

15  
years

# transformational networks



As managing director of the institute since June, I have become more intensely involved in the art of weaving our many histories, relationships and activities. I continue from a point at which much has already been woven, developed, planned and undertaken.

I view our past with generosity, I welcome our present, and am optimistic about the future, certain that all the patterns woven hitherto have been robust.

There are 15 years of history organized in this special book, reflecting the course we have followed and our identity, enabling us to take a deep breath and to envisage our next steps.

Consolidating this cycle enables us to discern new visions, new beginnings and a future open to the world as it is today.

With kind regards,  
**Renata Piazzon**  
Managing director of the  
Instituto Arapyaú

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# arapyáú

## presentation

This is a history that is not self-contained. Recounting the 15-year trajectory of the Instituto Arapyáú encompasses the histories of many other organizations born from coherent and cohesive networking. Understanding that nothing can be done in isolation, Arapyáú defined strengthening other actors capable of generating transformations in society as its main thrust. Propagating good through diverse powerful networks is an innovative way of practicing philanthropy and multiplying results.



With this singular approach, Arapyau is behind relevant achievements in the field of sustainability, including the articulation of networks such as Rede de Ação Política pela Sustentabilidade (Raps), Coalizão Brasil Clima, Florestas e Agricultura, MapBiomass, Agência de Desenvolvimento Regional Sul da Bahia (ADR) and Uma Concertação pela Amazônia, in addition to other incipient initiatives.

Incubated in Arapyau, the networks are at different stages of maturity, some operating autonomously, others set to take flight, but all of them involving the active participation of the institute in their governance. Support goes beyond mere funding: Arapyau gives the networks legitimacy and promotes connections with civil society organizations, academia, governments, political actors and the private sector, aimed at promoting systemic transformations.

To drive concrete changes, Arapyau pursues a balance between broader activities and a local agenda. This is based on the understanding that the “macro” without the “micro” does not take root and tends to be decoupled from reality; while the micro without the macro may generate good initiatives but which, lacking scale, are not capable of achieving the desired transformations.

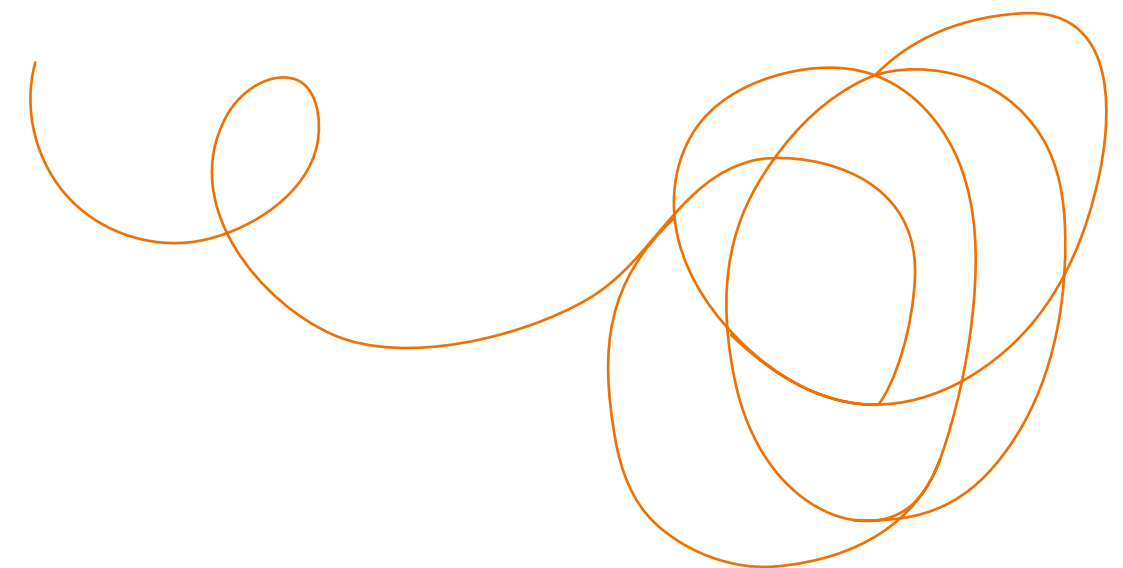
Given this, Arapyau also works on two other important fronts. One is territorial development, aimed at driving sustainable development based on territory. In the south of Bahia, there are significant results in the field of education and the cacao production chain, while projects in the Amazon promote digital connectivity and science and technology. The other front is the bioeconomy, focused on the cacao chain and inclusive, productive conservation and forestry reclamation.

To ensure the success of these strategic fronts, Arapyau has cross-cutting areas, such as knowledge, leaders, communication, incubation, international cooperation and the mobilization of resources.

This book presents the pattern of each of these networks woven by Arapyau, showing the learnings and challenges encountered in the process. The knowledge acquired in building the networks constitutes a unique legacy from these 15 years, which the institute is pleased to share with society so that more organizations may act systemically. In this world marked by complex problems, the solution will never come from one single point, but rather from the inter-relationship of many *ties*.

Thanks to people's connection and, principally, their dreams of transformation, the history that began in the south of Bahia has radiated throughout Brazil and the world beyond. Believing in the power of collaboration, innovation, interdependence and the pursuit of concrete results, Arapyau has consolidated its identity through the articulation of networks and is contemplating the new cycle beginning now, weaving the many histories yet to come.

Arapyau gives the networks legitimacy and promotes connections with civil society organizations, academia, governments, political actors and the private sector aimed at promoting systemic transformations.





# back cloth

## why networking makes so much sense nowadays

In today's world, events are related interdependently and chaotically, being simultaneously the cause and consequence of each other. Beset by the rapid pace of digital connections, information and misinformation, more than ever society lives in an environment marked by volatility, uncertainty, complexity and ambiguity, otherwise known as VUCA. As if this were not enough, we have to deal with limited rationality, in which the human cognitive process is restricted by incomplete information and is consequently unable to take perfect decisions.



All these elements make it even more difficult to deal with so-called wicked problems. Known as insoluble problems, with no delimited contours, they cannot be fully defined, which makes them difficult to formulate, measure and, evidently, solve.

The areas with which Arapyáú works, sustainability and climate change, are emblematic examples of wicked problems. They are challenges of global magnitude that require the efforts of diverse actors in different places, demanding joint, coordinated action in pursuit of common goals.

Arapyáú works based on a common agenda with diverse networked organizations around which objectives are defined, as well as the strategies to achieve them and the metrics to verify results.

The institute invests in the format of uniting different actors with shared purposes in non-hierarchical spaces, striving to address the complexities through the articulation of networks.

At least one thing is certain: in this multifaceted reality, dealing with phenomena in an isolated, linear manner will not produce the solutions desired for social and environmental problems. The correct path is an integrated approach, in which the first step to be taken is to embrace complexity. The second is to pursue collective, systemic actions by means of collaboration.

The integrated approach chosen by Arapyáú runs counter to a widely used practice, in which a set of strategies and tools is idealized internally and incorporated by a single organization, in the expectation that other actors will adopt the same method and replicate it, in order to boost its impact.

Instead, Arapyáú works based on a common agenda with diverse networked organizations around which objectives are defined, as well as the strategies to achieve them and the metrics to verify results. The institute invests in the format of uniting different actors with shared purposes in non-hierarchical spaces, striving to address the complexities through the articulation of networks.

Although more effective, the approach based on collaboration requires greater effort. It de-

mands the capacity to listen, to dialogue and to pursue the convergence of different or even opposite visions. It is much harder work. But it is the only approach capable of promoting changes on a large scale and causing collective impact in a democratic society, to the extent that it reduces uncertainties and leverages capabilities.

Networking requires organizations to develop a science, with method, process and new formats of governance. The expectation is that these collaborative relationships will contribute to conflict resolution in a balanced way, combining centralized and decentralized governance, based on the community itself and on local knowledge. This permits the establishment of multiple semi-autonomous decision making centers, expanding the organizational ecosystems of diverse sectors in a space with the potential for the discussion and resolution of problems, and significantly increasing the arenas of social participation.

This theme is at the frontier of knowledge: there is relatively little theoretical content and few empirical reports. This is why the experience Arapyáú has acquired over 15 years and now sets forth in this book is valuable.





# thread of thought

where it all began

And what if there were a place so prodigal in nature, where people could live in harmony with the environment and develop their production capabilities and achieve well-being and prosperity? This vision is in the genesis of Arapyáú. Its initial history is blended with a dream that was spun in a very special place in Brazil, in the south of the state of Bahia. There, the Atlantic rainforest reveals its full exuberance, in forests, waterfalls, mountain ranges and beaches, and is home to one of the greatest biodiversities in the country.



Upon acquiring a property in the region, the founder of Arapyáú, Guilherme Leal, noted that this immense natural wealth contrasted with the low economic and social development in the town of Serra Grande, in the municipality of Uruçuca. And thus a desire to do something for the territory was born. In 2008, this desire took the form of an institute, baptized Arapyáú – a name borrowed from the Guarani language, that means the “cosmic act of re-establishing and renewing the world”.

Arapyáú initiated its activities with a more traditional type of philanthropy, developing an understanding of the territory and providing support for local organizations and projects. Over time, its scope was extended beyond the town of Serra Grande. The region at this time was

submerged in a polemic about the construction of a port in the municipality of Ilhéus, Porto Sul. This infrastructure project had polarized opinions. On the one hand, a large part of the local population was anxious for opportunities of economic growth. On the other, environmentalist movements were concerned about preserving the sensitive local ecosystem.

In this context, in conjunction with the local communities and leaders, Arapyáú pursued solutions within a sustainable development model. The main question was not to be in favor or against the construction of the port. Rather, the debate was about which ways could generate employment, income and social well-being, without jeopardizing the environment.



This was when Arapyáú initiated studies to map development alternatives that could reconcile the environment, economic productivity and benefits for the population.

Three value chains were deemed viable for generating socio-economic benefits for the region while guaranteeing environmental conservation: timber, tourism and cacao, the latter characterized by agro-forestry cultivation in what is known as the *cabruca* system.

In this system, the cacao trees are cultivated in the midst of the forest and form an ecological corridor, connecting preserved fragments of the Atlantic Rainforest, which contributes to stocking around 60% of the region's carbon. This represents a perfect symbiosis between production and conservation.

As a result, Arapyáú identified the cacao chain as a driver capable of generating economic impact, environmental conservation and social inclusion, positioning Brazil as a pioneer in an inclusive production model that promoted conservation. Cacao resulted in the addition of a number of actors to the Arapyáú ecosystem, including Agrícola

Conduru and the CIC (Centro de Inovação do Cacao or Cacao Innovation Center).

Conduru, founded in 2011 in Ilhéus, produces premium cacao, of controlled origin and aligned with international fair trade guidelines. This agroforestry production that protects the soil, water, air and genetic resources is based on research and innovations developed in the CIC, an initiative of the Parque Científico e Tecnológico do Sul da Bahia (South of Bahia Scientific and Technological Park), created in 2017 and incubated by Arapyáú. This is a research and innovation center dedicated to differentiating Brazilian cacao through analysis of the cacao beans, the provision of training for producers of various sizes and for the processing industry, to improve quality, as well as influencing public policies and premium markets.

The CIC attests the quality of the cacao beans to be processed, for example, in the factories of Dengo, a chocolate producer founded in 2017 that has become yet another successful actor in this ecosystem. Dengo plays a key role by remunerating small producers fairly for good quality cacao and for fulfilling a series of sustainability requirements. By paying premium prices, which can be up to three times higher than the market, Den-

go impacts the region positively by encouraging more producers to adopt sustainable production.

The cacao chain also involves Povos da Mata, a network of producers that provides technical assistance in agroecology through a participative certification model, and Tabôa, a community reinforcement organization that provides credit for local cacao producers. In a partnership with Tabôa, Arapyáú designed the first sustainable Agribusiness Receivables Certificate (CRA in the Portuguese acronym), launched in December 2020, to provide cacao producers with credit and technical assistance. Developed jointly with the securitizer Gaia, the Instituto humanize and the Rede Povos, the operation elevated the producers' productivity and income.

The first sustainable CRA raised BRL 1 million in private capital for the concession of credit. This was complemented by philanthropic capital to provide technical assistance for smallholders. The result was that in one year there was an increase of 40% in the producers' income, 44% among women, and almost 60% among high quality cacao producers.

In 2022, this project provided the experience necessary for the selection of a higher scale and

financial volume operation by the development bank BNDES in first place in a blended finance tender. In this type of operation, philanthropic capital absorbs part of the risk and leverages funding from investors seeking financial return. This is a significant innovation, given that traditional capital would normally be adverse to investing in small cacao producers.

This is one of the successful cases in territorial development in the south of Bahia, where Arapyáú fostered action on three main fronts: improved productivity, added value for the product and development of the value chain. This effort has been successful. Brazil has resumed its place in the international ranking of producers of quality cacao, coming seventh among the largest producers and third among the producers of special cacao. There are signs of a turnaround in productivity and the average quality of the cacao produced in the region. This has been accompanied by increased investment in the sustainability agenda by private sector actors in the local value chain. None of this was achieved in isolation: the cacao ecosystem in the region is made up of 22 organizations that partner with Arapyáú.

Understanding that territorial development goes beyond economic considerations, the institute

also invested in the incubation of the regional development agency ADR (Agência de Desenvolvimento Regional Sul da Bahia), active in multiple sectors with an integrated regional scope (further information on page 30). Considered central to the sustainable development of the territory, education was prioritized for action by the agency.

But before connecting education with the ADR, it is necessary to tell another part of the story: in this area Arapyáú had already been following a different path from that of traditional philanthropy, which, for example, sets up its own program and offers the students education directly. Again, the institute gave preference to a networked approach and started working with the local governments, pursuing greater impact through measures oriented to teachers, coordinators and managers working in the municipal network. In four years, the municipality of Uruçuca had risen from 405<sup>th</sup> to 171<sup>st</sup> position in the Ideb basic education development index, while Una rose from 262<sup>nd</sup> to 116<sup>th</sup> place.

In 2022, with the education measures well underway and the beginning of the emancipation of the ADR in place, the institute brought the agency in to take over the initiative, in conjunction with a new partner, Mondelez, to support



Considered central to the sustainable development of the territory, education was prioritized for action by the agency.

the expansion of the project to other municipalities. In 2023, in partnership with the ADR, Arapyáú mobilized new actors, such as the Instituto Natura, Itaú Social and the Fundação Lemann, and started undertaking actions at state level.

All of this territorial developmental activity is still underway and does not end in Bahia: it has reached the Amazon, an extremely challenging territory which, in its turn, provides inputs for activities in Bahia, where the thread was first taken up.



# point by point

the webs that  
Arapyaú weaves

In the course of its 15 years, Arapyaú has invested in development projects capable of promoting transformation at scale, creating transformational networks. The history of each incubation shows how the choices have been effective, promoting innovations and generating positive systemic impacts in society.



# Without political action, there is no sustainability

In recent years, Brazil has experienced the enormous risks that beset the sustainability agenda when authoritarian regimes come into office. The need to cultivate and protect democracy to achieve results in the inclusive, low carbon environmental sphere has never been so clear.

But this perception is not so recent. Over a decade ago, a group of social, political and business leaders - including Guilherme Leal – recognized that the solution for a major part of the challenges faced by Brazil lay in political action. It was 2010. This group understood that a fairer Brazil, with more opportunities, better quality of life for all and which respected its natural resources would only be possible with political leaders capable of assuming concrete commitments to participative, transparent and innovative political action, grounded in ethics and integrity and, principally, committed to sustainable development.



For this group, these causes should not be the preserve of one party or another, but rather diffused throughout the political class, regardless of ideological and party orientation. And they should have the participation and engagement of civil society. In two years, these ideas led to the creation of a network, Raps (**Rede de Ação Política pela Sustentabilidade or Political Action Network for Sustainability**). The group is defined as non-partisan and a pioneer in the mission of contributing to enhancing democracy and the Brazilian political process and the dissemination of sustainability in institutional politics. The major objective is to make sustainable development a priority for the country's political agents.

Since its foundation in 2012, the network's growth has been substantial, introducing the sustainability agenda into the spheres of power. Currently, Raps has over 700 members from 29 political parties, many of whom occupy positions in the Legislature and the Executive. There are eight senators and 37 federal deputies in the Brazilian Congress, accounting for 8% of Parliament. Moreover, there are 46 state deputies, two district deputies, two governors, 91 councillors, 30 mayors and 12 vice mayors.

Three facets make Raps an innovative initiative. The first, preparing people for politics without being a party. The second is strengthening the field of civil society, understanding from the outset that democracy and sustainability are two fundamental components that should be a commitment for all political parties. And the third was visualizing the approaching political leadership crisis as early as 2012, as well as foreseeing that the key to transformation in Brazil would be politics. Raps blazed the trail for movements that were to follow.

In recent years, Raps has reinforced the climate issue in the democracy/sustainability equation, aimed at making the climate a core element for Brazilian political agents, and not just a niche or "leftist" agenda. The objective is to ensure it is no longer seen as a problem for the future, but rather an issue in the present. This is because in a young country like Brazil, the climate agenda is a destabilizing element, to the extent that it brings to the fore vulnerabilities that impact questions related to democracy. The challenge, therefore, is to prepare the current generation of politicians to make the climate a priority, regardless of region, origin or position on the ideological spectrum.



Focus on the climate issue is also key to reinforcing advocacy actions and achieving effective results. This is because a very diffuse agenda, encompassing the diverse causes of sustainability, is not so effective. In this area, Raps has already had a concrete result: the ratification in the Senate of the Kigali Amendment, which establishes the reduction of hydrofluorocarbon gas emissions that cause global warming.

In parallel, Raps plays a significant role in strengthening the content of the socio-environmental agenda for others networks, which conduct their own advocacy. There is, therefore, an interconnection between Raps and other movements by means of political intelligence, providing alerts and analyses of the current situation.

One of the challenges Raps faces is pronouncing itself publicly and vocalizing such positions while the political process matures and is frequently not ready to go public. This does not mean that work is not going on continually in the background, although it may frequently seem to be invisible. This challenge is typical for whoever is ahead of their time.

## Convergent divergence

On the eve of COP21, one of the most important United Nations conferences on climate change ever held, Brazil was facing a challenge: to draft a national emissions reduction target, the Brazilian NDC, to be presented at the event that culminated in the Paris Agreement. How to align a common goal amidst the historical divergence between environmentalists and agribusiness?

The effort was made, Brazil managed to present its targets and, upon returning from Paris, the actors involved ended up founding a highly innovative group. No one in Brazil had ever imagined how to unite such different visions in a single network, working together in pursuit of convergence.

With full support from Arapyáú, in 2015 the **Coalizão Brasil Clima, Florestas e Agricultura (Brazilian Coalition on Climate, Forests and Agriculture)** came into being. This was defined as a movement consisting of representatives of

the private and financial sectors, academia and civil society to develop a new inclusive, responsible, competitive low carbon economy, which today has more than 300 members. It is capable of bringing direct opposites to the table to discuss topics they have in common. Regarding the climate issue, for example, it brought the Sociedade Rural Brasileira and Greenpeace together.

What binds this heterogeneous mass is unity around a base document, which provides the Coalition with a fundamental cornerstone. To be part of this network, it is first necessary to subscribe to a series of principles related to good practices in land use and climate commitments.

The base document sets forth 17 concrete proposals for the Brazilian climate change agenda, involving ending illegal deforestation and exploitation of timber, incentives for low carbon agriculture, the reclamation of degraded areas,



land use planning and the social protection of communities, as well as stimulating competitive and sustainable production of foods, forestry products and bioenergy.

The network was consolidated in 2016, with the core objective of influencing public debate and providing technical support for the formulation of public policies oriented to the harmonious, inclusive and sustainable use of land in Brazil, aligned with the requirements of the climate emergency. From the following year, with a fund raising effort by Arapyáú, the Coalition began to gain autonomy. After seven years the network is now essentially independent. Arapyáú is still a member of the governance structure but no longer a major financial supporter.

Maturity involved formalizing the coalition as an institute, with a company number, a fiscal council, a human resources area, as well as formally employed staff. The coalition also focuses on communication, aimed at modernizing and simplifying language, seeking to translate technical terms in the agro-environmental agenda for society in general.

It is highly active in the Federal Executive, in particular in the National Congress and in local

spheres. The Coalition is striving to consolidate a structure in Brasilia in order to drive its advocacy directly at the center of power.

Different from Concertation, the Coalition continuously seeks to drive convergence among divergent parties to defend its position in the form of advocacy. Its routines are characterized by hot topics, such as land title regularization and the carbon market, aimed at gaining political weight and positioning the organization in the media. Frequently, the Coalition provides opinions upon processes under management or in passage through the Brazilian Parliament.

Another goal has been to strengthen agribusiness participation in the Coalition. Currently the network is focusing on reintegration, fundamental for Brazil to progress in the low carbon agriculture and livestock production agenda.

Advancing in this agenda will be fundamental for the country to achieve greater prominence in the international arena, in particular by hosting the G20 conference in 2024 and receiving the COP30 climate conference in 2025. Certainly, the Coalition's role will be of vital importance for a country that is prominent globally because of its forests and its agriculture.

The Coalition's proposals include stimulating the competitive and sustainable production of foods, forestry products and bioenergy.





# Images of Brazil revealed in detail

No country in the world has such sophisticated land use and deforestation monitoring technology as Brazil. The work of Arapyaú is also behind this asset achieved in recent years. In 2017, when Guilherme Leal met with Chris Horn, one of the world's leading philanthropists, he was received with the following challenge: as a businessman in a country with one of the highest deforestation rates how come he did not support a satellite monitoring system? The challenge produced results. Leal proposed the construction of such a system to Tasso Azevedo. Tasso accepted the challenge and in 2018 MapBiomas Alerta came into being, at that time fully funded by Arapyaú.

In 2019, the project was pitched to the Funders Table – a group of global foundations that invest in mitigating climate change – and MapBiomas managed to raise BRL 20 million. In addition to

providing a breathing space, the interest of international philanthropists attested to the confidence in the quality of the project.

Two years later, the project was operating independently, with the creation of a supporting institute IAMap, with its own administration and an executive secretariat from the network. Strategic definitions and decisions are taken outside the IAMap (which is limited to administrative support), by means of routine meetings of the members of the network, and the decisions are then implemented without major bureaucracy.

The excellence of the technical-scientific teams, as well as the organizations in the network, is another determinant of the results obtained. Renewing confidence in the quality of the project, a second phase should be financed with resources from the Fundo Amazônia (Amazon Fund).

**MapBiomas** is currently the main platform for monitoring land use and alerting to deforestation in Brazil. It is defined as a collaborative network, comprising NGOs, universities and technology companies, which reveals transformations in Brazilian territory by means of science. The network makes knowledge on land use accessible, with a view to promoting conservation and combating climate change.

By means of an easily accessible open platform, MapBiomas permits anyone to track all the transitions in Brazilian territory from 1985 until today. Additionally, it has validated and prepared reports on each deforestation event detected in Brazil since January 2019. It has monitored the scars left by fires since 1985 and monitors surface waters on a monthly basis.

Technically and scientifically robust, the platform includes a system for validation and refinement of deforestation alerts with high resolution images. The network is supported by an Independent Scientific Support Committee, made up of renowned Brazilian and international scientists and academics. Researchers and specialists in remote sensing, computing science and the biomes and main uses of land in the country work in the offices and laboratories



located in various Brazilian cities. All the work is done via cloud computing using the Google Earth Engine platform.

Today the four biggest banks in the country, including the BNDES, use MapBiomas for credit concession, whilst the major meat packing operations use it for verifying the traceability of their production chains. The network has been so successful that MapBiomas has become a public policy tool. More than 14 state environmental agencies use the platform, and more than one thousand suits have been brought by public prosecution services based on platform data.



## The network assumes a a leading stance in the south of Bahia

A region of Brazil that experienced an economic boom and decline, the south of Bahia saw the creation of a network capable of reorganizing its development. Its wealth, so wonderfully presented in Jorge Amado's prose, was replaced by a challenging conjuncture after diverse internal and external factors negatively impacted cacao growing, the main driver of the region's economic growth. It was necessary to create environmentally balanced and socially inclusive bases to recover the great potential for sustainable territorial development that resides in the region.

It was in this context that the **Agência de Desenvolvimento Regional Sul da Bahia (ADR or South Bahia Regional Development Agency)** emerged, an independent organization comprising actors oriented to the sustainable de-

velopment of the territory. It all began when, in 2018, Arapyaú, in response to a request from regional actors, launched the Líder program in partnership with the national Sebrae organization. This program brought together local leaders to elaborate participative planning for the region. This initiative gave rise to the Sul da Bahia Global movement, a plural, participative governance oriented to discussing and planning for the territory, which soon sought to influence public policies and programs favorable for local development.

As a result of these movements and the understanding that an even broader mobilization was necessary to foster a locus capable of driving more concrete discussions, the institute invested in the formation of the ADR and in consolidating its leading position in the region.



The mathematics teacher Aíram de Farias Rocha, from the Uruçuca public school network, participated in the Commitment to Public Education



The ADR, therefore, is the result of local action, with the representation of the main academic, socio-economic and political segments in the territory. With the adhesion of organizations such as the company Mondelez and the Instituto humanize, together with actors such as the Public Prosecution service of Bahia and Arapyaú itself, the agency continues to develop and gain autonomy.

The agency seeks to exercise plural governance in the territory, influence public policies, attract funding and financing capable of fostering activities that generate employment and income, combat inequalities and promote environmental conservation in the region, which is a reference in terms of Atlantic Rainforest biodiversity.

To address these goals, the ADR articulates four societal sectors: the private sector, organized civil society, municipal and state public authorities and academia (state and federal universities). Based on the legitimacy of its organization and the strength of its governance, the agency organized a listening process involving diverse regional actors, determining priorities systematized in the document *Education, Cacao and Tourism: Action proposals in conjunction with the state government*.

The initial results are beginning to emerge. More funds have been invested in technical assistance for the cacao chain and, in the education area, support for administration and literacy. The cross-cutting nature of education is of key importance in the new development model proposed for the region.

Executed as pilots, projects for the formation of staff in the municipal education network – teachers, coordinators and managers – have already impacted the Ideb basic education development index (as mentioned on page 19 – chapter 3). This is because a well trained and managed network makes better use of resources and better trained teachers receiving ongoing instruction are better able to teach the students who, in turn, learn more, as proven in assessments.

This model is now being scaled up to other municipalities in which companies that are part of the ADR operate. The education front also involved other actors, such as the Instituto Natura, Itaú Social and the Fundação Lemann, and has initiated actions at state level. As a result, with the agency nationwide educational initiatives have encountered a better organized local institutional environment in which to flourish.

## A finely tuned concert for the development of the Amazônia

In the Amazon, the territorial development agenda pursued by Arapyaú has gained stature. This continent-sized region is important to Brazil and to global geopolitics, occupying a central position in worldwide agendas such as climate balance and the conservation of biodiversity. This led to the formation of a network which today comprises more than 600 leaders, **An Amazon Concertation**.

This story began with an invitation by the United Nations to organize an event during the United Nations General Assembly, in September 2019. In a short while, the Arapyaú team organized the Amazônia Possível (Possible Amazon) event, whose major goal was to engage the private sector in the sustainable development agenda for the region.







At that time, in a context of great polarization in the country, the event did not achieve its objectives. Disappointment and the desire to make things happen drove the organization of something even greater.

Amazônia Possível was transformed into Concertation, a name that evokes a large orchestra dedicated to harmonizing the most varied notes, or the most diverse actions and people in support of the Amazon. The region has historically been the target of myriad pulverized initiatives that, in isolation, have not been capable of generating the desired transformations. Given this, Arapyaú identified the need to defragment the actions, through more united and better coordinated activities undertaken by a plural network of actors.

This led to the establishment of Concertation, aimed at providing a space for different initiatives and interests oriented to the sustainable development of the region, where people and organizations could exchange knowledge and generate joint proposals. After the formation of a steering group in 2020, with full support from Arapyaú, the network was consolidated in 2021. The following year, a fund raising strategy was put into practice and, in 2023, the goal was to

structure the organization's governance to develop an emancipation plan that would permit Concertation to take flight by itself.

The initiative targets a long-term structural change, taking into account the region's geopolitical importance, local complexity and the co-existence of different Amazônia's – the one with conserved forests, the Amazon under pressure of deforestation, the areas already converted to agriculture and livestock breeding and the urban regions.

It is the network's understanding that the Amazon, beyond its local and national relevance, has the potential to reposition Brazil in the global arena, as long as it is managed sustainably. Taking advantage of the opportunity provided by the new geopolitical context (climate, food security, energy transition, biodiversity, the reduction of inequalities), Brazil and the Amazon could be the new paradigms for these models, valuing the proactive stance of the so-called Global South.

The only requirement for participating in this major forum is the demonstration of interest in the Amazon, which makes Concertation a hub capable of aggregating the most diverse visions,



without necessarily seeking total convergence. This characteristic creates space for a plurality of opinions on a discussion which, given that it deals with the Amazon, is already highly fragmented.

To deal with this fragmentation, Concertation proposes an integrated development agenda for Brazilian society and government by means of various documents. The publication *An Agenda for the Development of the Amazon* was the first, presented at the 26<sup>th</sup> Conference of the Parties on Climate Change (COP26), in Glasgow in 2021. This document was later broken down into the report *The first 100 days of government: proposals for an integrated agenda for the Amazônia*, which presented a series of measures and decrees for the new governments elected in 2022, elaborated based on listening

to diverse societal actors. The following year, the essence of these two documents was synthesized in *Proposals for the Amazônias*, launched at the Amazon Summit, in Belém, Pará.

All of this material was the result of a permanent dialogue between Concertation members and partners. The debate is conducted in periodic meetings, involving the hundreds of participants of the network, on the major drivers identified as factors that will lead to the maturity of the discussion on the development of the Amazon. The drivers are represented by the figure of a spiral of knowledge, indicating an ongoing, inexhaustible intensification of the discussions. The idea is that there are no absolute truths or definitive conclusions: everything is under construction all the time.

Some of these drivers have led to the creation of a series of working groups, including ones that discuss the land issue, education, culture and the bioeconomy. The groups are managed based on conjunctural demands (“hot” or highly complex topics), generally in an organic fashion grounded in open initiatives that have not been programmed previously.

Worthy of note arising from these groups is the Amazonian Itineraries project, a free program to promote the Amazon in Brazilian schools, which has been adopted by all the Legal Amazon states, except for Rondônia. The initiative provides contents based on Amazonian subjects for the secondary education curricula, produced in collaboration with young people, educators and education networks in the Legal Amazon. It also offers ongoing training for partnering state education departments for the implementation of these itineraries in schools. Undertaken in partnership with the Iungo and Reúna institutes, the project has had a substantial impact, reaching over 55,000 teachers and 1 million students.

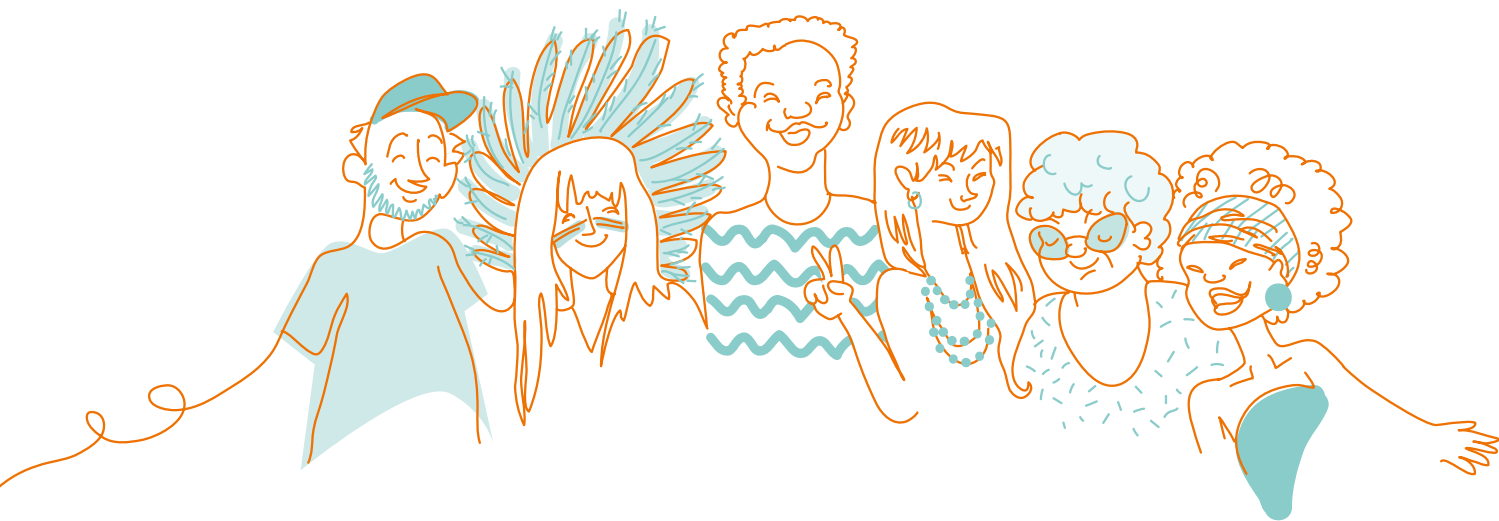
The main pillar of the network is the pursuit of a development model that can be based in a much more balanced manner on the value

The idea is that there are no absolute truths or definitive conclusions: everything is under construction all the time.

of natural and human capital, on the pursuit of political-economic equations that provide well-being for local populations, with sanitation, education, safety and infrastructure on a par with the best in the country while, in parallel, ensuring the conservation of the region’s natural heritage.

These new development models need to recognize the importance of the original peoples in their most diverse dimensions: culture, the relationship with environmental preservation, historical context and their political role. This is why Concertation is investing in Brazil’s potential as an environmentally and culturally megadiverse country.

Among the bases that sustain Concertation’s actions is the need to guarantee the broadest participation of actors – particularly in the pri-







Art by Raiz Campos,  
from the Waimiri Atroari  
reservation, which inspired  
Concertation's visual identity  
in February 2022

vate sector, which should participate more actively in drafting a strategy for the Amazon. This is a challenge that remains on the table. Private enterprise is a key sector. It invests more, transforms more and interferes more in the life of the Amazon, but still participates little in the discussion on development.

Another pillar is the governance models of the Amazon region. It is necessary to understand how the region is governed and managed; and which are the roles of the communities, the municipalities, the states and the federal government, in addition to the region's international role. How could the governance of these diverse instances be more harmonious and functional? How to improve gaps and duplicated responsibilities?

The institutional field, in other words, how the rules of the game are established, constitutes another pillar. This also raises a series of questions. How to leverage synergies between the federal government and the states and between the states, including budgetary flow, tax considerations, land use planning, command and control measures and public sector policies such as security, healthcare and education? How to optimize infrastructure and investments

in research and development? How to interact with and influence international policies, such as carbon and biodiversity?

Culture is of major importance, with the emphasis given by Concertation differing greatly compared with other networks. There is an understanding that, given the landscape approach and the theory of bounded rationality, actions on the technical, scientific and political plane, without the component of sensitivity and emotion, are necessary but insufficient. Culture is a transversal front which, therefore, is integrative for the agenda.

Differently from the other networks incubated by Arapyaú, Concertation does not pursue consensus, rather it essentially proposes to qualify the debate, with the expectation that the evolution of the public policies and private practices that affect the region are better understood and elaborated by the actors in the federal, state and municipal spheres. It is with respect for the diversity and the multiple hues of the Amazon, with a permanent openness to the exposure of ideas and dialogue, that this network expects to contribute to an integrative development agenda, in which people are at the core of the discussion.



# *Tying loose ends*

how the histories  
are interwoven

The history of each Arapyaú incubation is unique. But they all have points in common and threads that are interwoven. Therefore, there is a coherence in the institute's philanthropic activities. The result is a synergic, joint agenda that helps to consolidate Arapyaú's identity.



The institute has been presented as a Brazilian philanthropic organization engaged in the climate and development. The climate agenda encompasses land use, that is, how Brazil organizes the management of its territory, comprising both vast biodiverse ecosystems and immense agricultural areas, making the country unique.

Land use is a highly sensitive question for Brazil, where deforestation, agriculture and livestock production account for 75% of its greenhouse gas emissions. Making this issue a priority in the country's environmental and climate policy makes a great deal of sense, especially given that the window for initiatives aimed at reducing emissions and enabling mankind to avoid the most catastrophic scenarios caused by global warming will close in just a few years.

With this in mind, Arapyáú has directed a major part of its efforts to the Amazon region. Given

the continental dimensions of the Amazon, action in this territory guarantees the large scale necessary to address the climate crisis. Moreover, this is where the country's largest deforested areas are found, as well as the largest number of Conservation Units and Indigenous Lands. It is in the Amazon that the major struggle between biological, ethnic and sociocultural wealth and production via monoculture takes place. Its conservation is also crucial for the rainfall regime on which economic production in the entire south-central region of the country depends.

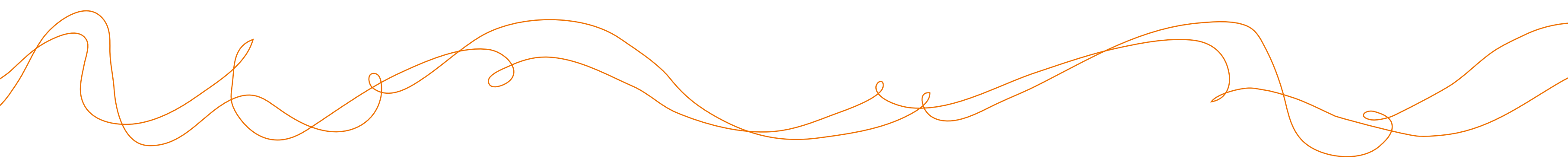
More than necessary for Brazil to honor its NDCs determined in the Paris Agreement, the Amazon is key for the country to contribute decisively to global climate balance as a whole, by means of preservation, the sustainable use of resources and the development of a low carbon economy. Protecting such a strategic re-

gion makes Brazil a key player in the international area, as a nation that is capable of being a large global food producer while protecting its forests, and by extension, the climate, biodiversity, water, land and all the people who live there and depend on these resources.

The Amazon is, therefore, a priority for Arapyáú, directly through the Amazon Concertation network. Land use and its direct climatic impacts, be it in the Amazon or in the other Brazilian biomes, are threads that also link the Coalizão Brasil Clima, Florestas e Agricultura, MapBiomas and Raps. This focus on local development is a feature both of Concertation and the ADR Sul da Bahia – in both regions, activities are oriented to influencing public policies and strengthening bioeconomy production chains, such as cacao in the south of Bahia, whose experience and knowledge is now being transferred to the Amazon region.

Raps, the first network supported by Arapyáú, selected as its primary focus the connection between the climate and democracy. It is around this agenda that Raps intends to prepare political actors in the Legislative and Executive spheres. These spaces of power, in turn, are the locus of the Coalition, which is heavily engaged in advocacy, in the defense of policies related to the climate and land use. And the information on changes and land use, captured by means of geomonitoring, feed the immense MapBiomas database, used for actions and policies to combat deforestation and to reduce emissions.

Therefore, the networks incubated by Arapyáú end up working in a synergic, integrated manner, helping leverage its actions aimed at systemic transformations.





# mesh

## the challenges of weaving webs

At first glance, it seems easy to weave webs, as Arapyáú has done since its foundation. But behind this there is a science, that requires time, articulation and practices that are frequently at the boundaries of knowledge.



By selecting land use and the climate agenda as its main focus, the institute comes up against the first of a number of challenges. Mankind has one decade to reverse the climate emergency. Working alone is easier and faster, while the participative, democratic process, involving the connection of many different actors, requires a greater effort and takes longer to mature. But it is Arapyáú's understanding that there is no other option: simple solutions, although tempting, do not work in complex situations.

It is necessary to embrace this complex scenario, learn to work with it and to extract from it the results possible. Ultimately, the results that emerge from networking tend to be longer lasting, more consistent and resilient.

This is what Arapyáú understands, but is this also the case with the financiers? The world of traditional philanthropy generally supports a concrete project in a determined territory, expecting results in a short period of time. Supporting movements and networks may seem more ethereal and doubtful. Convincing the sources of funding that results may take longer is yet another challenge to be overcome.

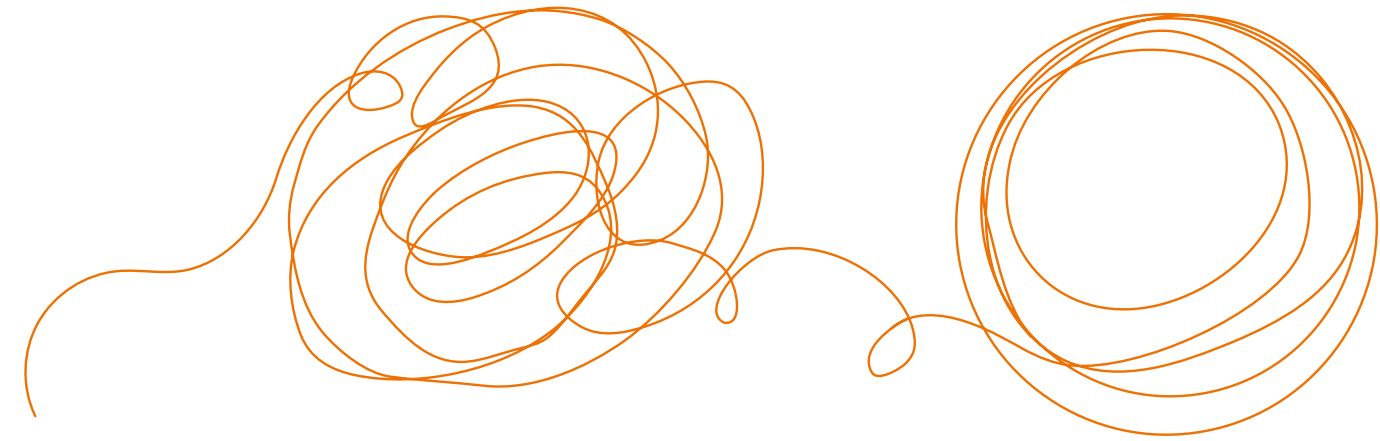
In networking, the positioning to be adopted in

facing complex questions is not trivial. How to adopt a positioning faced with so many actors and organizations, each with their own visions and opinions, frequently in conflict with each other?

Arapyáú itself, as an aggregating link, does not adopt a position individually. But the networks it supports do have specific conducts. The Coalition, for example, instead of consensus – which would block progress in its agendas – seeks consent on topics which generally divide opinions between environmentalists and agribusiness.

Whereas in Concertation, which does not have the same perspective on advocacy and political power as the Coalition, the strategy is to map the main forces oriented to sustainable development in the Amazon and to involve the actors who cannot be left out.

Another aspect of science in networking is understanding the time necessary for the incubation of each party, identifying the moment when the organization will be capable of achieving greater financial autonomy. However, Arapyáú's participation in the governance structure continues throughout the process, to accompany the network's development, support its leaders and ensure maintenance of its purpose.



Good governance of a network requires leadership that promotes advances in the interests shared by the group. Even if organizations and participants are aligned with the objectives desired by the network, it is essential to have leaders that have their own significant individual course, knowledge and positioning. That is, their role as an individual is just as important as the organizations these leaders represent. It is also up to the leaders to establish an environment characterized by facilitation, collaborative resolution of problems and conflicts, mutual learning and joint action.

Another challenge is finding the best way to monitor and measure the results of the networks. Although this is essential, there is little knowledge available in society about this practice. Monitoring processes are even less frequent, which

is due in part to the difficulty in identifying the extent to which the changes achieved is directly related to the activities developed by the collective, given that these changes do not always occur in a linear fashion and in a relationship of cause and effect.

This is why it is essential to develop monitoring frameworks and tools capable of incorporating specificities inherent to the challenge of networking, combining quantitative and qualitative models that assist in understanding complex dynamics and in indicating changes in relations of trust, dialogue and collaboration among the actors.

These are some of the issues Arapyáú has faced in the course of its activities and has sought to share with other networks and philanthropic organizations.



# fabric

## legacy in the form of knowledge

Knowledge about building networks is another delivery to society by Arapyaú. The institute is one of the few civil society organizations that detains robust theoretical content on the science behind the formation, maintenance and emancipation of networks and their governance. The practical application of this content, in the experience of each network supported, continuously feeds back to and enriches this knowledge.



So, what in fact are networks? From a conceptual standpoint, they are structures characterized by independent actors, involved in the creation of public policies or the delivery of services and that work on complex problems that normally cross inter-sector boundaries.

Since they are not hierarchical, they permit greater representativeness and diversity of ideas and viewpoints. On the other hand, they impose costs on their participants: members may not embrace the idea of giving up their au-

tonomy, they may be reluctant to prioritize the network's objectives in detriment of their own, and may see collaboration as being riskier and having higher costs than acting individually.

This is why governance is so necessary. As cooperation and the coordination of goals and interests do not occur spontaneously, it is necessary to govern the processes and define a network strategy attuned to its goals, so that the results obtained satisfy the members and maintain the cohesion of the network.

And how to achieve success in relation to the goals? The first step is to ensure the network is able to reflect on itself and on its development as a team. This will permit the maintenance of ongoing monitoring and assessment processes.

Arapyáú has developed a model for monitoring and assessing networks that uses recognized theoretical knowledge, the Tuckman model. Created by Bruce W. Tuckman in 1965 and revised by Tuckman and Mary Ann Conover Jensen in 1977, the model presents the following stages: forming, storming, *norming*, performing and adjourning. Widely referenced over recent decades, this theory created the starting point for dialogue between academy and practice.

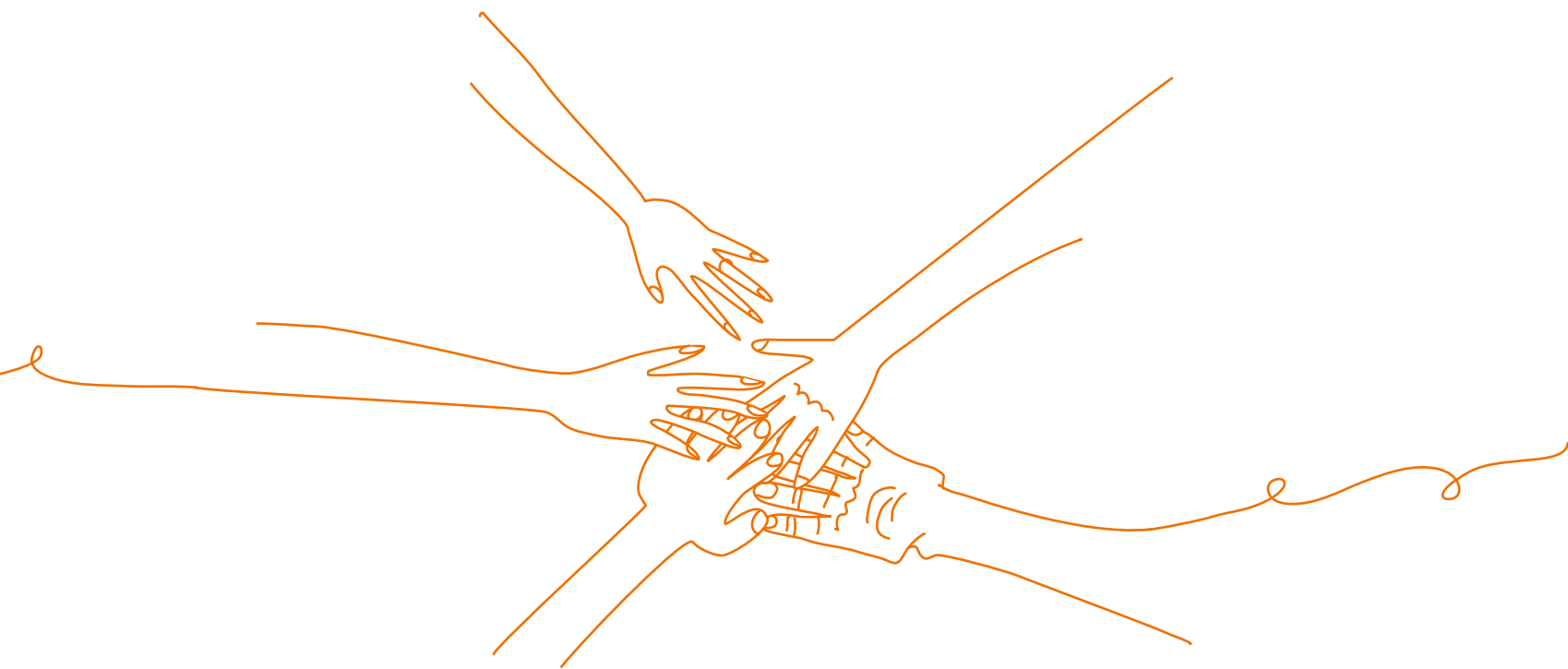
Based on this, Arapyáú proposed the following development stages: Forming, Tormenting, Norming, Performing and Participative Performing.

At the initial Forming stage, the participants act independently and differently, but with common agendas. As of yet, there is no clarity about the purpose of the network or of the individual or general results that may be achieved. Polemical questions and conflicts are avoided. At this

stage, the main goal is to guarantee the engagement of members.

Following this, in the Tormenting stage, the consolidation of the purpose and basic values of actors who compete with each other or have antagonistic positions is initiated. Polemical questions arise, but are addressed by the group. Consequently, this stage is marked by conflicts and confrontation for power and leadership. There is little or no consensus and a certain impression that no progress is being made. It is a phase in which there is still confusion about the role of the members, and the network activities compete with the members' individual activities. Loss of interest by some members is expected naturally.

With the advance to the next stage, Norming, the purpose of the network is shared among the members and becomes explicit, as does the set of irrevocable beliefs and values that guide their activities. There is an open listening process and members understand their role to generate collaboration. Decisions are agreed upon and consensual solutions are sought to resolve conflicts, in order not to generate splits or ruptures in the network. At this stage, the network has the capabilities to develop its activities and define the expected results.





From this moment, with an explicit purpose and results, the network has a shared identity and there is mutual trust among the members. This is the Performing stage, characterized by joint construction processes and renegotiation based on the learnings generated, without the need for consensus for decision making. Decision making processes are collective, albeit centralized in representative participation spaces. The network has a dynamic and flexible management structure, taking advantage of windows of opportunity with continuous mobilization and the capacity to help members to achieve their individual and general results. There is concern about tracking results, monitoring and pursuing the assessment of actions.

Upon reaching the more mature stage, Participative Performing, the network maintains the characteristics of the previous stage, but decision making is decentralized in participative spaces. The network generates learnings that lead to new potential. Organizations act jointly with shared objectives with a view to leveraging partnerships, and with the capacity to form new networks.

All this knowledge was systematized in an article made available to society in the magazine *Página22*, with the title “Como atuar em rede para promover transformações sistêmicas” (How to network and promote systemic transformations).





# time line

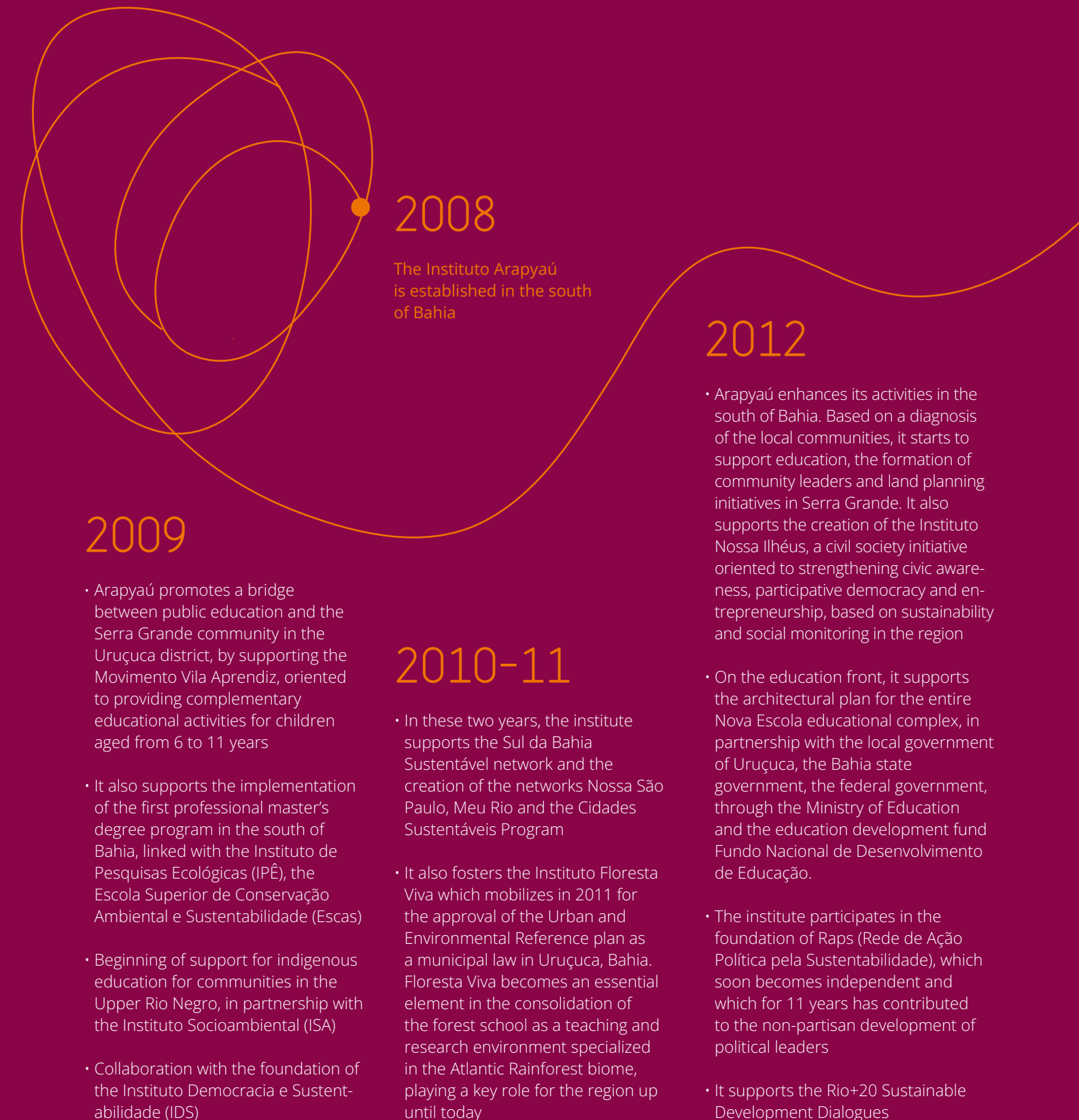
The many webs woven by Arapyaú form a unique pattern, which distinguishes the institute in Brazilian philanthropy.

But this differentiated conduct did not come about by chance: it is part of a broad-based history, whose cradle was the splendid biodiversity of the south of Bahia, a region with a strong historical significance for the country. An environmentally balanced, fairer, more prosperous and better Brazil may be dreamed of as part of a new era, with this old space as its base. It was time to restart.

An organization arose in pursuit of inspiration from Brazil's original wisdom. For the Guarani,

“Arapyaú” represents the cosmic act of renewing or even re-establishing the world. It is a cyclical, eternal and symbolic action that seeks to restart the world repeatedly, preventing it from ending and erasing its accumulated wisdom.

The following time line, that indicates the most striking facts of this course, is not at all linear: each year is a cycle that adds layers to the institute's experiences. The knowledge accumulated by Arapyaú, its actors and partners, encompasses and extrapolates the formation of networks.





## 2013

- Support for the introduction of the B System in Brazil. This was created in the United States in 2006 to stimulate the private sector to consider not only financial success, but also the well being of society and the planet
- Beginning of the study of the cacao production chain in Bahia, support for civic awareness research by Nossa Ilhéus and improvements to public leisure facilities in the Serra Grande area

## 2014

- With funding from the Probio II operation, led by Arapyau and Funbio, diverse organizations are founded in the territory. Studies begin for the creation of a Community Territorial Fund, which leads to the foundation of Tabôa – Fortalecimento Comunitário in Serra Grande a year later
- The institute supports the launch of the Escola da Madeira (Timber School) and the Escola de Gastronomia (Gastronomy School), both in Serra Grande. It supports the foundation of the Associação Cacau Sul Bahia, which today has 12 cooperatives and associations representing 2,300 producers
- Support for the launch of the south Bahia science and technology park PCTSul, oriented to infrastructure and agroforestry chains, in particular for cacao, in the territory
- The institutes signs an agreement with the Instituto Natura and the Uruçuca municipal education department for the implementation of the Rede de Apoio à Educação (Education Support Network)
- Signature of a collaboration agreement between Yale and Santa Cruz State University in Bahia, to enable exchanges of lecturers and students and to promote research, development, education and institutional enhancement programs
- Outside Bahia, Arapyau enters a partnership with the Instituto Escolhas, which develops and shares studies and analyses in fundamental questions for sustainable development
- Creation of the Cidades e Territórios (Cities and Territories) program, to mobilize civil society, public authorities, academia and the private sector around the implementation of public policies that promote justice and sustainability in Brazilian cities

## 2015

- The year is marked by the creation of new networks incubated and supported by Arapyau:
  - The Coalizão Brasil Clima, Florestas e Agricultura, which takes part in COP 21 in Paris in the same year.
  - Em Movimento, which comes into being with the mission of supporting the guarantee of the rights and full development of young people
  - The Rede Agroecológica Povos da Mata Atlântica, which in the following year becomes the first participative organic certifier in the Brazilian Northeast and the second in the country
- Arapyau joins the board of Gife, the association of private social investors in Brazil; and in Bahia signs a Cooperation Agreement with Amurc (Associação dos Municípios do Sul, Extremo Sul e Sudoeste da Bahia), jointly with the Santa Cruz State University and the Instituto Natura
- Arapyau organizes its institutional activities through its programs: Cities and Territories, launched the previous year, Territorial Development in the South of Bahia, and Climate Change

## 2016

- With other partners, the Cities and Territories program launches the Sobral of the Future project, a participative municipal planning project that becomes a benchmark in urban planning. It also launches the Emerging and Sustainable Cities initiative in Três Lagoas, for the development of the Sustainable Três Lagoas Action Plan
- The Centro de Inovação do Cacau (CIC or Cacao Innovation Center), the first PCTSul venture, initiates activities to support producers on small and large properties in the region in the laboratory analysis of cacao beans. The center is launched officially the following year
- Arapyau supports the constitution of South

## 2017

- Jointly with the Instituto Natura, Arapyau founds the Rede de Apoio à Educação (Education Support Network) in the south of Bahia with the purpose of disseminating best public administration practices in the municipal education systems
- Also in the south of Bahia, the institute idealizes what will come to be the ADR (Agência de Desenvolvimento Regional da Costa do Cacau). The ADR connects diverse actors in the territory for the elaboration of an agenda of developmental measures in the areas of education, economy and public administration
- Incubation of the MapBiomias project, involving universities, NGOs and technology companies in conducting annual mapping exercises of land coverage and use in the Brazilian biomes

- of Bahia Geographical Indication (IG), a certification that values the characteristics and socio-environmental credentials of the cacao produced in the region
- In conjunction with Coalizão Brasil, the Climate Change program supports the production of the study Pathways to the Implementation of a Low Carbon Economy

## 2018

- Upon completing 10 years, Arapyau renews its identity and brand
- In the South of Bahia Territorial Development Program, the institute listens to diverse actors to review its cacao chain reinforcement strategy. It brings together producers, industry, the public sector and research centers to discuss public policies. Jointly with local governments, the institute works on fiscal balance measures for the municipalities and the implementation of a new educational improvement plan
- Arapyau conducts the first economic modelling exercises for the *cabruca* system
- In the Climate Change program, the institute, via the Coalizão Brasil Clima, Florestas e Agricultura, develops 28 proposals on sustainable land use for candidates in the elections
- The Associação Cacau Sul Bahia launches the cacao Geographical Indication certificate for Bahia

## 2019

- Fires in the Amazon turn day into night in São Paulo, impacting public opinion. Arapyau launches the Amazon Possible project, aimed at mobilizing the private sector around the Amazon agenda and its central role in combating climate change
- Amazon Possible is launched during New York Climate Week, representing the embryo of an even greater initiative, an Amazon Concertation
- In the meantime, the south of Bahia cacao chain gains strength, and Brazil resumes its place on the International Cocoa Organization's (ICCO) list of fine cacao exporters



## 2020

- The world is profoundly impacted by the effects of Covid-19, demanding connection and cooperation. With other partners, the institute launches Coronacidades, a free platform for all Brazilian municipalities with protocols, accurate information and data, tools and specialized support for addressing the pandemic
- Arapyaú also enables emergency measures to combat the pandemic through its programs and support for other institutions, involving: the provision of oxygen for the Amazon, donations of food hampers and safety equipment for the healthcare system in Bahia, among others
- In Bahia, together with partners, Arapyaú enables the first Sustainable Agribusiness Receivables Certificate (CRA in the Portuguese acronym) for cacao, an unprecedented blended finance operation, that combines philanthropic and market funding to finance ecological family agricultural production and agroforestry systems (AFS), including the *cabruca* system – in which the cacao is produced in the shade of Atlantic Rainforest trees. The CRA enables access to credit for more than 150 small producers, who also receive technical assistance
- In partnership with MapBiomass, the institute launches MapCacau, which maps *cabruca* cacao in the south of Bahia
- Start-up of incubation of An Amazon Concertation, a key space for dialogue and initiatives for the sustainable development of the region, involving over 600 leaders. The network contributes towards an integrated agenda for the territory. With a vision extending beyond the environment, the initiative encompasses the prosperity, well-being, security and guarantee of access and rights for the peoples of all the Amazons

## 2021

- In yet another process of renewal, Arapyaú rethinks its structure and reviews programs to maintain focus on two areas of activity: the south of Bahia and the Amazon
- The Cacao Production Economic Feasibility Study produced by Arapyaú, CocoaAction Brasil and WRI Brasil is adopted officially by the cacao chain in Brazil.
- Faced with high deforestation rates and an environmental agenda made vulnerable by the political context in the country, Concertation launches the document An Agenda for the Development of the Amazon at the 26<sup>th</sup> United Nations Conference of the Parties on Climate Change, COP 26, occupying this international space for dialogue
- Innovatively, Arapyaú helps in the conception of the first parametric insurance for cacao producers in the south of Bahia, aimed mainly at protecting producers on small properties from productivity losses caused by climate change
- The Agência de Desenvolvimento Regional Sul da Bahia (ADR or South Bahia Regional Development Agency) is formalized

## 2022

- In this election year, Concertation launches the document The first 100 days of government: proposals for an integrated agenda for the Amazônia. Seven of the 14 proposals presented in the document are incorporated into the report from Brazil's transition government working group. Another four are articulated between Concertation and the group coordinators. Five of these 11 proposals are adopted and published by president Luiz Inácio Lula da Silva upon taking office
- Concertation also presents these proposals in the following international forums: COP 27, in Egypt, and Climate Week, in New York
- The CRA comes in first place in the BNDES development bank's Blended Finance public call for proposals
- Arapyaú supports the Instituto Escolhas's study on Forestry Concessions and the passage of bill of law 5518/20, which streamlines the tender process and improves contract flexibility and the attractiveness of the forestry concession business model
- MapBiomass is used by the major credit operators for agricultural credit analysis
- The institute launches its Fellows program, in which it supports leaders involved in national and international agendas, as well as the territories in which it operates
- Arapyaú helps to enable the Native Species Silviculture Research and Development Program for the Amazon and the Atlantic Rainforest (PP&D-SEN). Conducted in partnership by PCTSul and Coalizão Brasil, the program receives financial support from the Bezos Earth Fund
- Arapyaú initiates the incubation of another major development project: Conexão Povos da Floresta, to provide internet for indigenous and riverine communities in the Amazon
- In Bahia, with Arapyaú's support for training teachers and managers in the municipal school network, ratings in the Ideb basic education development index advance in the municipalities of Una and Uruçuca. This ensures higher funding for the municipalities the following year

## 2023

Arapyaú commemorates 15 years of activity. Replete with vitality, transformations and deliveries and never abandoning its dream: to build a fair, egalitarian and sustainable country. You may see what happened this year in the 2023 Report.

Wait for it!



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