions most affected by deforestation, offering an alternative to the inefficient models in the equation of wealth generation set against greenhouse gases emissions. Even though command and control actions are necessary and may produce immediate results in reducing deforestation, the Programme aims to incorporate long-term solutions into the local culture for a systemic transformation.

Bruno Cecim/Acervo Agência Pará

Meeting of representatives of the Sustainable Territories Programme and CAMPPAX – Alternate Mixed Cooperative of smallholders from Alto Xingu. São Félix do Xingu, PA

3.4. Convergences with initiatives from the private sector and lessons learnt from early jurisdictional approaches

Since 2013, a set of platforms and initiatives from the private sector has been aligned with zero deforestation commitments and zero liquid deforestation. Among such initiatives is the Tropical Forest Alliance (TFA). Created in 2012 with support from the Consumer Goods Forum (CGF) and USAID, and currently part of the World Economic Forum (WEF), it is composed of more than 170 partners, including 74 large corporations. Among these are Walmart, Olam, Mondelez, JBS, Marfrig, Cofco, Carrefour and Cargill, all of which aim to eliminate deforestation from their main supply chains by 2020. The Soft Commodities' Compact, created by the Banking Environment Initiative (BEI), is committed to contributing zero liquid deforestation for four commodities (soy, oil palm, beef and paper) by 2020. The Compact includes 12 of the world's biggest banks, including Santander and Rabobank.

There are also initiatives such as the Declaration of New York on forests (DNYF). This independent volunteer agreement is the first of its kind to commit to reducing deforestation by 50% by 2020 and 100% by 2030. There are also the ongoing commitments from the 2010 Bonn Challenge, to restore 150 million ha of trees by 2020 and at least 350 million ha by 2030. The DNYF comprises 57 signatory enterprises (including Walmart, Mondelez, McDonalds, Cargill and L'Oreal), national and subnational governments, and indigenous organizations. In all there is a total of 200 organizations (Brandão et al., 2021).

In Pará, at least 20 related corporations have some kind of zero-deforestation commitment. Regarding cattle ranching, Frigol, Minerva, JBS, JD Group and Couro do Norte are all committed to zero deforestation as well as the beef TAC. Other examples involving soy and cocoa supply chains include Cargill, Mondelez and Olam. Pará may contribute to 2% of the world's restoration goal, as settled in the DNYF, if the goals of PEEA are fully pursued until 2035. The major challenge now is alignment among private sector initiatives and government efforts. Existing problems must be overcome, such as setting a vision, concepts, goals, shared indicators, management processes and proper governance and transparency that has sufficient resilience to withstand political changes.

Besides the commitments to exclude trading products from illegally deforested areas (such as the Cattle Ranching TAC and the Green Grain Protocol), successful tests to implement sustainable farming models aiming to reconcile production, conservation and restoration of degraded areas (regularly seen as economically impractical by farmers) have been developed in Pará since at least 2010.

These multisector initiatives have involved the government, NGOs, enterprises, cooperatives and farmers' unions, and provide a promising set of

lessons learnt and possible guidelines for advancing the commitments of both the public sector, in the form of public policies (such as PEEA and the Sustainable Territories Programme) and initiatives such as TFA, the Soft Commodities Compact and DNYF.

Pará has plenty of successful examples of multisector cooperation. As well as activities in São Félix do Xingu such as Cocoa Forest and Sustainable

Sustainable Beef

Focused on beef cattle ranching, the first phases of this initiative were implemented between 2012 and 2016, in the municipality of São Félix do Xingu, PA, which has both the largest amount of cattle in Brazil and the highest greenhouse gases emissions (SEEG Municipalities).

The Initiative was led by NGO the Nature Conservancy, in partnership with rural unions, farmers, and state and municipal governments. The initiative also had support from the Moore Foundation, Marfrig and Walmart. It aimed to guarantee improvements in the production process, including both an increase in productivity per area and deforestation-free beef trading.

A total of 46,000 ha were directly engaged in the project, providing 500 heads of cattle and about 70 tons of beef per month to supermarkets, labelled under 'Rebanho Xingu'. With productivity gains of about 54%, approximately 1,500 hectares of degraded areas underwent natural regeneration.

The sharing of animal information – in the form of the Animal Transit Guide – also enabled initial compliance checks along the supply chain for the farms (and others) that sold cattle directly to slaughterhouses. It also provided important lessons for the designing of a proper model of territorial intelligence and platforms for animal traceability such as CONECTA and SELO VERDE. The latter was released by the Pará Government in April 2021.

Maringá farm, part of the "Sustainable beef" initiative and Good Farming Practices, including techniques to improve animal comfort, farm management, animal traceability and restoration of pasturelands and permanent protected areas (APP). São Félix do Xingu-PA

Beef, a comprehensive set of initiatives have provided the Sustainable Territories Programme with consistent data. This has been based on farmers' experiences and the local context, including adaptation of farming practices, jobs and income generation, as well as learning opportunities shared among different sectors.

A good example is the Alternate Mixed Cooperative of smallholders from Alto Xingu (CAMPPAX). Created in 2013, the cooperative composed of 200 families has a yearly production of about 1,000 tons of cocoa. The cooperative has been organizing itself in order to obtain certifications such as 'Fair Trade' and 'Organic' and makes up parts of projects like Value Forest, in partnership with the Institute of Forest and Agricultural Management and Certification (IMAFLORA). IMAFLORA's aims are to strengthen non-timber forest products supply chains, and the promotion of agroecology and forest conservation in three regions

Cocoa Forest

Cocoa Forest, another inspiring initiative from the transformation model to be promoted through the Sustainable Territories Program, started in 2012 in the region of PA-279 highway, and comprised of the municipalities of Sao Félix do Xingu, Tucumã and Ourilândia do Norte. During its first phase (2013-2017), it was supported by Cargill through the Sustainable Cocoa project and focused on cocoa farming in consonance with other valuable forest species, such as fruits, essential oils and seeds, and timber. In this model, cocoa is associated with at least 10 other native species from the Amazon. In terms of agriculture, degraded pasturelands are transformed into a cocoa-based agroforestry system.

By implementing these systems, which focuses on family-led agriculture, the project aims to convert degraded and pressured areas into agroforests and to encourage income generation in consonance with actions of protection and restoration for native forests of the Brazilian Amazon. The project has been expanding with the support of enterprises such as Mondelez and Olam, along with inter-institutional partners such as the Humanize Institute, Partnership for Forests (P4F), the German Technical Cooperation Enterprise - Deutsche Gesellschaft für Internationale Zusammenarbei (GIZ), and more recently, Extreme-E. The vision of the Cocoa Forest initiative is to make the cocoa-based agroforest supply chain the second largest rural business in Southeastern Pará (after beef cattle ranching), consolidating the municipalities of São Félix do Xingu, Tucumã and Ourilância do Norte as important hubs of cocoa farming based on forest restoration and the conservation of Amazon forests.

Degraded pastureland under restoration, centered around the cocoa agroforestry system in Pará

of Pará, including the municipality of São Félix do Xingu. Besides cocoa, CAMPPAX also farms other raw material such as Brazil nuts, jaborandi, pineapple and other fruits, creating a diverse set of solutions for clients and partners who seek quality and sustainability in their business. More recently, CAMPPAX has been visited by Sustainable Territories representatives, who left convinced that investment in cooperative enterprises are critical for the organization and expansion of the supply chain within the jurisdictional approach.

In the micro-region of Tomé-Açu, another example is Mixed Agricultural Cooperative of Tomé-Açú (CAMTA). Created in 1929 by Japanese immigrants, CAMTA verticalises the agroforestry production and works mainly with fruit pulp trading. In 2020 alone, the cooperative produced 3,243,162 tons of fruit pulp, beside cocoa and black pepper. In the same region, since 2018, the Earthworm Foundation (EF) has been working towards positive impact on a jurisdictional scale, having an integrated approach for local brands, commodities' producers, small farmers, the local public sector and rural communities. Through an initiative known as the Landscape Project and supported by Cargill and Nestlé among other brands, it aims to promote good agricultural practices, recomposing forests and diversifying production through nature-based solutions. By focusing on the palm oil supply chain, EF aims to promote a social and environmental monitoring of production and to encourage and increase low-carbon agriculture and build sustainable rural development plans for the municipalities in the project.

The lessons learnt by the public sector from other experiences developed up to 2018 was another relevant point for the conception of the Sustainable Territories Programme. From these it was observed that, even though other policies have promoted actions focused on farming process improvements as expected under the Sustainable Territories Programme, there was still a window for improvement, follows:

In order to face the challenges of its territorial extension, the state of Pará assumed a regionalised land management model in 2008, by splitting its territory into 12 Regions of Integration (Map 01). In

Table 02: Table of lessons learnt on planning the Sustainable Territories Programme (Source: SEMAS, 2020)

Obstacles in similar policies	Sustainable Territories
Absence of territorial focus, dispersing action throughout the territory and, thus, reducing impact.	Territories selected through prioritization of social and economic impact criteria.
Absence of coordination and alignment among public institutions of the state.	Integrated actions of public institutions of the state have concentrated and coordinated efforts.
Defective structure in directly related institutions.	Restructured institutions able to act on the priority territories.
Absence of international articulation of the global climate agenda in the face of private sector and consumer demand.	Articulation with international organizations to access compensation mechanisms and payments for prevented deforestation.

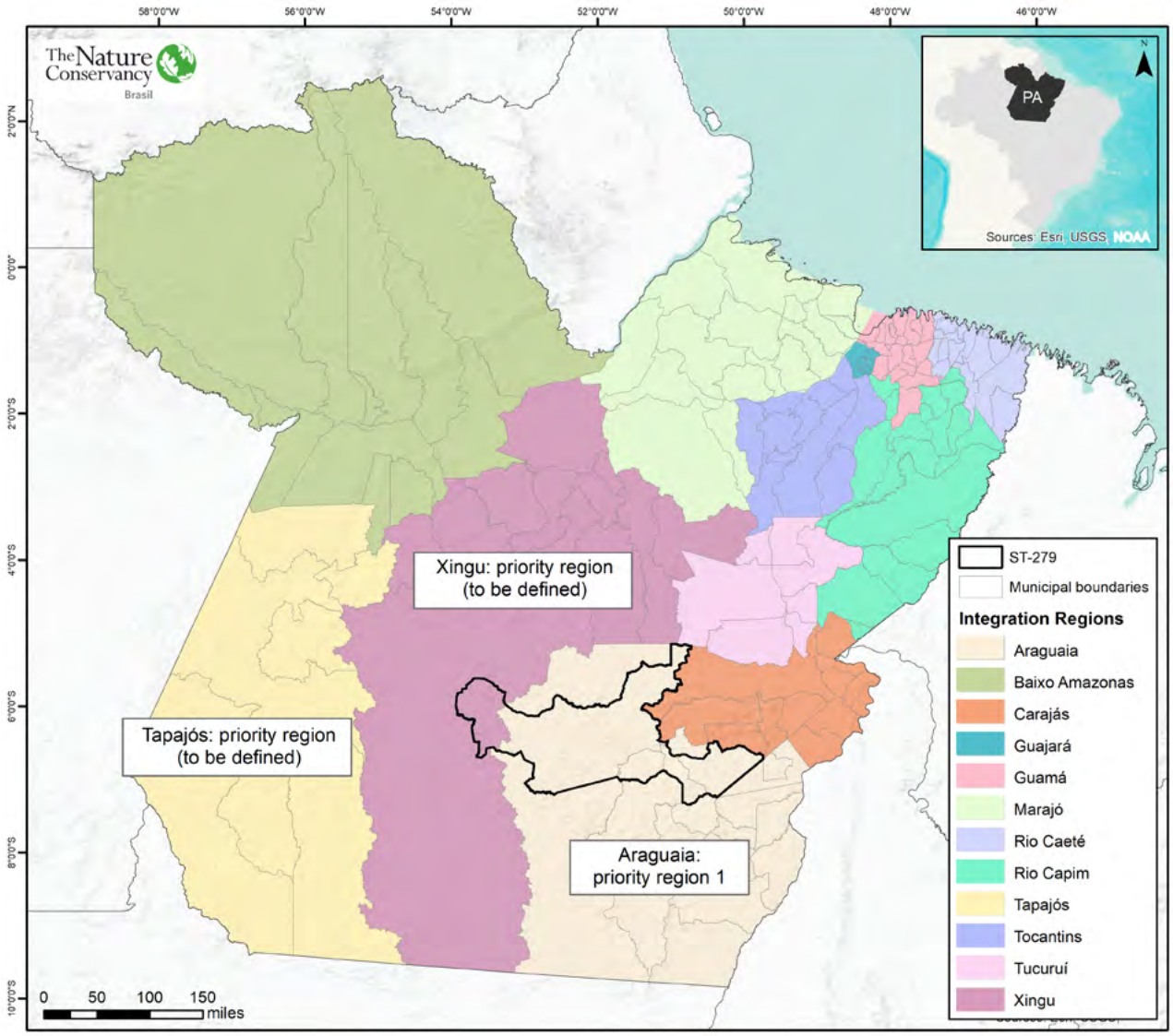
doing so, it took into account the similar nature of occupations and rates of socioeconomic development, the economic dynamics and the integrated relations among the municipalities.

By following the same regionalisation model, the Sustainable Territories Programme has identified priority areas for state policy integrated actions, and has initially selected three Integration Regions (Araguaia, Xingu and Tapajós) to be priorities for programme implementation. In total, these regions comprise about 70% of the deforestation, 48% of the land conflicts and 68% of the cases of slavery.

For these regions, 86% of the farms have more than 1,000 cattle heads in Pará. In Tapajós and Xingu, there are many farms of this category along highways Br-163 and Transamazônica, possibly due to transport logistics and the range of the neighbouring slaughterhouses. In Araguaia, farms with more than 1,000 cattle heads are spread all over the private lands of the municipalities. This Integration Region has the highest number of slaughterhouses and the largest beef cattle in Pará (Source: Workgroups CAR and GTA).

With the extension of the Regions of Integration, a second territory was added to the planning for the jurisdictional approach, making sub-regions composed of 'under pressure' or similar municipalities or territories. These have been labelled as 'Sustainable Territories'.

Seeking better governance for short-term, initial results, the Programme was also directed to regions in which past or ongoing experiences could afford



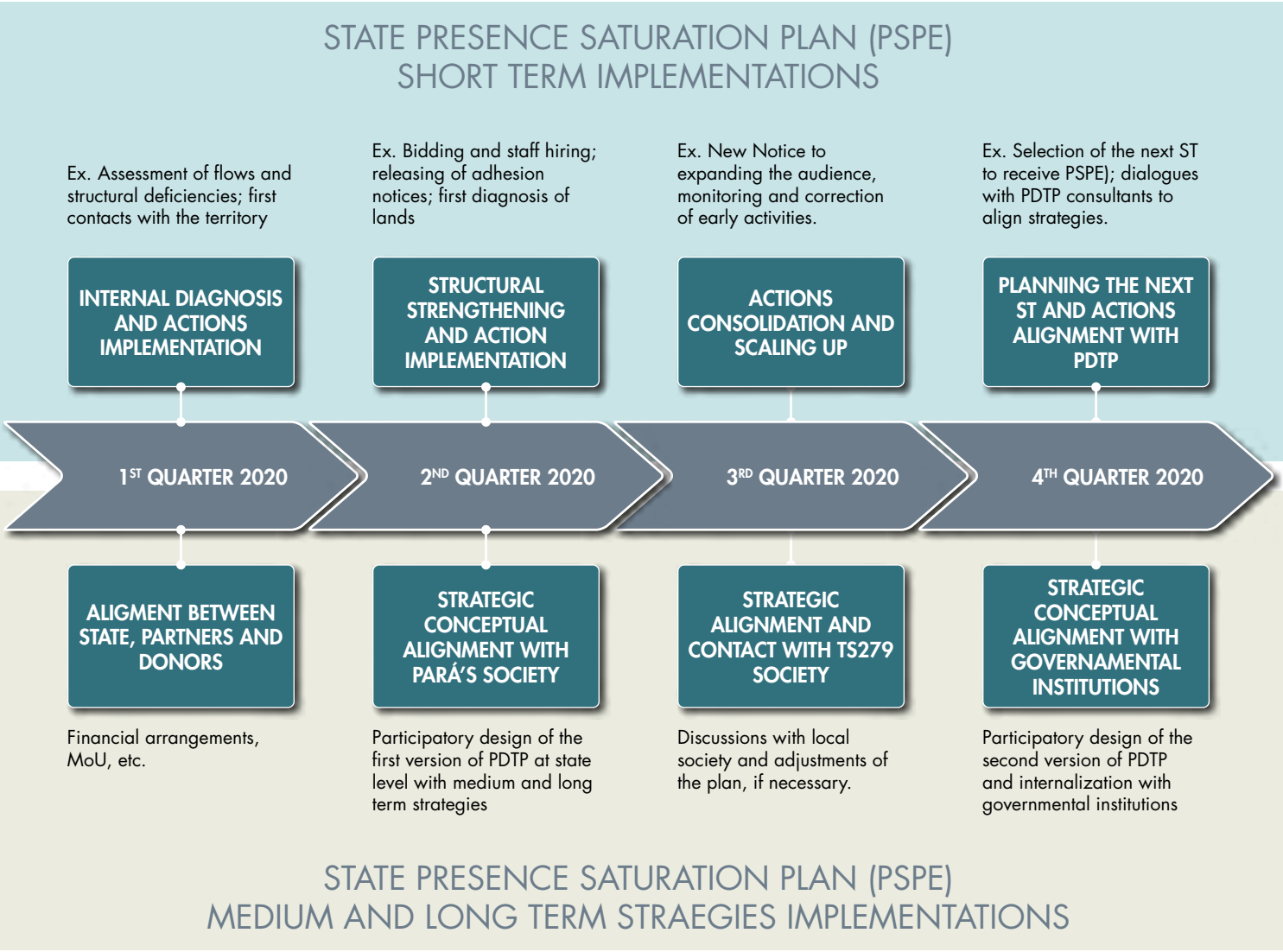
Integration Regions of Pará and TS PA279 (Source: TNC).

credibility to farmers and more autonomy for public sector-dependent results. These elements focused on regions with better governance – lands belonging to the state government, for instance – as well as cooperation with the private sector, such as the beef industry.

Such criteria caused PA-179 region (TS PA279, as represented on Map 01) to be chosen as the first one for programme implementation. It comprises the municipalities of São Félix do Xingu, Tucumã, Ourilândia do Norte and Água Azul do Norte, and with four out of the 38 slaughterhouses in Pará[5], more than 14,000 farms registered with CAR and 2,361 embargoed lands due to illegal deforestation detected by the official monitoring system.

As well as the reorganization into sub regions, the Sustainable Territories Programme was also created in two parallel phases, and relatively concurrent to each other. The first was the State Presence Saturation Plan (PSPE) which dealt with short-term implementation, and the second was the Participatory Territorial Development Plan (PDTP), which oversaw the strategy for medium and long-term results. These are shown below:

Picture 02: Steps towards implementing the Sustainable Territories Programme (SEMAS, Jan,2020).



5. Two belong to Frigol, one to JBS, one to Marfrig – the latter had its activities suspended due to the high number of embargoed suppliers and the non-signing of the Cattle Ranching TAC.

PSPE involves government actions focused on deforestation control. These are supported by the State Force for Deforestation Combat, through operation "Amazônia Viva", and are linked with a set of actions coordinated by the secretariats from the Sustainable Territories Programme. It aims to provide incentives to farmers willing to proceed with their environmental and productive compliance process through intensified and sustainable cattle ranching. Access to the Sustainable Territories Programme and its incentives is undertaken by the farmers' voluntary subscription, through a public call notice promulgated by the State Secretariat of Environment and Sustainability which selects the beneficiary municipalities and the number of beneficiaries for each phase.

The subscription may be undertaken online via digital forms provided by the SEMAS website which caters for all the necessary documentation required. The documentation analysis is undertaken by the secretariat team and, once any pending issues have been resolved, the applicant is enabled to access the programme benefits. Priority for the environmental and land compliance processes (with the latter applying only to state land); technical support and technical assistance (especially for smallholders); support for the processes of farm management, including farm planning and management tools such as the AgroTag Platform, traceability through the "Selo verde" Platform, and support for small business and access to credits.

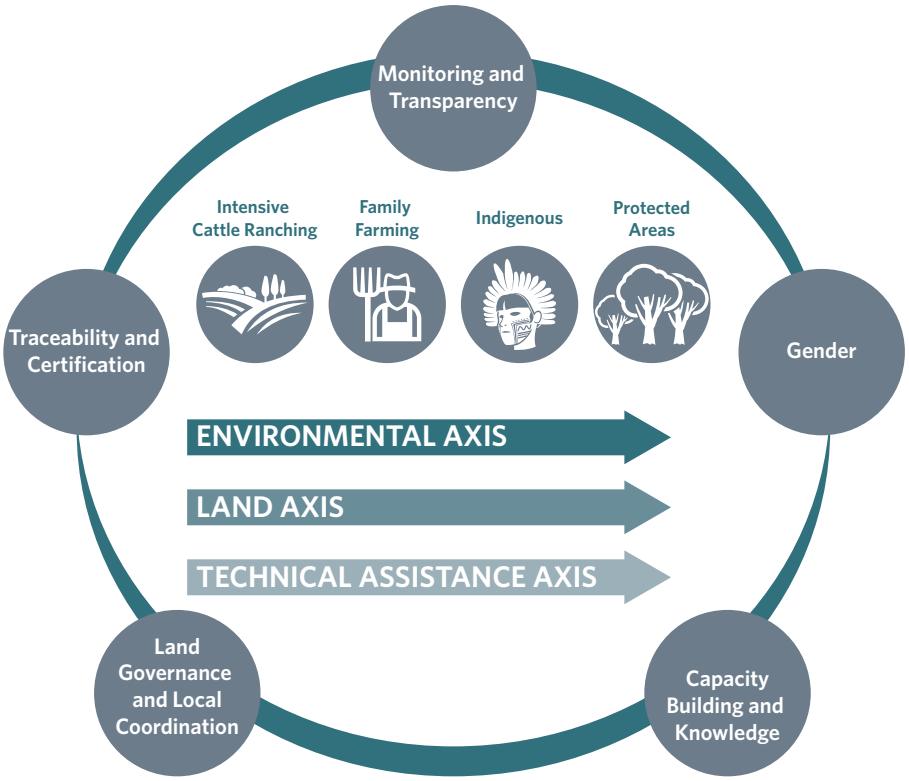
Aiming to consolidate long-lasting, effective results for a low-emission development in the Sustainable Territories, the Participatory Land Development Plan (PDTP) was created to establish a shared vision about each ST involving the key stakeholders related to the socioeconomic dynamics in these territories. Several differing land management units were taken into consideration: areas for cattle ranching; non-designated areas; Conservation Units and Indigenous Lands. PDTP was also conceived as an advisory instrument for casual payments in jurisdictional REDD+ programmes. These supported the consolidation of deforestation-free zones through multisector agreements focusing on results for each integrated Sustainable Territory, with clear socio-environmental guarantees and goals; tools for surveillance and monitoring; and transparency and governance.

The concept is based around organizing actions into sub-programmes, supported by structured elements – environmental, land, technical support and credit – and guided by alliances and a network which aims for its consolidation at the local level and the promotion of human rights.

Among some of the areas of focus are:

a) Transparency and monitoring;
b) Equity and gender equality;
c) Territorial governance;
d) Capacity building and knowledge;
e) Rural youth empowerment.

The Participatory Land Development Plan was also designed to have a set of sub-programmes, adaptable to each territory, which cover its socio-environmental and economic aspects: (a) intensive cattle ranching; (b) family agriculture; (c) indigenous communities; and (d) protected areas, as demonstrated in picture 3:



Picture 3: Components of the Participatory Land Management Plan, PDTP for Sustainable Territories.

3.5 Sustainable Territories Programme: Goals and progress

As set out in PSPE, the initial actions of the Sustainable Territories Programme have focused on articulating the state's public policies. This is achieved through the Sustainable Territories Working Group (GTTS) composed of government members of the programme and involving, as well as the governor's office: the Pará State Agricultural Defense Agency (AdePará); the Pará Technical Assistance and Rural Extension Company (Emater); the Lands Institute of Pará (TERPA); the State Attorney General (PGE), the State Secretariat of Science, Technology, and Professional Education (SECTET); the State Secretariat of Planning and Administration (SEPLAN); the Secretariat for Agricultural Development and Fisheries (SEDAP); the State Secretariat for Economic Development, Mining and Energy (SEDEME); and the State Secretariat of Environment and Sustainability (SEMAS). Together, the government members of the GTTS secretariats designed strategies and goals for integrating actions into the public sector, as presented in the Socioeconomic Development with Low GHG Emissions: Sustainable Territories, decree n° 491/2020.

The following institutions from science, rural production incentives, the private sector and civil society have been also invited to join GTTS:

Up to April 2020, about 830 farmers, holding a

Table 3: Member and Guest Institutions invited to GTTS

Secretariats and other government institutions	1. Governor's office 2. The Lands Institute of Pará 3. State Secretariat of Environment and Sustainability 4. Pará State Agricultural Defense Agency 5. Institute for Forestry Development and Biodiversity of the State of Pará 6. State Secretariat for Economic Development, Mining and Energy 7. Secretariat for Agricultural Development and Fisheries 8. Pará Technical Assistance and Rural Extension Company 9. State Secretariat of Science, Technology, and Professional Education 10. State Secretariat of Planning and Administration 11. State Attorney General
Research institutions	1. Brazilian Agricultural Research Corporation 2. Federal University of Pará 3. University Center of Pará
NGOs	1. World Cocoa Foundation 2. The Nature Conservancy 3. Amazon Environmental Research Institute 4. Sustainable Connections Institute 5. Institute of Forest and Agricultural Management and Certification
Private Sector	1. Pará Agriculture and Cattle Ranching Federation
International donors	1. Trade Facilitation Agreement 2. Partnerships for Forest 3. Climate and Land Use Alliance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total area of 204,000 hectares and 21,000 of forest liabilities in Legal Reserve areas (RL) and Permanent Protection Areas (APP), had shown interest in joining the Programme. Of these, 139 farmers have been approved for the qualification phase and are benefiting from actions provided by the government, such as technical assistance, farm planning and management, and land and environmental compliance[6]. More recently, a line of credit especially designed for the farmers of the programme, has been implemented by Pará State Bank (BANPARÁ) in partnership with the Programme.

The announcement of the Covid-19 pandemic by the World Health Organization (WHO) in March 2020 has compromised the ideal social engagement dynamics for the implementation of the first phase of the Sustainable Territories Programme. This has especially jeopardised the elaboration of the Participatory Land Development Plan (PDTP). Thus, steps such as the establishment of a shared vision for the Programme and the expected impact on the territories, as well as a more systematic involvement of stakeholders, including indigenous leaders, financial agents, local enterprises and governments, all remained on hold during 2020.

Between March 2020 and March 2021, only the actions from the State Presence Saturation Plan (PSPE) managed to progress. Even though the operational matrix of Sustainable Territories (attachment 01) brings goals (19) and actions (25) for the hubs of PDTP, the programme lacked a shared vision through which a broader multisector governance could articulate and take action. This is a major obstacle for the catalysing processes to be able to boost Sustainable Territories by the first quarter of 2021.

Even though exclusive actions of the public sector, such as CAR analyses, have accelerated (as shown in graph 02) some challenges have been identified in the first nine months of programme execution. These include: i) difficulties reaching and engaging medium- and large-scale farmers; ii) low response of farmers during the qualification phase (non-replying to requests for additional information), especially when the area suffered from deforestation after 2008 and farmers were subject to fines, and civil and penal sanctions; iii) farms dispersed throughout the territory in a 'haphazard' way; iv) low engagement of the programme – in its actual design – with other important social groups, such as indigenous peoples and traditional communities ; v) poor connections with other initiatives able to offer support for the points above; vi) low visibility and transparency of the programme results.

From the results of this first phase, along with the need to promote replicability and scale to the policies, and with the acknowledgment that the enterprises and the third sector have several initiatives aligned to the goals and guidelines of low-carbon economic development, the Sustainable Territories Platform (ST Platform) now exists as a new phase for the jurisdictional approach implementation in Pará.

6. Source: SEMAS

4. SUSTAINABLE TERRITORIES:
Building a public-private shared vision for low-emission development


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The ST Platform is an innovation that aims to activate a multisector network designed to connect support, accelerate and make visible initiatives with impact. These initiatives are focused on the socioeconomic development of low-carbon supply chains in Pará, through innovation, technical assistance, rural production incentives or promoting the verticalization of rural production and the aggregation of value. Such initiatives may be undertaken by foundations, associations, enterprises, NGPs, institutes or any equivalent stakeholder, public or private.

The ST Platform is a potent multisector network based on sound management and governance processes. It has been developed and supported by the Tropical Forest Alliance, the Humanize Institute and the Nature Conservancy. It began in May 2021, and was also assisted by an online digital tool designed to support 10 out of the 19 goals of the Sustainable Territories Program. These are clustered into three macro-goals, strategically placed for the development model transformation that the state of Pará is aiming for: **1. To promote land and environmental ordering; 2. To strengthen the supply chains and access to markets; 3. To increase inclusive social development.**

The platform shall prospect for, assess and enable impactful initiatives, all aligned to the goals for low-carbon economic development established by the Sustainable Territories Program, as well as contributing to the goals of the PEAA. Furthermore, the initiatives shall also contribute to fulfilling the 17 UN Sustainable Development Goals (SDGs) and the seven socio-environmental safeguards of Cancun, established during the 16th Conference of the Parties of the United Nations Framework Convention on Climate Change. These are their four main regulatory milestones.

In this context, the quality and coverage of the partnerships are critical for the success of the ST Platform, notwithstanding the clear benefits to the various stakeholders involved. An initial analysis, which takes into account the existing benefits offered by the public sector to attract initiatives to join the Platform, comprises of the following benefits in the first cycle:

Along with the benefits offered to farms by the initiative, the Platform, as a governance tool, aims to be an inter-sector governance centre and a relational hub for a low-carbon development in Pará. It also aims to promote synergies among the leaders of the initiatives connected to the ST Platform, public managers and others responsible for key state and municipal policies in Pará, as well as regional leaders, in order to boost the impact of such initiatives.

In order to fulfill its objectives, the Sustainable Territories Platform is structured around two components: technological (the Online Platform), and governance and management (the Multisector Platform). These aim to promote:

- A boost for initiatives through benefits and incentives; monitoring based on indicators; support with stakeholder liaison and greater visibility;
- Articulation: assessment of new initiatives to enter the Platform; articulation and reception of new initiatives.
- Observatory (transparency system): Pará's indicators, views and status of the goals of the Sustainable Territories Program and initiatives.

Table 4: Benefits expected from the Sustainable Territories Platform:

Farmer	Partners	Government
• Priority for Environmental Compliance: CAR analysis and issuance of water use grant waiver • Faster granting of rural credits • Technical assistance and farms' management capacity building • Entrepreneurism support for young women • Access to markets • Access to specific lines of credit for farmers within the initiative	• Possibility of offering more benefits for associated farmers • Possibility of following ST results • Supply chain with less social an environmental associated risks • Transparency and security in relation to the initiative's associates • Access to farm monitoring tools (AgrotagTS)	• Larger coverage for the Sustainable Territories Program • Increase in productivity for pasturelands • Prevention of new areas for conversion and expansion of agricultural areas • Support on granting benefits and in compliance processes

"The Sustainable Territories Platform is a space for connection and integration among the public, the private and the third sector, to provide scale and effectiveness to the low-carbon socioeconomic initiatives in Pará."

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4.1 Strategy to activate the Sustainable Territories Platform

The strategy to activate the ST Platform can be summarised into three broader steps to be implemented by the co-creating partners for 14 weeks from May 2021 onwards.

Table 5: Steps to activate the Sustainable Territories Platform.

STEP 1 (8 weeks)	**STEP 2 (2 weeks)**	**STEP 3 (4 weeks)**
Diagnosis	Solution designing	Assisted operation and support
1.1. Assessment of the platform and stakeholders, including objectives, goals, indicators and values to offer.	2.1. Designing of governance models, its procedures, structures and responsibilities.	3.1. Data update, feedback and improvements.
1.2. Definition and agreement of criteria to integrate initiatives to the platform.	2.2. Platform development, in a connected and transparent system.	3.2. Budgets estimations and search for funding sources.
1.3. Inventory of potential initiatives to enter the platform.	2.3. Implementing contributions from the training platform users.	3.3. Consolidation of the summarised financial sustainability plan.
1.4. Inventory of public institutions according to their involvement with ST Program.	2.4. Governance model validation and designing of handbook.	3.4. Transference of intellectual property rights, logins and passwords.
1.5. Preselection of initiatives to enter the platform	2.5. Uploading diagnosis information, signing of terms of cooperation and governance design in the digital platform.	3.5. Training of stakeholders for a continuous operation and updates of the digital platform.

The following topics show the main results of Step 1, concluded in the first week of July 2021. These include the platform integration criteria for the preselected initiatives.

4.2 Objectives and levers for partner integration

As mentioned before, the ST Platform is oriented by three macro goals covering the 10 objectives of the Sustainable Territories Program, identified as priority during initial discussions:

1. To promote land and environmental ordering;
2. To strengthen supply chains and access to markets;
3. To increase inclusive social development.

These macro-goals are directly related to the main challenges for progressing a low-carbon economy in Pará.

Associated with these objectives, nine 'levers' were also selected (see table 6 below). The partners' initiatives will also cover these levers and are likely to have positive outcomes for the platform's objectives. The regulatory context is as follows: The Sustainable Territories Program (Decree 344/2019); State Plan Amazon Now; (Decree 941/2020); ODS and Safeguards of Cancun.

Table 6: Levers for initiatives' integration to the ST Platform

1. Environmental compliance actions	2. Land compliance actions	3. Rural credits' access
4. Sustainable management actions	5. Handmade production and family agroindustry	6. Access to markets
7. Land management	8. Strengthening of traditional communities' territories	9. Local capacity building

In order to adequately measure and share the impact of each lever along the development of the initiatives, a set of indicators has been established, thus completing the Concept Map of the platform, as shown in table 7.

4.3 Map of initiatives to join the Sustainable Territories Platform

Nine ongoing initiatives from Pará have been selected to enter the Platform at Step 2 (Solution Designing). At this point, the management and governance processes of communication with the main stakeholders shall be defined, and specific information will be loaded onto the digital platform. This will support the connection among such initiatives and with the Sustainable Territories Program itself.

The integration model of the initiatives is not yet defined and shall be established through dialogues with the stakeholders. It may take form through cooperation agreements; memorandums of understanding; terms of acceptance, among others, depending on the level of commitment required by the partners involved in the platform.

The Sustainable Territories Program now requires the signing of a term of acceptance from farmers willing to benefit from the Program's incentives. As well as the commitments from the initiatives' leaders and government representatives, to achieve the best solutions and for the alignment of actions and optimization of outcomes, it is also important that direct dialogue with the beneficiary parties takes place.

One point to be highlighted from the pre-mapping of initiatives is the absence of the land compliance lever. This is critical for sustaining the initiatives, especially for farmers and smallholders, because of the grantees needing to access credits. The land ownership issue is far from resolved in Pará and the wider Amazon, and may be considered a critical issue in terms of limiting how the necessary credits can be accessed to invest in the changes required for a low-emission model, and may even present a challenge for new funding models.

Despite the Pará government's investment in boosting land compliance processes through the Regulariza Pará Program, there are other challenges yet to be overcome in both the public and private sectors for progress to be made. This includes the non-stop fight against the illegal occupation of public lands, as well as the illegal markets and trading in raw materials from such areas. There is also an absence of public data to guide public or private institutional policies in a safe and transparent way, which would allow for more informed decision-making. Furthermore, the often poor quality work by the technical experts hired by stakeholders, among others, represents a good opportunity for innovation and for advancement in collaboration between partners from the different initiatives.

Table 7: Concept map of the Sustainable Territories Platform

CONCEPT MAP

ST Platform

Macro goals	Levers	Indicators	
To promote Environmental and land compliance	Environmental compliance actions (1)	Farms with validated CAR (%) (1)	Farms owning Technical assistance (n°) (7)
		Farms with water use grant (%) (1)	Farms owning Individual Development Plan (n°) (7)
		Farms with Environmental Licensing (%) (1)	Increase on the average revenue (%) (7)
To strengthen supply chains and access to markets	Land compliance actions (2)	Farms having joined PRA (%) (1)	Increase on the average productivity (%) (7)
		Areas under restoration (ha) (1)	Initiatives in traditional lands (n°) (8)
	Access to rural credits (3)	Farms with land title (%) (2)	Traditional lands owning initiatives (n°) (8)
		Products in RB (%) (2)	Initiatives in local communities (n°) (8)
	Sustainable management actions (4)	Credit projects (n°) (3)	Local communities owning initiatives (n°) (8)
		Capacity built in managing and financial education (n°) (3)	Range of initiatives in local communities (ha) (8)
	Handmade production and family agroindustry (5)	Credit operations (n°) (3)	Range of initiatives in Traditional Lands (ha) (8)
		Areas with Agroforestry Systems (ha) (4)	Indigenous Lands owning ethno-mapping (n°) (8)
	Access to markets (6)	Farms with MFSM project (n°) (4)	Indigenous Lands owning ethno-zoning (n°) (8)
	Farm management (7)	Rotational grazing systems (ha) (4)	People trained (n°) (9)
		Farms with management plans for Multiple use (n°) (4)	Capacity building projects (n°) (9)
To increase inclusive social development	Strengthening of traditional communities' territories (8)	Certified vegetal handmade agroindustry (n°) (5)	Women trained (n°) (9)
		Certified animal handmade agroindustry (n°) (5)	Young people trained (n°) (9)
	Local capacity building (9)	Farms owning forest or agricultural certification (n°) (6)	
		Farms owning some traceability system (n°) (6)	

4.4 NEXT STEPS

Management and governance: The governance arrangements, to be designed and formalised in Step 2 of the ST Platform activation process, is undoubtedly a critical point for the success and accomplishment of the objectives, and is often highlighted as a critical point for the jurisdictional approach in general. During their design phase, it is expected that the governance procedures of the Platform will involve the government, enterprises and institutes, and key local stakeholders. They will aim not only to periodically report the ongoing associate initiatives and impactful public policies, but also the discussion around synergy and opportunities for improvements.

At the start, the committees shall be divided according to their goals or lever group. Local committees shall also be created to promote engagement with local stakeholders, ensuring multi-level contributions and dialogues. The governance must be robust enough to resist any pressure created by transitions in management, and should be sufficiently effective to adapt to contextual demands, without losing sight of the ultimate goals.

The Platform management also needs to be adapted. Whereas monitoring, assessment and strategic guidance are attributions of governance, managers in the various frontlines will have to plan, execute, control and take action, ensuring accurate accountability for the transparency and cooperation expected. The Platform management regime must be established in a way that can be fully trusted by the many sectors involved.

Integration of pre-mapped initiatives: The digital platform will be concluded in August 2021, with the understanding about the functionalities and services offered by the web tool fully optimised. It will also take into account the demands in improvements for achieving results expected by the multisector arrangement. By concluding the first phase and progressing to the proposal for the management and governance structure, the ST Platform shall then be presented, debated and tested in both its governance and technical aspects.

The first round of validation will be critical to effectively aligning a shared vision and the perception of benefits by all parties will be essential in this regard. In this phase, other potential initiatives might also be identified to be added to existing arrangements, as well as the identification of critical and poorly covered lands. Strategies will be established for making transformational progress in such areas.

Financial Sustainability: The elaboration of a Financial Sustainability Plan for the Platform's continuity shall be undertaken in Step 3 of the project implementation process. It shall be strongly influenced by the management and governance model agreed among the initiative members. For now, a study for the creation of funding strategies for State Plan Amazon Now is in progress, and may provide important contributions for the Platform's financial sustainability opportunities.

The capacity for providing services and opportunities not only for the Platform's existing membership, but also for other interested parties in monitoring the progress of environmental, social and governance-related commitments, will contribute to the initiative's future funding opportunities.

The success of the Platform shall be also measured by its capacity to attract new investment, boosting impact that would not currently be possible with isolated investments. However, it is necessary to point out that there are no immediate solutions to these complex problems and that the jurisdictional approach requires perseverance to achieve results. This in itself also means that it is necessary to establish long-term funding strategies.

Building trust for the journey together: Governments and companies have their own distinct legal processes. Although the establishment of a shared vision is essential for all parties to move in the same direction, it is not sufficient incentive for an alliance or coalition to establish itself immediately, as intended by the Sustainable Territories Platform. It is necessary to first establish trust, which is often complex and takes time, especially given that the varying and different processes for each sector and segment need to be taken into consideration. These include issues of communication and alignment among stakeholders, government, enterprises, NGOs, and community-based associations, especially indigenous and Quilombo communities.

This process requires resilience both for bilateral and collective negotiations involving all members, regardless of the organization from which they are drawn. Furthermore, experiences of the jurisdictional approach elsewhere also emphasise the importance of identifying a neutral coordinator. This is an essential step to build up trust among members of the platform and external stakeholders. Such neutrality is unlikely to be provided singly by a public or private sector representative. Some studies suggest that an independent organization able to communicate with all stakeholders, including organized civil society, the government and the third sector, may be effective as a neutral interlocutor and help to boost the initiative from a new perspective. This will better help achieve a common understanding among members and external stakeholders, and more likely lead to additional new members.

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