



MID-TERM REVIEW



Mainstreaming Biodiversity Conservation and Sustainable Land Management into Production Practices in all Bioregions and all Biomes in Paraguay



UNDP Project ID: 4860

GEF Project ID: 4836

Date of Submission of MTR Report: Draft submitted on 1/8/18; Final on 2/12/18

GEF Focal Areas: Biodiversity, Land Degradation, Sustainable Forest Management REDD+

Operational Programmes: BD-2, LD-3, SFM REDD+-1

GEF Implementing Agency: UNDP

Project Executing Agency: DIM/Secretariat for Environment (SEAM)

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ACKNOWLEDGEMENTS

The Mid-Term Review Team (MTRT) would like to thank all those who patiently took part in interviews and who generously took time out of their busy days to share perspectives and information crucial to the conduct of this review. We thank the Interim Project Coordinator, Mr. Rafael Gadea, and the entire Project Team for their important inputs, perspectives and administrative support and for the significant amount of time taken to meet with the MTRT. Sincere thanks to Mr. Roberto Galvez, Deputy Resident Representative, and Ms. Veronique Gerard, Country Programme Officer of the UNDP Paraguay Country Office for sharing their perspectives and important background information and for their kind understanding of circumstances beyond the control of the Team Leader which resulted in her arriving a day late and other unexpected changes to the MTR meeting agenda. The Team also thanks Mr. Eduardo Allende Criscioni, former Project Coordinator (now UNDP/Paraguay) for generously sharing information related to the history of the project. The MTRT thanks the many individuals in Government, private sector, and in the NGO community who shared information with the Team. Finally, we thank the drivers who ensured that we safely arrived at our destinations.

ACRONYMS

| | |
|---------|--|
| AF | Atlantic Forest |
| APS | Association of Producers of Soy, Grains and Oilseeds of Paraguay |
| APR | Annual Project Report |
| ARP | Rural Association of Paraguay |
| AWP | Annual Work Plan |
| BCP | Central Bank of Paraguay |
| BNF | National Development Bank |
| CAPECO | Paraguayan Chamber of Exporters of Grains and Oilseeds |
| CAPPRO | Paraguayan Chamber of Processors and Exporters of Oilseeds & Gra |
| CPC | Paraguayan Chamber of Meat |
| DIM | Direct Implementation Modality |
| CONAM | National Environmental Council |
| EIA | Environmental Impact Assessment |
| FAO | Food and Agriculture Organization FECOPROD |
| FI | Financial Institution |
| GEF | Global Environment Facility |
| GoP | Government of Paraguay |
| INDERT | National Institute for Rural Development and Lands |
| INDI | Paraguayan Institute for Indigenous Peoples |
| INFONA | National Forest Institute |
| IPS | Social Welfare Institute |
| ISCC | International Sustainability and Carbon Certification |
| IW | Inception Workshop |
| M&E | Monitoring and Evaluation |
| MAG | Ministry of Agriculture and Livestock |
| MFS | Mesa de Finanzas Sostenibles |
| MIC | Ministry of Industry and Commerce |
| MUL | Multiple Use Landscape |
| NIM | National Implementation Modality |
| NGO | Non-governmental Organization |
| PA | Protected Area |
| PB | Project Board |
| PRI | Project Implementation Reviews |
| PM | Public Ministry |
| PMU | Project Management Unit |
| RTRS | Round Table for Responsible Soy |
| SEAM | Environment Secretariat |
| SENACSA | National Animal Quality and Health Service SENAVE |
| SFM | Sustainable Forest Management |
| SLM | Sustainable Land Management |
| TC | Technical Committee |
| UGP | Union of Production Organizations |
| UNDP | United Nations Development Programme |
| UPAF | Upper Parana Atlantic Forest |
| WWF | World Wide Fund |

EXECUTIVE SUMMARY

Project Information Table

| | |
|--|---|
| <i>Project Title:</i> Mainstreaming Biodiversity Conservation and Sustainable Land Management into Production Practices in all Bioregions and Biomes in Paraguay | |
| UNDP Project ID (PIMS): 4836 | PIF Approval: 4/18/12 |
| GEF Project ID: 4860 ATLAS Award #: 88150 | CEO Endorsement: 12/9/13 Project Document Signature (date project began): 3/19/14 |
| Country: Paraguay | Project manager hired: 7/1/14 |
| Region: Latin America & Caribbean | Inception Workshop: 5/14/14 |
| Focal Areas: BD, LD, SFM REDD + | Midterm Review completion: 2/12/18 |
| GEF Focal Area Strategic Objective: | Planned closing date: 3/19/19 (info provided by PC, end date according to PRODOC is 1/19) |
| Trust Fund: GEF TF | If revised, proposed op. closing date: 7/19/20 |

Executing Agency/ Implementing Partner: UNDP

Other Execution Partners:

| Project Financing | at CEO endorsement (US\$) | at Midterm Review (US\$) |
|-------------------------|------------------------------|-----------------------------|
| GEF financing | 6,861,817 | 6,861,817 |
| UNDP Contribution | 4,489,298 | 4,489,298 |
| Government contribution | 14,462,473 | 14,462,473 |
| NGO (Solidaridad) | 3,485,259 | 3,062,409 |
| Private Sector | 0 | 9,984,848 |
| PROJECT TOTAL COSTS | 29,298,847 | 38,860,845 |

Brief Project Description

The objective of this five year UNDP/GEF-supported \$38.8 million effort (including GEF funds of almost \$6.9 million plus co-financing) is to protect biodiversity and ecosystem functions of the Interior Atlantic Forest from existing and emerging threats from soy and beef production practices. The Project is intended to serve as a model for replication “in all bioregions and biomes” found in Paraguay.

The project aims to reach its objective through supporting “an effective governance framework for biodiversity conservation and SLM in multiple use landscapes, a financial and market incentives framework to promote biodiversity and SLM within the target multiple-use landscape, and strengthened implementation of a forest set-aside system and sustainable production practices”.

Summary of Mid-Term Review Findings and Ratings

A summary of the key findings of this Mid-Term Review is presented in the Box below. Full details and justifications are provided in Sections 3 and 4 of this report.

Key MTR Findings

The project objective is highly relevant to the country's sustainable development and to the GEF but the project needs to make adjustments to improve prospects for achieving its objective.

Several factors including the ambitious design and the delay in initiating project activities contribute to the low probability that the project will achieve all of its expected outcomes and objective by project end in 15 months.

A no-cost project extension of 16 months should be considered, involving a reduced PMU, most of which is field-based, and a shift in primary focus to Outcome 3.

The change in the overall policy and legislative framework in which this project operates should be considered carefully as the Project moves into its next "phase" and new partnerships with Non-Governmental entities to complement partnerships with Governmental entities should now be pursued.

Instead of adopting a truly integrated approach to achieving the single project objective of "protecting biodiversity and ecosystem functions of the UPAF from threats posed from soy and beef production practices", the project seems to operate largely as two sub-projects, one related to sustainable agriculture and one related to forest conservation. This is in part due to a design flaw in the project which assumes all best agricultural practices contribute to forest conservation when in reality most contribute to agricultural productive but are not directly linked with forest conservation. Exceptions are best agricultural practices related to maintaining riverine forests and forest set-asides, practices which contribute to both agricultural productivity and forest conservation while also protecting against land degradation.

Although important progress has been made toward Outcomes 1 and 2, far less progress has been made towards Outcome 3. Both as a contributing factor to this and also as a result of it, the Project Team is not intimately familiar with the Project area. This situation must now change.

Project management, although capable, has not been sufficiently impact-oriented or geared to effectively maneuvering impasses to achieve results.

Project monitoring has not been sufficiently impact-oriented. The Results Framework is not being used effectively as an impact monitoring tool, and in its current form cannot be used as such. Indicators need to be improved/refined and some new indicators added.

Pursuit of numerous isolated activities which do not contribute effectively to the project strategy or objective have detracted from human and budgetary project resources which could have been better focused elsewhere. The project should fund ONLY those activities that are strategic in terms of progress toward reaching its objective.

The Project would benefit from greater strategic guidance.

The Platforms have served well as a forum to initiate and maintain an important dialogue without which it is unlikely the private sector, government entities, NGOs, and indigenous groups would have gathered to discuss topics of common interest. UNDP has served effectively as an honest broker and convener for these platforms. The platforms have the potential to contribute to the project objective but have not yet effectively done so. They have set the scene for doing so but the test of their utility will come during the second “half” of the project.

The Paraguay Platforms are now at the “implementation” phase in the platform “life cycle” as described in the “Guide for National Commodity Platforms”. The purpose of the platforms (i.e., their *raison d’être*) following the dialogue stage is, however, not clear. It is not clear to Project management, the UNDP CO, or the MTR Team.

Public and private members of the platforms have to increase their ownership and responsibility over the mid and long term visions for those. Current action plans address immediate and short term activities but the level of dialogue has not yet reached longer term perspectives and purpose. A better defined and shared vision for the platforms would help clarify the structure and institutional capacity that will be required by the platforms. The required institutional capacity has to be discussed as it is directly related to the post-project financial sustainability of the platforms and the action plans.

A significant amount of co-financing has been secured from the private sector since the project started. This is an indication of the interest of the private sector in the project and in being associated with the project. At CEO endorsement, almost \$3.5 million had been committed by Solidaridad, an NGO whose co-financing supported the establishment of the MFS and the platforms. There was no commitment of co-financing from traders at project start but by mid-term, three of the five biggest commodities traders in Paraguay are co-financing. Nevertheless, not all these co-financers are contributing equally to the project objective and the activities funded by them respond to their internal planning and strategy more than to a coordinated project action plan. As the MTR recommends a heavy emphasis on activities related to Outcome 3 from now until project end, it is logical that co-financing resources should also be directed towards this Outcome.

Not all of the biggest commodities traders in Paraguay have committed to a deforestation-free supply chain. Some traders who *have* publicly pledged commitment to a deforestation-free supply chain have taken little or no action to see that this pledge is implemented. The Platforms exist to move forward beyond the status quo. Participation in the Platforms provides positive public relations for platform participants (whether or not this is the intended purpose). Henceforth, Platform participation, or at least the public relations benefits, should somehow be limited to those who have made a commitment to a deforestation-free supply chain (at least in Paraguay) or are willing to do so, and who have a verification system in place (or have concrete plans to put one in place) to verify that they are buying product from producers who are not deforesting, i.e., who are complying with the company's own pledge/commitment/policy.

The project may be inadvertently providing good public relations to some stakeholders when this may not be appropriate. The Project should henceforth display logos of only those co-financiers who have both committed to deforestation-free supply chains in Paraguay and who have a verification system in place to verify that they are buying product from producers who are not deforesting.

The project has been catalytic in initiating an active and public dialogue regarding forest set asides and forest conservation which almost certainly would not have happened without it. This dialogue was much needed and continues today. Catalyzing and contributing to the dialogue is a significant project success (although one not recognized in the RF). As in the case of the platforms where the project has contributed to a dialogue related to *best agricultural practices*, the project should now contribute to a dialogue regarding *best scientific practices related to forest conservation* and should pursue this through pilot projects together with large producers and other large landowners (e.g., indigenous communities and others). Isolated forest set asides of less than a certain size will not contribute to conservation of the IAF ecosystem but only to short-term conservation of forest patches. Nevertheless, farmers and ranchers (producers) *can* contribute significantly to meaningful forest conservation and the project can help them to do so (while at the same time enhancing their image and contributing to a meaningful *marca pais*) by piloting a coordinated approach to larger forest block conservation. Further details on this are provided in the text of this report.

The project has not adequately addressed the main concerns of the soy producers regarding forest conservation. These are: 1) Lack of "*seguridad jurídica*". Forests attract problems for landowners such as illegal drugs, fire, encroachments, and illegal timber extraction. Landowners are held responsible when others enter their forest for these illegal purposes. 2) Their interest in making their forest area eligible for certificates (not just the excess above legal requirements). 3) Reducing opportunities for extortion. 4) Enhancing their public image. If these concerns are not addressed, forests will continue to be converted, especially given the inadequate enforcement of the Zero Deforestation law.

The Project should continue involvement in strengthening the legal framework related to forest conservation, giving particular attention to: 1) how to address the main concerns of producers related to “seguridad jurídica” (as described above), 2) the possibility of making all (100% instead of only the percent over and above the current 25%) of private forest area eligible for certificates for environmental services for forest areas of at least a certain minimum size (determined to be meaningful for biodiversity conservation purposes), 3) strengthening EIA regulations (definition of high environmental impact activities) so that these can contribute to forest conservation through increased revenues, 4) pursuit of a working Environment Fund building on what the project has already done in this regard.

Although the target for the indicator related to certificates has been achieved, there is still work to be done to improve the market for certificates for environmental services (hereafter referred to as certificates) and to find ways for revenues from these to benefit private forest landowners as well as to contribute to institutional capacity to adequately monitor these.

Although SEAM field presence has increased as a result of this project’s support and this is viewed positively by all, this has not resulted in increased monitoring of compliance with the law, nor in a less cumbersome or more transparent process for producers to fulfill legal requirements. This should be a priority of the project in the next “phase”. Consideration should be given to piloting a model with one of the new SEAM regional offices which could undertake joint proactive monitoring together with the municipality and an NGO using the new monitoring system (the Global Forest Watch system) and with logistic support as required from the project.

The overall Project area, which includes three Departments, was well chosen. Nevertheless, the six project pilot sites within this area have very different prospects for contributing to the project objective. Indeed, some of these sites appear to have the potential to contribute very little. The project must carefully choose the sites where it will work.

UNDP and the Project should carefully consider expertise required (and not required) in the PMU during the remainder of the project and make necessary changes in PMU staff accordingly. Conservation science, and in particular forest biodiversity conservation expertise, is an evident gap in the current PMU. More details are provided in the section on Project Management.

The Project’s efforts related to access to finance have focused around the “mesa de finanzas” and the participation of banks in a structured and guided group. The definition of good environmental and social practices (as part of a risk management tool for the banks) and beef and agriculture guidance notes for the implementation of these are good but still basic initial steps necessary for banks to play an effective role in promoting producers to adopt sustainable production practices. The fact that the Meza now has an operating structure and a formal commitment by its members to have and to use environmental

screening tools makes it a solid partner in the process. What the project didn't consider is that those are required initial steps in the banks processes which are related to compliance, which in fact increases barriers to financing instead of acting as incentives. It might be timely to initiate discussions with the banks about incentives and options for new financial mechanisms tailored to the Project's objectives as those topics will require socialization and analysis before any pilot can be considered. Direct contribution of these activities to hectares of land prepared for certification may be challenging in the time remaining in the project.

There is great interest in developing a national standard and brand that can help with access to markets ("Marca País"). The project should support activities in this regard ensuring these are directly linked with forest conservation. If promotion of a national brand happens without a direct link to forest conservation, the Project would be promoting Paraguay soy and beef while contributing nothing to forest conservation. This would be a mistake.

Service providers, agrochemical companies and other associated business do not have a relevant role and contribution to the dialogue and implementation. The Project may need to re-assess the value chain for both commodities to identify other stakeholder groups, and their motivation, that can play a catalytic role. Technical assistance is typically provided by agrochemical companies and machinery salespeople, for example. And, in beef, cold-storage units play an aggregation role.

The role of producer groups, cooperatives and associations, is underrepresented and underutilized and could have a more direct impact than work through traders as those are one level removed from the ground. Even though traders are more inclined and interested to work towards certification due to their connection with markets and even though recruiting producer groups to actively invest with the project is more difficult, it is important that the project aims to work with groups that have larger impact and reach. Traders represent only 35% of the market of soy oil exported, for example.

Some barriers are at a system level and while more challenging to solve could provide greater impact. Due to the limited time and budget available, the project should consider a more targeted approach to one or two of these barriers. Verification of legal compliance, legal permit requirements and geographic traceability are barriers that if lifted could have industry wide impact on certification.

Whether the Project serves as a model to be replicated in other bioregions and biomes of Paraguay (which is part of the Project objective) depends in part on whether and how the Government's vision for the Chaco is implemented.

MTR Ratings

The MTR has rated progress towards the overall Objective and Outcomes. These ratings are summarized in Table 2. The basis for these ratings is presented in Section 3 of this report.

Table 2. MTR Ratings

| Measure | Rating |
|--|--------|
| Overall Objective: Protect biodiversity and ecosystem functions of the Atlantic Forest ecoregion from existing and emerging threats from soy and beef production practices and to serve as a model for replication across the country's bioregions and biomes. | MS |
| Outcome 1: An effective governance framework for biodiversity conservation and SLM in multiple use landscapes. | MS |
| Outcome 2: A financial and market incentives framework to promote biodiversity and SLM within the target multiple-use landscape. | MS |
| Outcome 3: Strengthened implementation of a forest set aside system and sustainable production practices. | MS |
| Project Implementation & Adaptive Management | MS |
| Likelihood of Sustainability | MS |

HS= Highly Satisfactory, S= Satisfactory, MS=Moderately Satisfactory, MU= Moderately Unsatisfactory, U=Unsatisfactory, HU=Highly Unsatisfactory

1 INTRODUCTION

1.1 Purpose of the Mid-Term Review

The purpose of this MTR is: 1) To assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, 2) To assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results, and, 3) To review the project's strategy and risks to sustainability of project efforts.

1.2 Scope & Methodology of the Mid-Term Review

► *Scope*

The MTR assessed key areas related to project strategy, the project design, the project results framework, the progress towards objectives and outcomes, the project implementation and adaptive management, management arrangements, work planning, financial management and co-financing, project-level monitoring and evaluation, stakeholder engagement, collaboration with the private sector, pursuit of gender equality, reporting, communications and knowledge management, and sustainability.

► *Methodology*

The MTR team (MTRT) was comprised of two independent international consultants, one a biodiversity specialist with extensive experience evaluating GEF projects and one a commodities specialist with extensive private sector experience. The biodiversity specialist acted as Team Leader. The MTRT spent a total of 10 work days in country, visiting two of the three Departments where project sites are located together with members of the PMU.

The MTR was conducted in accordance with the “UNDP Guidance for Conducting Mid-Term Reviews of UNDP-Supported, GEF-financed Projects (2014)”, and the “*GEF Monitoring and Evaluation Policy*”, and in line with GEF principles including independence, impartiality, transparency, and participation. The Terms of Reference for both MTR Team Members are attached as Annex 1. All MTR Team (MTRT) members signed the Consultant Code of Conduct. The scanned copy is included as Annex 2. MTRs seek to provide evidence-based information that is credible, reliable and useful. In this regard, the MTRT followed a participatory and consultative approach, and used a variety of evaluation instruments including:

- **Evaluation Matrix:** An evaluation matrix was developed based on the set of questions covering the criteria of relevance, effectiveness, efficiency, sustainability, and impact which were included in the TOR for the MTR. The matrix (presented in Annex 3) served as a general guide for interviews conducted.
- **Documentation Review:** The MTRT reviewed documents including the project document, the Project Information Framework (PIF), the Inception Workshop report, the Project Results Framework, Annual Progress Reports, project budget and revisions, project files, Project Steering Committee meeting minutes, policy and national strategy documents, legislation, reports of consultants contracted by the project, and other relevant documents. A complete list of documentation reviewed by the MTRT is included as Annex 4.
- **Interviews:** Interviews (mostly in-person with a few exceptions where interviews were conducted by Skype or telephone) were conducted with UNDP Country Office, the de-facto UNDP Regional Technical Adviser for this project, members of the Project Team, members of the PSC, members of the Technical Committee, Platform participants, representatives of SEAM, INFONA, MAG, WWF, the Mesa de Finanzas Sostenibles, CAPRO, ARP, UGP, the environmental offices of three of the biggest traders in Paraguay, representatives of municipalities in the project area and others. A complete list of stakeholders met is found in Annex 5.
- **Presentation of Preliminary MTR Findings:** On the last day of the in-country mission, the MTRT shared its preliminary findings with the full Project Team, the UNDP CO Programme Officer responsible for the project, the UNDP DRR, and a representative of SEAM. The meeting was convened by the UNDP CO who decided on the list of invitees.

The MTR Team Leader made the presentation while the Commodities Specialist on the MTR Team participated via Skype (as he had already left the country a few days before).

- **Project Visits:** Because of the time constraints of the evaluation, the MTRT was not able to visit all three Departments. Visits were, however, made by the Commodities Specialist member of the MTRT to two of the three Departments (Alto Parana and Itapuá). The project sites visited were chosen by the MTRT in consultation with the UNDP CO and the Project Team. The MTRT met with representatives of the Municipalities of Naranjal and Natalio, the Gobernación of Itapuá, two soy producer cooperatives (COPRONAR and UNICOOP), private sector groups (ARP, APS and individual producers), civil society (PROCOSARA), an Aché Indigenous Community soy plantation, and members of the departmental platforms of soy and beef during these visits and observed the level of involvement and participation of local government officials, the teams of decentralized staff supported by the project in the Departmental Government and the Municipalities, the level of involvement and understanding of the project from the private sector and other organizations, and made a brief visit to a soy plantation.
- **MTR Mission Itinerary:** The full MTR mission itinerary including all meetings undertaken is presented in Annex 5.
- **Ratings:** In accordance with GEF guidelines for project evaluations, achievement ratings as well as sustainability and relevance ratings were assigned by the MTRT. The MTRT rated various aspects of the project according to the GEF project review criteria using the obligatory GEF ratings of: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU). A full description of these ratings and other GEF rating scales is provided in Annex 6. The MTRT also rated various dimensions of sustainability of project outcomes using the GEF obligatory rating scale of: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), and, Unlikely (U).

Limitations: The evaluation was subject to a few constraints:

- Inadequacy of the Project's indicators and targets as set out in the PRODOC. As a result, these indicators could not be used as the basis for assessing progress.
- The Project Coordinator had resigned to assume another position only several months before the MTR, thus the MTR depended on the Interim Project Coordinator for information. Although very capable, the Interim Project Coordinator, who is normally part of the Project Team, could certainly not be expected to have complete information, history, and knowledge of the project. The former Coordinator now works with the UNDP CO and the MTR did have the opportunity to meet with him, which was useful.
- Given the short amount of time spent by the MTR in country, it was not possible to visit all three Departments included in the Project.
- Not all of the documents requested by the MTR were received prior to the mission,

while others were received just prior to the mission giving little time for their review.

- There was no National Consultant on the MTR Team. Although not critical, this is helpful as, in addition to contributing their own expertise to the MTR, a National Consultant helps International Consultants to understand policy and legislative frameworks, existing and past Government programmes and other relevant initiatives, and the institutional context.
- The TOR for one of the MTR Team Members, the Commodities Specialist, did not clearly specify how his expected deliverables related to the MTR which caused some confusion.
- There appeared to be some issues regarding recruitment/procurement of the MTR Team which delayed contracting significantly. Lengthy procurement also seems to have plagued the Project Team. The UNDP CO may wish to investigate why this has been such an issue in its office.

Notwithstanding the above-mentioned limitations, the MTR Team is confident that the findings and conclusions reached and presented herein are accurate.

1.3 Structure of the Mid-Term Review Report

The report is structured according to the guidelines provided in the “Guidance for Conducting Midterm Reviews of UNDP-Supported GEF- Financed Projects” (July, 2014).

2 DESCRIPTION OF THE PROJECT & THE OVERALL CONTEXT

2.1 Environment & Development Context

The Interior Atlantic Forest (IAF) is a highly threatened forest type both nationally and globally. The Upper Parana Atlantic Forest (UPAF) which is part of the IAF has undergone the one of the fastest rates of deforestation of any forest on the planet over the last two decades. Most of the loss of this forest in Paraguay has resulted from soy and beef production. It is because of the global significance of this forest that GEF biodiversity funds have been allocated to this project to protect these forests and it is because of the recognition that agricultural (both soy and beef) production practices are not sustainable and have negatively affected these forests and may continue to do so that GEF land degradation funds have been allocated to the project.

Existence of an “enabling environment” is an important consideration for projects funded by the GEF. The GEF views an enabling policy and legislative environment as an important assurance that GEF funds will be applied within an environment that is conducive to the project’s efforts, i.e., that GEF funds are used to complement and support a country’s own

efforts rather than to work against these. Policy and legislative frameworks need not be perfect. Indeed many GEF projects include activities to support strengthening of legislative frameworks to provide support to a Government's own effort to enhance achievement related to a GEF Focal area. In all cases, GEF resources should be applied in an enabling environment that promotes impact and sustainability of project results. GEF projects are not intended to "swim against a policy or legislative tide".

Paraguay's agricultural development goals, as the MTR understands based on conversations with the Minister of Agriculture, now include converting 4 million ha of land (mostly in the Chaco) to pasture for livestock production and increasing the number of livestock by a similar number. There is recognition in Government that this cannot be done without deforesting a significant area of the country. The Ministry of Agriculture's estimate is that the anticipated land conversion and increase in livestock numbers may entail up to a 60% reduction in forest cover/change in land use. According to MTR discussions with MAG, this loss is considered acceptable in order to reduce poverty, the stated purpose of the land conversion.

In regards to legislation, the recent Presidential Decree #7702 which replaced the Decree developed with the substantial support of this Project relating to the Forest Law (No. 422) now offers even less protection for forests than before, and is, according to Project Management, counter to the project's efforts regarding forest conservation. The Zero Deforestation Law is only in force until this year. It is not known whether changes will also be made to that law.

These "new" agricultural development goals and legislative changes may have implications for achieving and sustaining project results as well as for achieving the part of the project objective which indicates that the project should "serve as a model for all bioregions and biomes" in the country. The overall policy and legislative framework in which this project operates must now be considered carefully as the Project moves into its next "phase".

2.2 Problems the Project Sought to Address

According to the PRODOC, the Project seeks to address the following main barriers to overcoming the threats posed to ecosystem integrity and globally significant biodiversity in the UPAF: 1) overall governance, policy and regulatory frameworks are ineffective in limiting natural habitat conversion into farmland, 2) insufficient economic incentives to incorporate sustainable environmental management practices into economic activity and 3) limited institutional and individual capacity to enforce land set-asides regulations, or adoption of sustainable practice standards.

2.3 Project Description and Strategy

The Project objective is to protect biodiversity and ecosystem functions of the Interior

Atlantic forest from existing and emerging threats from soy and beef production practices. The Project is intended to serve as a model for replication “in all bioregions and biomes” found in Paraguay.

The project aims to reach its objective through achieving 3 outcomes:

1. An effective governance framework for biodiversity conservation and SLM in multiple use landscapes.
2. A financial and market incentives framework to promote biodiversity and SLM within the target multiple-use landscape.
3. Strengthened implementation of a forest set aside system and sustainable production practices.

Nine outputs are associated with these expected outcomes:

1. A package of modifications in regulations, policies and standards at national level to improve protection of the UPAF.
2. Institutional strengthening of SEAM, INFONA, Public Ministry, and Municipalities for improved monitoring and surveillance of deforestation and enforcement of environmental and forest regulations in production landscapes.
3. One national and three departmental platforms for inter-institutional and multi-stakeholder dialogue on land use planning regulations, enforcement, and incentives for best practice adoption within production landscapes, involving all land use managers and supply chains.
4. Increased and diversified funding complying with environmental standards promotes the integration of biodiversity and SLM for MUL through financing opportunities, incentives and REDD+
5. Differentiated markets for sustainable soy and livestock production stimulate adoption of sound environmental practices, conservation of biodiversity, and compliance with sustainable land use plans.
6. Technical assistance to medium and large-scale soy and livestock producers mainstreams best practices for sustainable production.
7. Improved forest set asides for small, medium and large scale farms increase forest connectivity across the landscape in Canindeyú.
8. Restoration of protective forests of watercourses in the MUL of three target landscapes increases connectivity in highly deforested areas.
9. Decentralized and joint enforcement approaches improves surveillance of deforestation and compliance in 4 municipalities.

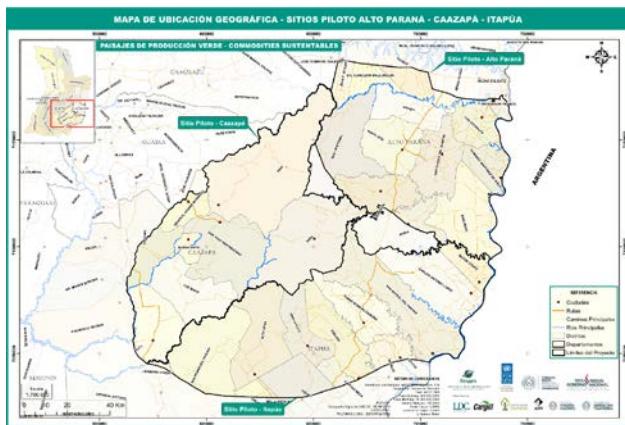
► *The Project Area*

The project area includes three Departments in the Eastern part of the country with a total area of ___, approximately ___% of which is actually forested and almost all of which was originally forested. The Project originally focused on the three Departments of Alto Parana,

Amambay and Canindeyú. Due to security problems in the latter two Departments, two of the three Departments of focus were changed and now include Caazapá and Itapúa in addition to the original Department of Alto Parana. Originally there were to be 4 pilot sites within the three Departments. Now there are six, two in each Department. The “pilot sites” are Districts within the Departments.

Annex 7 to this report was compiled upon the request of the MTR. It provides data related to forest cover and other relevant information describing the project area which was not readily available for the MTR. It should be noted that the PRODOC presented extensive and good background information regarding the initial 3 Departments included in the project area but there did not appear to have been a similar effort to compile this information for the new Departments and pilot sites included in the project.

Figure 1. Map of Project Area



2.4 Project Oversight, Management & Implementation Arrangements

GEF Implementing Agency. UNDP is the GEF Implementing Agency for the Project. As such it is responsible for project identification, preparation of project concept, appraisal, preparation of detailed project document, project approval and start-up, project supervision, and project completion and evaluation, in accordance with its own policies and procedures and is accountable to the GEF Council for use of GEF resources made available to it.

Project Oversight. Project Oversight is provided by UNDP (through its Country Office in Paraguay and through the Office of the Regional Technical Adviser (who is based in Panama for this project), and by the Project Board (PB). The PB is comprised of 4 members including the UNDP Resident Representative in Paraguay, the Governor of the Department of Alto Parana, the Minister of SEAM, and a “representative” of the Co-financiers (ADM). According to the Project Operations Manual, the PB should meet at least twice a year. It has met three times since the Project began three and a half years ago. Meeting minutes were requested by the MTR but were only provided for two of the meetings. According to

the Project Operations Manual, the responsibilities of the PB are “to approve annual POAs and budgets, ensure coordination between the various government entities involved, guide the process of project implementation to ensure alignment with local and national planning processes and the sustainable use of resources and conservation policies, conservation plans and strategies; ensure the participation of key stakeholders in the process of building consensus; supervise the Work of the implementation units and the local committees; review key reports such as the PIR and the MTR; monitor progress and effectiveness of project implementation.”

Some of the topics discussed by the PSC according to meeting minutes reviewed by the MTR include the Project Execution modality (DIM versus NIM), review and approval of the annual POAs, review and approval of the Project’s Operating Manual (which includes TOR for the various Project committees amongst other things), discussion and approval of the new project sites (the Departments) and other matters.

Project Execution. In addition to being the GEF Implementing Agency for the project, UNDP is also the Executing Agency for the Project through the “Direct Implementation Modality” (DIM). According to the GEF, “execution generally includes the management and administration of the day-to day activities of projects in accordance with specific project requirements in an agreement with the agency responsible for implementation. Execution implies accountability for intended and appropriate use of funds, procurement and contracting of goods and services”. (Clarifying the Responsibilities of the GEF’s Key Actors with respect to the Use of GEF Resources, 2012.)

Project Management. The Project is managed by a Project Team comprised of 13 individuals all of whom are based in the capital city of Asuncion in the offices of UNDP. The Project Team includes a Project Coordinator, a Platform Coordinator (and Principal Technical Adviser for the Platforms), a Platform Adviser for soy, a Platform Adviser for beef, an Administrative Assistant for the Platforms, a Legal Assistant in charge of Outcome 1, a Technical Assistant in charge of Outcome 3, a Project Administrative Assistant, a Receptionist/Administrative Assistant, a person in charge of Project communications, and two drivers.

A thorough Project Operations Manual developed by the UNDP CO and the Project defines the roles and responsibilities of the various entities involved in the project and its management.

In addition to the PB, a Project Technical Committee also exists. Its purpose according to the Project Operations Manual is to “Contribuir técnicamente para alcanzar los productos y/o resultados en sus respectivas áreas de trabajo; Contribuir técnicamente a la preparación de los planes de trabajo y/o cualquier información necesaria para el logro de los resultados comprometidos; Coordinar y garantizar los programas de trabajo con el Proyecto y planes operativos anuales y ajustarse según necesidad; Revisar los términos de referencias y especificaciones técnicas; Participar si se cree conveniente en los procesos de selección de

los consultores directamente o mediante designación de representante(s); Revisar informes mensuales de seguimiento, semestrales, anuales y finales preparados por el Coordinador; Realizar monitoreo de la ejecución del Programa; Reportar y consultar a la Junta del Proyecto y ejecuta las directrices de dicha Junta.”

The Technical Committee is large, comprised of 21 members, including 7 members of the Project Team, 1 representative of ADM, 3 representatives of Cargill, 1 representative of LDC, representatives from two banks, 2 representatives from SEAM, 2 representatives from MAG, 1 representative from INFONA, the Manager of the *Meza de Finanzas Sostenibles*, and the Manager of CAPRO. According to the Project Operations Manual, the Technical Committee should meet “semi-monthly”. It has met four times, once in 2015, not at all in 2016, and three times in 2017. According to meeting minutes reviewed by the MTR, topics discussed include presentation of project activities, review of annual POAs and progress made in implementing activities, progress made in relation to various consultancies contracted by the Project, presentation of progress made by some of the co-financiers in relation to their co-financing commitments, and other matters.

Project Implementing Partners. Implementation of project activities is done in part directly by the Project Team but primarily through sub-contracts with various implementing partners including Government institutions (SEAM, INFONA, MAG, Ministerio Publico, Gobernanzas, Municipalities), private companies (a legal consulting firm) and contracts with individual consultants. One NGO (Solidaridad) has been involved in the Project to date. Its involvement related to the establishment of the Platforms and the MFS and was financed through its own co-financing commitment to the Project. Involvement of another NGO (A Todo Pulmon) is planned for the next “phase” of the project. The Project also plans to subcontract the UNDP/GEF Small Grants Programme in the second “phase” of the project to implement certain Project activities.

Project Monitoring and Evaluation. There is no Project M&E officer per se. Instead, the Project Coordinator and three project team members (all based in Asuncion) monitor progress towards the Project outputs for which they are responsible. One of the three expected Project Outcomes (with all of its associated outputs) is assigned to each of them. The Project Coordinator is responsible for overseeing monitoring and evaluation of all three Outcomes. Annual Project Implementation Reports (PIRs) are prepared with inputs from the Project Coordinator, and UNDP (Programme Officer and Regional Technical Adviser). As per GEF Guidelines, the Project must undergo both a Mid-Term Review and a Terminal Evaluation. Also according to GEF Guidelines the Project must prepare and submit to the GEF Secretariat the relevant GEF Tracking Tools (METTs) for each GEF Focal Area the for which the Project has received GEF funds. In the case of this project, three GEF Focal Areas are involved (Biodiversity, Land Degradation and Sustainable Forest Management REDD +).

2.5 Main Stakeholders

The main stakeholders for this project are the plants and animals of the IAF, the people who

live in the region including indigenous communities, farmers and ranchers and cooperatives/unions of these, commodities traders, agribusinesses, government entities (both national and local), NGOs, banks, and the local and global community concerned with conservation, land degradation, and climate change.

3 FINDINGS

3.1 Analysis of the Project Strategy & Design

The project is very broad in scope and overly ambitious for a five year project. Tackling only the issue of forest set asides and certificates for environmental services, for example, could warrant a whole project in and of itself.

The scope of the project is broad according to design but even broader when extraneous activities which are not so relevant to the project objective are included. Both these factors result in a lack of focus. To illustrate, the POA for 2017 included 290 activities.

Instead of adopting a truly integrated approach, the project appears to operate largely as two, one related to agriculture and one related to forest conservation. This is partly due to project design and partly to project management.

The Project strategy reflects numerous assumptions which merit further examination:

- Assumes application of best agricultural practices (direct sowing/zero tillage, reduced but continued intensive agrochemical use, rotational cropping) will contribute effectively to the conservation of the IAF within the project area.
- Assumes forest set asides (isolated forest patches within an intensive agricultural landscape) and narrow ribbons of riverine forests is a scientifically viable and cost-effective approach to conserve the IAF.
- Assumes fuelwood plantations are the best solution to reduce pressure on IAF resulting from fuelwood needs.
- Overemphasizes the importance of the role which traders play and underemphasizes the role of producers.

Analysis of Design of Outcome 2. The results of Outcome 2 are expected to come from the interaction of two synergic set of activities, one focused on increasing the available financing that promotes the integration of biodiversity and sustainable land management, and the second one on the influence that markets can have on producers to adopt good practices and biodiversity conservation efforts. The Outcome is designed to contribute with incentives for producers to adopt the desired change for the project to achieve its overall objective. These incentives are a complement, as per the project design, to the efforts

related to compliance (mostly expected out of Outcome 1) and the support to pilot implementation and deployment on site (Outcome 3). This design has been proven effective by other market transformation projects, were one component focus on policy and requirements, another component on incentives or benefits, and a third component pilots change on a geographic target area.

► *The Project Area*

The Project area appears to be manageable in size. The MTR believes the new Departments were well chosen. The MTR does not believe the pilot sites within these Departments have been well chosen and furthermore that there is no strong justification for increasing the number of pilot sites from four to six. Pilot sites were not strategically chosen in terms of their potential to contribute to IAF conservation. The sites have (relative to one another) very different prospects for contributing to the project objective. At present, the project gives the least importance to the pilot site which (of the six) appears to have the greatest potential for successful forest conservation (i.e., Tavai). According to the map of forest cover shown to the MTRT, there is basically no forest left to conserve in the pilot sites which have received the most project support to date (e.g., Naranjal).

There is not enough time or resources left in the project to have a significant impact in all six pilot sites. The project should now focus on fewer project sites, selecting the sites based on criteria of where maximum impact (in terms of the project objective) can be had. As very little (if anything) has been done to date by the project in some of the pilot sites (e.g., San Pedro de Parana in Itapúa) this shift in project sites should not be overly complicated. Also, although certain activities should continue in Alto Parana, a shift in Departmental focus to Itapúa and Caazapá may now be helpful.

► *Analysis of the Results Framework*

The RF does not afford a good tool for truly understanding what the project has accomplished and where it may be failing. There is lack of coherence between some indicators with expected outcomes and with the objective, and numerous indicators require reworking (refining and breaking down into several indicators instead of a single indicator) to be of practical use.

Although it would have been best to do so at the project inception stage, since this was not done the Mid-Term offers another opportunity to strengthen indicators. There is a general misconception that indicators are “untouchable”. This is not the case. Indicators can be refined, and should be, where there is need to clarify, separate out indicators that were wrongly lumped together, or offer greater specificity. Additional (new) indicators can also be included where it is felt that these would be helpful. What a project cannot do is eliminate indicators or change the project objective or expected outcomes as these represent the commitment the project made to the GEF and on the basis of which GEF funds were provided to the project.

To illustrate some typical problems with indicators and how these have been reported upon and to serve as a learning exercise, the first objective-level indicator in the Results Framework is analyzed in Annex 8.

3.2 Progress towards Results

The MTRT asked that the achievement of the targets related to the indicators for the outcomes and objective be updated prior to the MTR both because a number of advances had been made since the completion of the 2017 PIR (and the MTRT felt it was important for these to be reflected in the evaluation) and because reporting on achievement of some targets had lacked clarity. Annex 9 is the updated achievement of results as per the indicators in the RF and as completed by the Project Team following the MTR mission. Although the table provides additional information compared with the 2017 PIR, there are still significant issues with indicators, targets and reporting related to these. These inadequacies do not allow for indicators and targets and the explanation given regarding progress made to date related to these to be used as a good basis for assessing progress. As a result, although information presented in the updated RF has been used as appropriate, several MTR findings are drawn from a combination of observations, perceptions, and anecdotal data.

Indicators in the RF need to be improved but reporting on these and targets with meaningful information involving analysis and context also needs to be improved. A stronger analytical approach needs to be adopted by the PT to the data they are gathering, understanding why they are gathering it and what it means, and placing greater emphasis on understanding impact rather than simply reporting numbers. An illustrative example follows. Regarding the first indicator, it's good to know there are now 34 certificates for environmental services but how many were there at project start? The RF indicates there were "less than 10 in the country". Are we really satisfied with this answer? Don't we want to know how many exactly? Less than 10 could be 9 or it could be 1. And, that's in the whole country. Don't we also want to know how many there were in the project area at project start and how many there are now? We now know this but only because the MTR asked it. This was not presented in the RF. Another example. It's good to know ADM is working with 175 soy farmers on self-evaluation of how they meet their own company's "Sustentagro" standards but what percent does this represent of the farmers they buy from? Before the MTR, the Project had not even reported on the number of soy farmers (175) involved in this initiative with ADM let alone attempt to understand the greater context in order to understand possible impact.

The above are merely illustrative examples of what we consider to be fairly basic information that was not immediately available upon request and that we feel the project should have made effort to get on its own long before an evaluation asked for it. The MTR

recognizes there are challenges with obtaining information, but believes that a stronger effort to get information and to get *meaningful* information, by both greater persistence and by looking to a variety of sources for this information will yield better results.

► Progress towards Project Objective

As can be seen in the Table below, the Project is not on course to achieve its overall objective by project end within the next 15 months.

Table 3: Rating Progress toward Achievement of Project Objective

| Objective: To protect biodiversity and ecosystem functions of the Atlantic Forest ecoregion from existing and emerging threats from soy and beef production practices and to serve as a model for replication across the country's bioregions and biomes. | | |
|--|--|--|
| Indicator | Target end of project | Achievement Rating |
| 1.Surface area of forests in the Multiple Use Landscapes (MUL) out of protected areas in the 3 Departments have a greater degree of protection, measured by: a) Number of hectares of forests certified for environmental services; b) Number of hectares of forests under sustainable management (REDD+ pilot project); c) Number of hectares of legal set-asides and protective forests established with management criteria | a) 3,000 ha (to be adjusted when the Monitoring System is operational). b) 6,000 ha (to be adjusted when the Monitoring System is operational). c) 90,000 ha of legal set-asides; 30,000 ha of protective forests (to be adjusted when the Monitoring System is operational). | a)Achieved (11,839 ha) b)Not on target (0 ha) c)This is really 2 separate matters, one related to set-asides and one to bosques protectores de cauces (protective forests). Set-asides is behind but still possible to achieve, whereas no reporting is provided on the number of ha of "protective forests". On target & Cannot be assessed |
| 2.Surface area in the MUL where sustainable production practices (1 or more) have been adopted on the basis of the Best Practice Manuals and contribute to establish deforestation free supply chains: a) Number of hectares achieved through direct project intervention in the 3 priority areas. b) Number of hectares that can be potentially achieved through indirect effect of project intervention (replication) | a) 500,000 ha (soy) 60,000 ha (livestock) b) 900,000 ha (soy) 398,000 ha (livestock) | a)Not on target b) Not on target |
| 3.Direct reduction of pressures in forest ecosystems from production sectors as evidenced by: a) % of reduction in the use of firewood from native forests by grain silos and dryers. b) % of reduction in sedimentation of surface water bodies | a) 50 % b) 5% | a)Not on target b)Not being monitored |
| 4.Percentage of increase in coverage of representative native tree species in the MUL (outside of protected areas) in the early stages of | 0.2 | Not being monitored |

| Objective: To protect biodiversity and ecosystem functions of the Atlantic Forest ecoregion from existing and emerging threats from soy and beef production practices and to serve as a model for replication across the country's bioregions and biomes. | | |
|--|---|--|
| Indicator | Target end of project | Achievement Rating |
| natural succession that are characteristic of the UPAF | | |
| 5.Tons of avoided emissions of CO2eq attained through protection of forests in the REDD+ pilot project: a) Direct lifetime (6,000 ha) b) Indirect lifetime (65,000 ha) | a) 1,408,128 ton/CO2eq b) 15,254,720 ton/CO2eq | Achieved (although not as a result of REDD + pilots) |

Green shading= Achieved; Yellow= On target; Red= Not on target; Grey= Cannot be assessed with data provided

► *Progress toward Project Outcomes*

Greater relative progress has been made toward achievement of Outcomes 1 and 2, with the least progress having been made to date toward achievement of Outcome 3. MTR achievement ratings using the “traffic color system” are used in the Table below.

Table 4. Rating Progress towards Achievement of Expected Outcomes

| Outcome | Indicator | Target end of project | Achievement rating |
|--|--|---|--|
| Outcome 1: An effective governance framework for biodiversity conservation and SLM in multiple use landscapes. | 1.Improved institutional capacities to effectively plan, implement, monitor and mainstream biodiversity into production activities at landscape level as measured by a % of increase in the Capacity Scorecard | At least 80% average | Cannot be assessed using the indicator as described. |
| | 2.Percentage of increase in the amount collected by SEAM for fines charged from infringement of forest and environmental regulations | 60% (US\$432,000) | On target |
| | 3.Percentage of environmental licenses approved in priority areas based on the Monitoring System | PY2: baseline information uploaded in the Monitoring System PY3: 50% PY4: 75% PY5: 100% | On target |
| | 4.Level of agreement on sustainable production approaches, including deforestation free supply chains, international certification standards, best practices for production and conservation, land zoning criteria for corridors, biosafety. | PY3: minimum environmental standards for soy and livestock production agreed by the multi-stakeholder platforms | Not on target |
| Outcome 2: A financial and market incentives framework to promote biodiversity and SLM within the target multiple-use landscape. | 1.Surface area of soy in the 3 priority areas prepared for certification and certified under international certification schemes, contributing to a deforestation free supply chain, evidenced by: a) Number of hectares applying minimum environmental standards in preparation for certification under international schemes. b) Number of hectares certified. | a) 500,000 ha b) 250,000 ha (50%) | a) Not on target RED b)On target YELLOW |
| | 2. Percentage of soy purchases in the | PY3: 10% | Not on target |

| Outcome | Indicator | Target end of project | Achievement rating |
|---|--|---|--|
| | priority areas by commodity buyers that come from producers that comply with best practices | PY4: 30% PY5: 50% | Red |
| | 3.Degree to which environmental sustainability criteria have been mainstreamed in financial institutions' (FI) credit operations for soy and meat, measured by: a) % of compliance with the prerequisite of presenting environmental management plans as per the provisions of the EIA law b) Number of FIs (and therefore volume of credits) that mainstream best practices in the loan approval procedures Number of FI (and financing plans) granting long term loans for reforestation/afforestation projects | a) PY4: 80% of the soy and livestock loan portfolios b) PY5: 4 FIs and at least 50% of their loan portfolios 4 FI financing at least 100 plans | On target |
| | 4.Number of transactions and flow of resources derived from: a) SEAM forest certificates under the environmental services law. b) REDD+ carbon credits. | a) Transactions corresponding to 2,000 ha x 70 US\$/ha/yr (US\$140K/yr) within the UPAF b) 1 agreement for transaction x 4-5 US\$/ton/CO2eq/ha/yr | a)Achieved GREEN b) Not on target RED |
| Outcome 3: Strengthened implementation of a forest set aside system and sustainable production practices. | 1.Degree of adoption of best practices by producers in the 3 priority areas, measured by: a) Number of hectares of direct sowing following the BP Manuals. b) % of increase in the use of live fences. c) Number of producers adopting best management practices of agro-chemicals d) Number of hectares of silvopastoral systems established | Alto Parana: a) 175,000 ha b) 10% c) 700 d) 300 ha Amambay: a) 5,000 ha b) 5% c) 100 d) 50,000 ha Canindeyu a) 40,000 ha b) 10% c) 200 d) 10,000 ha | a) Cannot be assessed using the indicator as described as no BP manuals exist yet. b)Not being monitored. Not possible to monitor since this was not measured at project start. GREY c)Not being monitored as such. GREY d)These activities are planned for 2018. |
| | 2.Number of hectares in small farmer settlements in Canindeyu with continuous forest reserves that have management plans (land use, fire control, BD monitoring) under implementation and with environmental | 350 Ha | Not on target |

| Outcome | Indicator | Target end of project | Achievement rating |
|---------|--|---|---|
| | certificates issued | | |
| | 3.Increase in the connectivity index in: a) high fragmentation areas (Alto Paraná) through restoration of protective forests; b) areas with larger forest remnants (Canindeyu) through increase in legal set-asides and private reserves. | a) Alto Paraná: distance between fragments decreased by 1 point b) Canindeyu : distance between fragments decreased by 2 points | Not on target |
| | 4.Improvement in the effectiveness of monitoring and control in the priority areas measured by the number of monitoring events and finalized processes in accordance with the Inter-institutional Manual for Enforcement of the Forest and Environmental Laws | 50% in 4 pilot Municipalities 30% in the remaining Municipalities | Not on target |
| | 5.Number of soy and livestock producers that have improved their knowledge, attitude and practices for implementation of best practices to conserve biodiversity, reduce soil degradation and plan land use in the MUL of the priority areas (measured by KAP[1] indices and including disaggregation by gender) [1]The KAP study measures the changes in Knowledge, Attitude and Practices of a community. The first KAP survey was not done during the PPG but will be done in PY1 once the producers are identified, to elaborate the educational diagnosis and will be done again in PY5 to measure the changes as a result of project training and outreach interventions. | 4,000 producers and 100 women (KAP indices to be determined at Project start-up) | Cannot be assessed as such as KAP indices were not determined at Project start. |

Further details on progress towards achievement of outcomes as this relates to the indicators and the targets presented in the RF is provided below.

► *Progress Related to Outcome 1*

Indicator 1. Cannot be assessed. A lot is lumped together under this one indicator including an improved legislative framework and capacity building of numerous institutions. This lumping together is a bad practice. Regarding capacity building of Government institutions, the Capacity Scorecard is not being used and cannot now be used as it would be meaningless to do so since no baseline data was obtained. What is known is that 44 SEAM and 53 INFONA employees have participated in capacity building exercises. The MTR has no basis to know whether this has helped increase the capacity of these institutions to “effectively plan, implement, monitor and mainstream biodiversity into production activities at landscape level”. Again, this indicator is far too vague and all-inclusive to be SMART. It would be helpful to have indicators that are much more concrete/measurable

and more meaningful (i.e., precisely what capacity is the project attempting to build?). The Project is also working to enhance capacity related to environmental governance by offering a new course on this subject in universities. An MOU has been signed by SEAM, the Universidad Nacional de Asunción (UNA), the Universidad Nacional del Este and UNDP to include a course on Environmental Governance in these two universities. The course is being offered at UNA this year (beginning February 2018) and will eventually be offered at the Universidad Nacional del Este in Alto Parana.

In regards to strengthening of the legislative framework, the project contracted a legal consulting firm which spent nearly a year in preparing the basis for an important decree which was emitted by Executive order in 2017. The Decree clarified the problematic Article 42 of the Forest Law which was the source of a great deal of confusion and had allowed for misinterpretations which contributed to the very significant levels of deforestation of the IAF in Paraguay over the past four decades. Within only a matter of months, the Decree was abrogated and subsequently replaced with three other Decrees, the latest one (from September 2017) which has once again caused confusion and which, in the opinion of both the Project and the NGO community in Paraguay, offers less protection for forests, opening up once again the possibility for further deforestation in the country.

Indicator 2. On target. According to information shared by the Project with the MTR, this amount has increased to \$416,770.

Indicator 3. On target. According to information provided by the Project to the MTR, 715 “environmental licenses” have been emitted in the project area (and included in the computerized system). It is not clear how many licenses had already been emitted at project start (but not yet included in a computerized system), therefore it is difficult to evaluate achievement toward the target as described in the RF. It is also not clear how this indicator relates to the Outcome of, “an effective governance framework for biodiversity conservation and SLM in multiple use landscapes”. As understood by the MTRT, environmental licenses are given by INFONA to landowners who are approved to convert forest land to other uses.

Indicator 4. Not on target. Minimum environmental standards have not been agreed for either soy or livestock production by the multi-stakeholder platforms.

► *Progress Related to Outcome 2*

Indicator 1. (a) Not on target. Minimum standards have not been developed and there is no clear forum for this yet. The only commonly agreed set of minimum requirements recognized by all stakeholders is compliance with legislation. The definition and agreement on a set of minimum standards is technically feasible but has proven politically challenging due to competition from different certification schemes and traders. The remaining project time might not be enough to set minimum standards and deploy implementation on the pilot sites unless the participants easily agree on what those standards will be. (b) On

target. 80,000 ha of LDC and 65,000 of ADM have been reported by those traders. Information gathered by the MTR Team during interviews with those traders suggest that the market can absorb more certified soy if available. The contribution of beef to achieving this target will be limited as no certification scheme for beef seems to be of interest to stakeholders interviewed, therefore for beef the definition of minimum standards is more relevant.

Indicator 2. Not on target. The MTR Team has no evidence that there has been an increase in the percentage of soy purchases by commodity buyers coming from producers who comply with “best practices” or of progress in the implementation of a monitoring or verification mechanism for this indicator. The definition of best practices and the definition of compliance with best practices related to the indicator has to be discussed for the two commodities as no one set of minimum standards has been agreed and currently deforestation-free production practices are not included as a best practice. This is an important omission which the Project should seek to rectify.

Indicator 3. On target. Five local Banks are full members of the Meza de Finanzas Sostenibles and therefore applying an environmental and social management system to screen 100% of the proposals received in soy and beef. Another 4 local Banks are in the process of becoming full members and developing their internal screening systems. (c) This indicator is only expected by project end. The barriers to develop financing options for sustainable agriculture or reforestation/afforestation projects are well known and understood, but unfortunately not simple. The project can leverage the relationship that the Meza de Finanzas has with FMO and IFC (Development Financial Institutions) to explore mechanisms and financial products that have been developed in other countries for similar objectives.

Indicator 4. (a) Achieved. According to Project information, 2,688 ha of certificates have been sold during the project period and within the project area for a total of \$1,585,920 (an average of \$590/ha). This exceeds the project target. (b) Not on target. The REDD+ pilot projects anticipated under the FCPF project have not yet begun because that project was late in starting. The Project Coordinator for that project just began last month. The REDD+ pilot projects are now expected to begin this year. This project plans to initiate pilot REDD+ projects this year in the Department of Caazapá by providing \$180,000 to the GEF Small Grants Programme for the SGP to implement.

A Closer Look at Progress made in Some Areas of Particular Interest

Because of the limitations of the RF, a mere check to see if the project is “on target” using the indicators and targets presented in the RF cannot truly provide project managers or evaluators with the type and level of detail of information required to understand exactly what the project has done, the significance of those actions/results or where it should go from here. The following is meant to shed more light on some issues the project has hard

worked on which were highlighted as being of special interest to UNDP and to Project managers.

► *Progress Related to the Platforms*

The platforms have served well as a forum to initiate and maintain an important dialogue without which it is unlikely the private sector, government entities, NGOs, and indigenous groups would have gathered to discuss topics of interest to them all. UNDP has served effectively as an honest broker and convener for these platforms.

To date, although there has been extensive dialogue, no actual agreements have been reached related to deforestation-free supply chains, verification systems to ensure traders are in fact purchasing only from producers who do not deforest, minimum standards related to best agricultural practices, or how other threats posed from soy and beef production practices can be minimized or indeed how farmers/ranchers can actively contribute to forest conservation. Rather, “frameworks for action plans” have been developed (attached as Annex 10). These have not yet begun to be implemented, and, once implemented, only some of the actions in these plans will contribute to the project objective. Some other identified actions which producers give greatest priority to as per conversations with the MTRT, such as for example road grading, will not contribute effectively to the project objective.

There appears to be a sort of disconnect between the Platforms and the project both in terms of management and in working toward a common objective. The platforms have the potential to contribute to the project objective but have not yet effectively done so. If they are to do so, dialogue must now focus on how the soy and beef supply chains can become deforestation free and how producers and others can contribute effectively to forest conservation (e.g., through a joint and strategic approach to contributing to conservation of consolidated forest blocks through innovative approaches to forest set asides, alternative fuel usage, connecting isolated forest patches, etc.). If on the other hand, the platforms choose to (as they certainly may) continue to be mostly about sustainable agriculture (adoption of best agricultural practices such as road grading, live fences, direct sowing, zero tillage, crop rotation, reduced agrochemical use, etc.) without demonstrating a clear and direct connection to the project objective, GEF project resources should now (with the limited time left in the project) be directed to other project activities that more directly contribute to the project objective.

It is clear to Project Management that the Paraguay platforms are now at the “implementation” phase in the platform life cycle as described in the “Guide for National Commodity Platforms”. The purpose of the platforms following the dialogue stage is, however, not clear (to the Project management, the UNDP CO, the MTR Team). What will they be? Will they be a lobbyist body, an implementing body, a coordinating body, a financing body? Apparently the purpose of commodity platforms following the dialogue stage is purposefully left to be defined by the platform participants in each country where

these have been established as part of the Green Commodities Programme (GCP). In the case of Paraguay, it has cost the GEF over \$600,000 for the platform(s) to get to the “implementation” stage and it is unclear where to go from here. The MTR suggests the GCP may wish to consider providing more direction to platforms both in terms of orientation of the platform dialogues (to clarify the purpose of the dialogue and the concrete outputs expected from these, e.g. agreements related to the project objective that will then be translated into plans to implement them) and in terms of the nature of what type of entity platforms are expected to become (if indeed they persist) following the dialogue stage.

As a result of the lack of clarity regarding the purpose of the platforms, although these have developed their “action plans”, it is not clear what action should now be taken in regards to these action plans (i.e., Who is supposed to implement these “action plans” and with what financing?). Members of the Platforms confirmed their interest in seeing the first activities deliver concrete results as expectations are clearly high from them and other participants after this protracted dialogue. Participants willing to be involved in the implementation of the first activities are doing so with their own means and investment, this proves continued willingness to invest and true commitment to the process, but it is also clear that participants choose the activities from the implementation list that are of interest to them, potentially leaving without an implementing arrangement the ones more relevant for the project objective.

UNDP has effectively executed the comparative advantage it has as an honest broker and convener of dialogue. Ensuring dialogue is based on correct and current information will help ensure UNDP continues to be perceived in this regard. Some stakeholders interviewed by the MTRT consider that discussions at national and departmental level are based on disputed or out-of-date information, for example the relevance of non-organized small-holder soy producers in the overall country production has increased yet these are not represented on the Platforms. For the dialogue to remain relevant, inclusion of all relevant stakeholders is important. Likewise, assuming the “private sector” is a group of entities with similar interests (an assumption the platforms make as evidenced with the private sector having only one representative) is not reflective of reality and could have unintended consequences. It is also noted that the beef platforms do not have participation from cold-storage facilities.

Even though beef is relative to soy an industry less present in the three Departments chosen by the project, the departmental platforms have prepared the grounds for a national level beef platform allowing for progress of both commodities on similar timelines.

It is the right time to establish the national platforms for soy and beef but the purpose of the platforms should be clearly defined before these are established.

► *Progress towards Zero Deforestation*

One important mechanism to protect the last remnants of the IAF is the Zero Deforestation Law. This law expires this year. According to the PT, NGO representatives, and others with whom the MTR met, compliance with the law has improved over the years but is still not good. Reasons given for continued deforestation despite a law against it include lack of information as to where and when infractions take place, and lack of prosecution and lack of meaningful penalties for those who break this law. The project has offered to provide SEAM and INFONA with an effective monitoring tool to allow them to see where forests are being cut and to do so almost in real time (through the Global Forest Watch mechanism). Although the Government had some concerns about this monitoring tool, the Minister of SEAM and the President of INFONA both indicated to the MTR that they now plan to sign the agreement to begin using the monitoring system next month (Feb, 2018). In this sense, the Project will be providing a very practical and effective support toward zero deforestation. The Project has also supported the establishment of 3 regional offices of SEAM. Before the Project support, SEAM had no field presence, their only offices being in the capital city. Although establishment of the new offices is certainly helpful in other ways, the new Regional offices do not actively monitor for forest infractions and at present they do not have the means to do so (vehicles, personnel, recurrent budget for fuel, etc.). Rather, SEAM sees the role of these offices as mostly educational, educating the public about the laws/regulations. The Project can help ensure that the effectiveness of the new SEAM regional offices established with its support is significantly enhanced by ensuring that they too have timely access to the GFW monitoring tool and that vehicular support is available for the use of proactive on-the-ground monitoring which could be carried out jointly perhaps with the municipality and an NGO partner as a pilot.

In addition to the Law, another very important mechanism to ensure zero deforestation is the pledge taken by the commodities traders related to deforestation-free commodity supply chains. At present this is only an important mechanism in theory as the traders in Paraguay who have committed to a deforestation-free pledge have no system in place to verify that they are indeed purchasing product only from producers who do not deforest. The Project has not provided support to help the traders to put a system in place to allow them to verify that the producers they are purchasing from are not deforesting. This is an important contribution which this project could make to support the traders in contributing to the project objective.

Some (but not all) of the commodities traders in Paraguay have their own environmental standards, but none of these include zero deforestation. Rather, these “environmental” standards relate exclusively to agricultural practices such as direct sowing, crop rotation, etc. Moreover, only some of the traders who have their own environmental standards have any system in place to verify that the producers they purchase from are complying with these environmental standards. This is being done now as part of ADM’s co-financing for this project where ADM has asked 175 producers to self-evaluate how they comply with Sustentagro (ADM’s environmental standards) but again, these are only related to best agricultural practices and are not concerned with deforestation.

Although most of the members of CAPRO, who together represent purchase of 35% of the soy produced in the country have committed publically to a deforestation-free pledge, more than 65% of the soy produced in Paraguay is not “covered” by such a pledge. This should be considered in the context that the fastest growing market at present for Paraguay soy is Russia, a country which does not insist on deforestation-free product. The Project must carefully consider what it can contribute to improving this situation, through the Platforms or other means.

Henceforth, the project should consider how it advertises the logos of co-financers. If these are not actively working toward implementation of the deforestation-free pledge and actively working to ensure there is a system in place to verify that they are purchasing only from producers who are not deforesting, the project could inadvertently be providing good P.R. while accepting the status quo.

► *Progress towards Forest Set-Asides & Certificates for Environmental Services*

The project supported the preparation of a new decree pertaining to Article 42 of the Forest Law related to forest set asides. The new decree clarified many areas which had been sources of confusion for the past 43 years and which had not allowed for adequate application of the Forest law, thus contributing to deforestation. After promulgation in April, 2017 the new decree was subsequently substantively modified three times. The latest decree is not in consonance with the decree prepared with the project support. The impact of the project effort related to the legislative framework for forest set asides is thus unclear for the time being but the effort alone has certainly been a positive one in at least one way. The project has been catalytic in initiating an active and public dialogue regarding forest set asides and forest conservation which almost certainly would not have happened without it. This dialogue was much needed and continues as an active dialogue in public media to date.

Through a contract with a private legal consulting company, the Project not only prepared the new decree on forest set asides but also proposed the creation of a new Environment Fund, revisions to the EIA law, and revisions to the penal code related to environmental law infractions. As the legal consulting firm only turned in their product the last day of the MTR and as the MTR was not able to meet with those involved in that effort (even though this meeting was requested by the MTR), and as the PT had not thoroughly analyzed the implications of their efforts and results to date in this regard, it is not clear to the MTR what advances have been made or the possible impact of these.

It is clear that the Project could now do more to help Government to determine what might be a more effective means to achieve the end of forest conservation. The Project did a good job on clarifying the regulatory framework related to forests but could have gone beyond this to provide more strategic advice, e.g., how EIA definitions could contribute to financial sustainability of forest reserves, how connectivity could be pursued more strategically, how the market for forest certificates could be enhanced and how an

Environment Fund may be useful in this regard, and how producers and cooperatives of producers could more effectively contribute to forest conservation while at the same time enhancing their image and contributing to a “*marca país*” related to the products they produce. The assumption that forest set asides (isolated forest patches within an intensive agricultural landscape) and narrow ribbons of riverine forests is a scientifically viable and cost-effective approach to conserve the IAF misses the mark in terms of defining the best mechanism by which producers can most cost effectively contribute to meaningful forest conservation. It may be good for the Project to consider piloting an effort whereby groups of producers together support the conservation of large consolidated forest blocks (not necessarily on their own land) instead of maintaining or reforesting 25% of the forest on their own land.

According to the RF, the indicator related to certificates for environmental services is achieved. According to project information, 2,688 ha of forest have been sold during the project period and within the project area for a total of \$1,585,920 (an average of \$590/ha). SEAM forest certificates are widely recognized and positively perceived by producers and associations that the MTR Team interviewed. One challenge identified is the level of resources required to acquire certificates. Another challenge is the demand for certificates. As an example, one soy producer association confirmed it has members who have been waiting for 5 years for financial compensation for their certificates (i.e., after this period of time these have not yet been sold on the open market). The project has not effectively contributed to increasing the market for certificates. There is not good information in the PMU related to exactly how trading of these is done (when the MTR requested to be shown what certificates were currently on the market, the PMU was not sure how to determine this). The Project is not currently tracking time on market of certificates or the total number of certificates on the market. Both of these would be good indicators that the project could consider adding to its RF related to certificates.

The project has not adequately addressed the main concerns of the soy producers regarding forest conservation. These are: 1) Lack of “*seguridad jurídica*”. Forests attract problems for landowners such as illegal drugs, fire, encroachments, and illegal timber extraction. Landowners are held responsible when others illegally enter their forest for these illegal purposes. 2) Their interest in making their forest area eligible for certificates (not just the excess above legal requirements). 3) Reducing opportunities for extortion. 4) Enhancing their public image.

► *Progress towards Incentives*

For the two target commodities in Paraguay, the main barrier for the project to develop incentives was the incipient level of development and organization of involved stakeholders working on sustainable finance and markets at project start. Therefore the main contribution of the project to date has been towards the institutional capacity and coordination of “Meza de Finanzas Sostenibles” and CAPRO, both industry associations that group the main stakeholders involved in the development of the incentives.

Specifically in the case of increasing the availability of financing as an incentive, the project has progressed significantly in the attraction of new bank members and the code of participation that those financial institutions adhere to. As part of the requirements for participating an Environmental & Social Management System has to be developed by each institution to screen clients and potential investments against environmental and social risks, this Systems are complemented by industry specific guidance tailored to particular sectors and the project supported the development of a guidance note for Beef and another for Agriculture. The guidance notes include considerations on forest cover, riverine protection and environmental law compliance. Progress on sustainable finances and the use of financial institutions to advance conservation agenda in Paraguay is considerable and positive for biodiversity conservation in the long term. Nevertheless, this progress is currently setting up additional barriers for accessing finance and therefore not serving the project intended purpose as an incentive for producers to follow better practices. The current guidance notes and risk management systems being adopted by the participating banks will have an impact on the compliance with environmental legislation and regulations, this will in turn have an impact on biodiversity conservation and protection to the remaining Atlantic forest in Paraguay, but will not necessarily be connected to an increase in certified production as that depends more on access to markets than the requirements that banks will set.

Access to markets through certification is a clear incentive and advantage for producers that are willing to comply. The barriers to increase the amount of certified hectares are not on the market demand side as the traders – LDC and ADM – confirmed to the MTR Team that more certified soy could be traded if available. The main barriers to increase certification identified by producer's groups like ARP and UGP are related to the challenges producers have to comply with local legislation. This barrier relates to the project activities in outcome 1 and should guide the efforts on the ground at the pilot sites in outcome 3. Compliance with local legislation is also related to the main interest of producers to reduce confusing interpretation of the legislation and processes to acquire permits. A minimum set of criteria to prepare for certification is a logical concept, but not more important than defining the best protocol to comply and verify compliance with legislation that in all cases is the first requirement for international certifications. The activities related to markets and certification should be strategically realigned to contribute more directly with pilot sites in Outcome 3.

3.3 Project Implementation and Adaptive Management

3.3.1 Assessment of Project Management

- *Size, Composition & Location of the Project Management Unit*

- The Project Team (PT) is well qualified and comprised of capable and hard-working individuals, nevertheless their energies have not been sufficiently focused on an analytical, impact-oriented approach, or geared to effectively maneuvering impasses to achieve results.
- Technical expertise required will be different for the second half of the project compared with the first half. Not all PT members will be required in the second half of the project and some new expertise will be required. Even though the objective of the project is to protect the biodiversity and ecosystem functioning of the IAF, there is no biodiversity or forestry expertise on the team with the exception of the Platform Coordinator.
- The entire PT is based in the capital city. Visits to the field by the PMU are few and according to the PT have been curtailed by UNDP. The Interim Project Coordinator indicated that stakeholders in the field complain that “you never come”. This is one reason for lack of familiarity by the PT with the project area. This familiarity is critical to success. A much greater field presence is required for effective project management and implementation.
- As of the time of the MTR, there have been 3 Project Coordinators (2 permanent and 1 interim). The most recent Project Coordinator assumed the position during the MTR. This number of changes is not helpful to an already challenging project especially as it takes time for a new Coordinator to get up to speed to understand this complex project.
- Pursuit of numerous isolated activities which do not contribute effectively to the project strategy or objective have detracted from efficient use of PT energies which could have better been focused elsewhere.

Recommendations regarding the PMU:

- Reduce the size of the PT and shift most of it to the “field”. Basing the PT, with few exceptions, in the field would be more cost-effective and would allow them to have the necessary field exposure especially at this point when the project should shift to emphasize Outcome 3.
- Carefully consider expertise and administrative support required (and not required) during the remainder of the project and make necessary adjustments. Biodiversity and forest conservation expertise is clearly needed and should be added. Legal expertise on the core team may no longer be needed. It may not be necessary to have a full-time communications person as a core member of the team. Is it really necessary to have two Administrative Assistants plus another one for the Platforms?
- Both project vehicles (and drivers) should be field-based. There is no reason to have project vehicles in Asuncion even if any PT members remain stationed there.
- PT should be more creative in finding solutions to perceived impasses.
- PT should consider using the mechanism of “piloting” certain activities to enable advancing despite fluid and uncertain situations.
- Do not expend limited PT energy or project resources on extraneous activities that

do not directly contribute to the project strategy or objective.

► *UNDP's Role as GEF Implementing Agency & as Executing Agency*

Originally the idea was to begin with the Direct Implementation Modality (DIM), i.e., UNDP Execution, and then shift eventually to Government Execution (NIM). The decision of the PSC was taken to keep the project as DIM. The MTR agrees this was the correct decision.

► *UNDP's Role as Honest Broker and Convener*

UNDP has effectively executed its comparative advantage as an honest broker and convener. Ensuring dialogue is based on correct and current information will help ensure UNDP continues to be perceived in this regard.

► *The Project Steering Committee & the Technical Committee*

The Project would benefit from greater strategic guidance including (but not limited to) helping project management to find ways around impasses when these are encountered. Greater guidance from the PSC may also have prevented the pursuit of numerous isolated activities which do not contribute effectively to the project strategy or objective and which detract from both human and budgetary project resources which should be focused elsewhere. The PSC should meet soon after the MTR report is submitted to discuss the way forward. This should be done before the POA for 2018 is finalized.

3.3.2 Financial Management & Co-Financing

► *Budget allocated vs. expended*

Of the total GEF budget allocated to the project of \$ 6,861,817 million, \$3,637,236 (53%) has been expended as of the time of the MTR (December 2017), 3 years and 9 months after official project start date (March 19, 2014) and 3 years and 6 months after project implementation began with the contracting of the Project Coordinator (July 1, 2014).

Table 5. Delivery over the years

| | 2014 | 2015 | 2016 | 2017 | Total to Date |
|-------------------------------|---------|---------|-----------|-----------|---------------|
| Total Allocated as per POAs | 130,000 | 950,200 | 1,352,340 | 1,844,026 | 4,276,566 |
| Total Expended | 101,521 | 683,600 | 1,102,182 | 1,749,933 | 3,637,236 |
| Outcome Expended ¹ | 79,603 | 524,450 | 649,485 | 1,021,528 | 2,275,066 |

| | | | | | |
|--|--------|--------|---------|---------|---------|
| Outcome 2 Expended | 0 | 88,312 | 75,444 | 258,962 | 422,718 |
| Outcome 3 Expended | 0 | 44,139 | 270,688 | 356,428 | 671,255 |
| Office Rental & other Administrative Costs Expended | 21,918 | 26,697 | 106,563 | 113,015 | 268,193 |

Total spent on consultancies (including individual contracts and contracts to firms) is \$1,194,456 or one third (33%) of the total amount of cash financing expended to date. Approximately three fourths (73%) of this amount has been spent on hiring national consultants, most to work with SEAM and INFONA for periods varying between 6 to 24 months (with numerous short-term contracts being extended several times, thus, in effect long-term contracts).

| | COST (US\$) |
|---|--------------------|
| Individual Consultancies (National Consultants) | 874,629 |
| Individual Consultancies (International Consultants) | 96,484 |
| Contracts with Private Firms | 223,343 |
| TOTAL | 1,194,456 |

The total cost associated with the functioning of the Platforms to date has been approximately \$606,000 including 4 project-paid staff, workshops/meetings, travel, DSA, facilitators, and miscellaneous. Platform meetings are also included in the total cost of meetings in the preceding paragraph.

Total cost of meetings including Technical Committee meetings, PSC meetings and platform meetings is \$774,079 (21% of total expended to date). Ninety percent of the total has been spent on technical workshops/trainings.

Total cost of the Project Team to date is \$847,477 or almost one fourth (23%) of the amount expended to date.

The Project has purchased \$316,183 worth of equipment including two vehicles. \$116,185 worth of the equipment is based in the PMU in Asuncion (including both vehicles) and \$199,998 of the equipment (mostly computers and computer software) is in the offices of SEAM and INFONA.

► *Co-Financing*

ADM was the first trader to commit co-financing for the project (in 2015). Since then, Cargill and LDC have also committed co-financing. One hundred percent of co-financing from the private sector is parallel co-financing (i.e., their own ongoing or already planned projects/initiatives which contribute to this project's objective and in that way "co-finance" it). All of the Government co-financing is in-kind. As can be seen in Table 6 below, 62% of the total co-financing committed has been accounted/expended to date.

Table 6. Summary of Co-financing Situation at time of MTR

| Sources of Co-financing | Pledged Amount (in US\$) | Actually Accounted at MTR (US\$) | Actually Accounted at MTR (%) |
|---|--------------------------|----------------------------------|-------------------------------|
| Government | 14,462,473 | 6,985,703 | 48 |
| GEF Agency (UNDP) | 4,489,298 | 2,579,485 | 57 |
| Private Sector (ADM, Cargill, LDC, MFS) | 9,984,848 | 7,475,075 | 75 |
| NGO (Solidaridad) | 3,485,259 | 3,062,409 | 88 |
| Total | 32,421,878 | 20,102,672 | 62 |

Table 7. Co-financing disaggregated by entity and whether in kind or in cash

| Source of Co-financing | Name of Co-financier | In Kind | In Cash (US\$) | Actually Accounted at MTR (US\$) | % of Amount Committed Actually Accounted at MTR |
|------------------------|----------------------|-----------|----------------|----------------------------------|---|
| Government | SEAM | 5,255,032 | | 2,732,617 | 52 |
| | INFONA | 1,929,808 | | 1,196,481 | 62 |
| | MAG | 7,277,633 | | 3,056,606 | 42 |
| GEF Agency | UNDP | 4,489,298 | | 2,579,485 | 57 |
| NGO | Solidaridad | | 3,485,259 | 3,062,409 | 88 |
| Private Sector | ADM | | 1,317,276 | 533,500 | 41 |
| | MFS | | 6,507,572 | 6,321,575 | 97 |
| | Cargill | | 1,560,000 | 620,000 | 40 |
| | LDC | | 600,000 | 0 | 0 |

Of total GEF funds assigned to the project, \$686,182 are given to UNDP to administer the project as an "agency fee". This is over and above the \$6, 861,817 for project implementation. This does not include project management costs.

The project received \$114,295 in the form of a Project Preparation Grant to design the project, including conducting a threats analysis and preparing the Results Framework.

Approximately one third of the cash funds have been spent on consultancies, mostly to hire national consultants to work for extended periods within Government agencies, one fourth to pay the costs of the project team, one fifth on meetings.

► *Financial management*

There have been no apparent financial management issues. The Project has had two different Finance Officers, the first stayed approximately 2 years. The current Finance Officer assumed the position in May 2016.

► *External Audit*

No external audits have been conducted. The Project has assigned a budget for an external audit every year since inception (as per normal procedure) but as audits of “Direct Implementation Modality” projects are only conducted when the UNDP Country Office undergoes an audit and the project is randomly selected. This has not happened to date.

3.3.3 Project Monitoring and Evaluation

Monitoring has been more delivery oriented (e.g., did the contractor turn in their deliverables, did the workshops take place) and not so impact oriented.

The Results Framework is not being used effectively as a monitoring tool and in its current form cannot be used as such. One indicator of this is that the RF had not been updated in many areas, including reference to Departments that are no longer included in the project.

During and following the MTR mission the Project has had to contact SEAM and others to gather quite a lot of the information requested by the MTRT which the MTRT felt should be basic information which a project would want to have from the outset. The typical response to inquiries from the MTRT of why certain information has not been reported is that the information is not available or not easy to get. Although understanding that the situation is far from perfect in terms of availability of reliable and up-to-date information, the MTRT believes there has been lack of persistence in obtaining some basic information that is indeed available (although with some effort and not always with a Government source). To demonstrate that at least some of the information could be gotten with some effort and that when information is not available from one source it might be available from another, the MTRT asked the Project to compile a table of basic information regarding the project area (attached as Annex 8). The project contacted SEAM and INFONA and obtained quite a lot of information that way (which they did not previously have) but also asked the

Project's own GIS specialist to give them some information. More of this needs to be done from now on. The afore-mentioned table can now be of practical use to the project and it can continue to be built upon.

► *Field Visits*

Visits to the project area and to the project sites by team members have been limited in number and duration. There is an apparent lack of intimate familiarity with the project area both as a result of this and as a result of lack of initiative on the part of the project to gather basic data to become more familiar with the areas and to understand the greater context.

► *Independent Evaluations*

The MTR was conducted in December 2017, almost 3 years and 10 months after the project start date and with one year and three months remaining in the project. The timing of the MTR was thus about a year late in terms of time passed, but not far off the mark in terms of disbursement. The MTR process should normally coincide with the disbursement of approximately 50% of the project's resources. Fifty-three percent (53%) of Project GEF resources had been disbursed at the time of the MTR. As such, the timing of the MTR is good. Nevertheless, according to GEF Guidelines for MTRs, the MTR report must be submitted to the GEF Secretariat with the 3rd PIR. The 3rd PIR (for 2017) was submitted prior to the MTR. Overall, it would have been beneficial to undertake the MTR a bit earlier on.

The MTR consisted of two international consultants, one with extensive GEF project evaluation experience and a specialist in biodiversity, and the other a specialist in commodities and familiar with the Green Commodities Programme. This was a good identification by UNDP of the type of expertise most appropriate for this MTR. The Team would have, however, been even stronger if a national consultant had been engaged. This is a standard practice with UNDP/GEF project evaluations.

► *Application of the METT*

The GEF requires that METTs be done at three stages, i.e., at CEO endorsement, just prior to the MTR and again just prior to the TE. According to GEF Guidelines, a METT should be done for each GEF Focal Area a project is related to. This project pertains to three GEF Focal Areas, thus, a total of six METTs should have been completed before the MTR. The GEF recognized in the guidance note on use of Tracking Tools (April, 2011) for GEF-5 projects, "We expect that projects will be fully aligned with one specific objective of the GEF-5 strategy and hence only one tracking tool will need to be completed. On *very rare occasions*, projects make substantive contributions to more than one strategy objective. In these instances, the tracking tools for the relevant objectives should be applied." METTs were completed at project start and again just prior to the MTR.

3.3.4 Stakeholder Engagement

Stakeholder engagement is strong for all project components and relevant stakeholders have been convened and are contributing to project implementation. However, the main observation of the MTR is that engagement is limited only to the specific project component that each stakeholder is involved with and little collaboration and participation is done across components. For example, stakeholders that have been convened and involved in Outcome 2 are not aware of policy work being done in project Outcome 1; this limits the potential synergy and contribution across outcomes of the same project.

The one component of the project that seems to be excluded of this observation and that all stakeholders are aware of and interested in is the dialogue provided by the Platforms and the opportunity that the project created to interact with other sectors and type of stakeholders.

Private Sector engagement. The MTR Team identified very different private sector interests involved in the project. Lumping private sector as one stakeholder category can lead to design and implementation mistakes as there are competing and contradicting positions depending on the type of private sector stakeholder the project is engaging. The following are differentiated positions for the project team to consider:

Producer groups. These are represented mostly by cooperatives. The MTR Team interviewed one local cooperative, COPRONAR, and a union of cooperatives, UNICOOP. These groups are mostly concerned with local challenges and support to producers on their daily concerns. The stronger the group, the more likely they will support certification and verification efforts for their members and therefore the more capable to negotiate better prices and access to differentiated markets with, or without, traders involved.

Producer Associations. At a more regional or national level, this associations (UGP, ARP, APS and CAPECO where interviewed) work on shared barriers and constrains by leveraging the sector's voice and interests. The main type of activities identified by the MTR where the project can leverage these associations are on capacity building and lobbying for change or improvement with government or other stakeholder groups. It is clear that these groups aggregate the larger amount of producers and will have greater reach on the ground. Another important consideration is that these groups work for stronger producer benefits, on price, financing and access to markets; which traditionally has put them in the opposite side of traders and service providers.

Traders and Traders groups. For soy, CAPRO (Paraguayan Chamber of Oilseed and Cereal Crushers) represents most of the international traders in country. ADM, LDC and Cargill are project partners represented by CAPRO in the Platforms, for example. This group has the greatest contact with international markets and demand for sustainable and certified soy, therefore bring to the project tangible incentives and results regarding certified hectares. For the project, the most challenging fact is that producers' main business still depends on

low-price produce that does not benefit producers. The transformation of the market has by definition the traders in the middle of sustainable demand and production, unfortunately until this transformation reaches significant global scale traders will still depend on their traditional business models. For beef, the MTR main observation is the lack of involvement in the project of “frigorificos” (cold storage facilities usually attached to slaughterhouses and providing trading services to independent and smaller cattle ranchers).

Service Providers. The only service providers that are currently involved in the project are the financial services represented by the Meza de Finanzas Sostenibles. Agrochemical and other input providers are absent from the project and the MTR has no proof of previous consideration for their involvement.

Civil society engagement. There is little engagement of NGOs and other conservation groups in the project implementation and the only confirmation of their engagement is in the Platform’s dialogue. The Certification groups are another type of civil society group, usually international, that even though provide certification services in country do not have an active, or proactive, role evident to the MTR Team. Due to their importance in the project design, it is recommended that the PT reaches out to these groups and explores more synergic engagement with them.

Local government engagement. It is also important to note the different roles and potential contribution that the Gobernaciones and Municipalidades have as it is clear to the MTR Team that those two levels of local government cannot contribute the same to the project’s objective and implementation. The decentralization efforts supported by the project have funded activities and staff at both levels. The investments at a Municipal (MTR visited Naranjal and Natalio) level have delivered tangible results in monitoring capacity and information gathering that is critical to support producers’ verification of compliance and environmental licenses, but this results are limited to the scale of a Municipio. The investments at a Departmental level increased the capacity of the Gobernacion (Itapúa was the only one visited) with a newly created environmental unit hoping to streamline procedures and regulation requirements, which takes longer time to deliver tangible benefit.

3.3.5 Communications & Knowledge Management

Publications have been good although perhaps a bit too “glossy”. Henceforth, steer away from printed publications. Move toward greater use of social media. Many producers use “What’s Up”. The project should too.

3.4 Sustainability

There seems to be good prospect for sustaining and even increasing the field presence of SEAM with SEAM’s own resources.

The Project has provided financial support to pay for some other recurrent operational costs of some of its partners with no apparent strategy for these costs to be absorbed by the relevant institution (e.g., paying for the Coordinator of the MFS, paying for the Coordinator of the Traders, paying for several tecnicos in SEAM and INFONA in Asuncion.)

► *Platforms*

Post project sustainability of the departmental and national platforms is difficult to evaluate at this stage. Sustainability of the platforms has to be designed and constructed based on a clear definition of strategy and institutional capacity that the platforms lack today. The way in which the platforms will continue to operate (dialogue forums only, implementing vehicles, fully staffed organizations; as example of different options) determines the institutional arrangements inside the platforms and with the members that have to be defined for the platform to remain relevant. In the same way, financial sustainability will depend on the scale of resources required for the platforms to complete their expected role. Only based on a clear definition of the platforms future role an institutional structure and financial sustainability strategy can be determined.

► *Supported industry groups*

The project provides institutional capacity and funding to CAPRO and the Meza de Finanzas Sostenibles including the staff that participates in the platforms representing these groups. Both groups, Banks and Traders, should have the financial resources to fund in the long terms the staff required for their associations to be present and active in the platforms and other project activities. Sustainability and continuation of these investments depend on the continued interest of these groups to collaborate with the project and platforms after project ends. The Meza de Finanzas Sostenibles began conversations of a membership fee structure and other potential sources of funding for their activities post project. CAPRO has not yet initiated the discussion among its members.

► *Decentralization at Department and Municipal levels*

The project is funding both, one time investment type of activities (like baselines, maps, etc.) and institutional capacity for operations at a Departmental and Municipal level. The investment activities will be completed by project end and its use and application will remain after. The staff and operation costs of the created teams will have to prove, before project end, their value and contribution to the local governments for them to incorporate those expenses in the annual recurrent budget. The Municipality of Naranjal, clearly confirmed to the MTR Team their interest and value of continue covering the recurring expenses of the new team working on the land registry and therefore making both environmental licensing compliance easier for producers and increasing the collection of fees for the Municipality.

4 RECOMMENDATIONS

As per MTR report guidelines, recommendations are limited to fifteen in total. The key recommendations of the MTR are highlighted below.

Recommendation 1: A no-cost project extension of 16 months should be considered, involving a reduced PMU, most of which is field-based, and a shift in focus to Outcome 3 with development of new partnerships where impasses are not quickly resolved with current partners.

Recommendation 2: Ensure the project operates as one, with all project-supported platform efforts directly oriented toward achieving the project objective to protect the biodiversity and ecosystem functions of the Atlantic Forest from existing and emerging threats from soy and beef production practices.

Recommendation 3: Focus remaining project resources largely on Outcome 3 and pursuing on-the-ground pilots/actions with a few exceptions.

Recommendation 4: Define a clear vision and plan to implement and deliver on the purpose for both the departmental and national Platforms. Having a clear vision for the mid and long term implementation needs for these groups can help define and guide their action plans as well as the institutional arrangements and resources required. A defined institutional capacity and implementation mechanisms and contributions from participants would also clarify the structure and capacity that will be required by the platforms in the short, mid and long term, in order to sustain those actions and actions plans. The required institutional capacity is directly related to the post-project institutional and financial sustainability of the platforms and the actions.

Recommendation 5: Henceforth, co-financing from traders should be directed at strengthening pilots on the ground, increasing the amount of certified product acquired, and developing/strengthening their own verification systems regarding compliance with their own deforestation-free soy and beef supply chain pledges. Co-financing should not be accepted from traders or producers who have not signed on to the deforestation-free pledge and who are not actively working towards improved compliance with their pledge. Without this commitment, their logo on a Green Commodities initiative sends a mistaken message.

Recommendation 6: Traders, specially internationally recognized brands, that have made public commitments to deforestation-free supply chains have an increased benefit from being associated to the project, therefore should be held to higher standards of commitment and delivery as well. The project has to monitor progress of these traders and

participants towards their own pledges to avoid being used as proxy effort and provide them with false public image benefits.

Recommendation 7: The project has contributed to enhanced presence of SEAM in the field and there is evidence in at least some of the three field offices that this has been catalytic and will be sustained. SEAM should ensure the effectiveness and sustainability of their new regional offices established with the support of this Project. To ensure effectiveness, SEAM should ensure these offices (not just the main office in Asuncion) have access to the GFW monitoring tool provided through the Project and that vehicular support be provided to these offices to enable them to verify infractions in a timely manner. The MTR has suggested that there is no need for a Project vehicle in Asuncion, thus one of the two Project vehicles could be used as a pilot for this purpose and depending on how the vehicle is actually used and maintained, and whether SEAM has invested its own resources to ensure the sustainability of the Regional offices by project end, the vehicle could be transferred to a SEAM Regional Office at project end. We recommend that this on-the-ground verification of infractions be done by SEAM jointly with at least one other Government entity or an NGO as a pilot with support of this Project. Also to enhance effectiveness, SEAM should consider giving these offices enforcement authority and the capacity to exert this authority. At present their role is mostly educational – informing the public about relevant laws and regulations. They can only report infractions to the main office of SEAM in Asuncion. They have no authority to enforce the law. To ensure sustainability of its new regional offices, graduated benchmarks outlining Governmental budgetary allocations for the new offices should now be defined for SEAM gradually to assume full costs of these offices by project end, increasing Government financial commitment each year while decreasing the Project financial commitment until by project end SEAM has fully assumed 100% of the costs of these new offices as reflected in the SEAM budget..

Recommendation 8: SEAM and INFONA should install without delay, with the support of this Project as planned, a system to monitor land use changes which permits a timely identification of deforestation and other infractions. If this is not done, funds assigned for this purpose should be returned to the GEF rather than re-programmed.

Recommendation 9: The Project should consider forming partnerships with NGOs and others with expertise in forest conservation and in environmental fund creation. This may require international expertise if not available in country. Partnering with organizations rather than individuals may be most cost-effective and sustainable. Contracting this expertise to be part of the team would also be helpful if not essential.

Recommendation 10: Most of the PMU should now be moved to the field. Basing most of the PMU in the field would be more cost-effective and would allow the project necessary field presence especially at this point in time when the project should shift to emphasize on Component 3.

Recommendation 11: The project should focus on fewer pilot sites, selecting those sites based on where maximum impact (related to the project objective) can be achieved.

Recommendation 12: Greater adaptive management should be encouraged in finding solutions to barriers rather than postponing activities until the situation is more ideal or constant. The Project should consider using the mechanism of “piloting” certain activities to enable advancing despite an uncertain regulatory framework, incomplete data, or other perceived impasses, and should prioritize work with existing or new partnerships that allow flexibility and that will sustain activities beyond project end.

Recommendation 13: Indicators should be improved to make the Results Framework more user friendly and a practical tool for monitoring progress and impact and greater emphasis should be given to impact-oriented monitoring.

Recommendation 14: The GEF Secretariat should be consulted before the Project gives any of the funds it received from the GEF to another GEF project (i.e., the UNDP/GEF SGP) to determine whether this is consistent with GEF donor wishes.

Recommendation 15: The PSC and the RTA should provide greater strategic guidance to the project from now on clearly bearing in mind the overall project objective and how the effort with the producers and the traders should be oriented to supporting the achievement of that objective.

Annex 1. Terms of Reference for Mid Term Review

Términos de referencia para la evaluación de medio término: PNUD-GEF

1. INTRODUCCIÓN

Estos son los Términos de Referencia (ToR) para la evaluación de medio término (MTR por sus siglas en inglés) de PNUD-GEF para el proyecto denominado *Integrando la Conservación de Biodiversidad y Manejo Sustentable de la Tierra en las prácticas de producción en todas las biorregiones y biomas en Paraguay* (Nº PIMS 4836), implementado a través del PNUD/Secretaría del Ambiente que se llevará a cabo en el 2017. El proyecto se inició en abril de 2014 y actualmente se encuentra en su tercer año de ejecución. En consonancia con la Guía para MTR de PNUD-GEF, este proceso de evaluación de medio término dará comienzo antes de la presentación del Informe de Ejecución del Proyecto (PIR). En los presentes ToR se fijan las expectativas para el actual MTR. El proceso del MTR debe seguir las directrices marcadas en el documento *Guía para la Realización de la Evaluación de medio término en Proyectos Apoyados por el PNUD y Financiados por el GEF*

(http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_SP_2014.pdf).

2. ANTECEDENTES E INFORMACIÓN DEL PROYECTO

El objetivo del proyecto es proteger la biodiversidad y las funciones de la eco-región del Bosque Atlántico del Alto Paraná frente a las amenazas existentes y emergentes de las prácticas de producción multi-sectorial y es un modelo a ser replicado a lo largo de las eco-regiones del país. El proyecto proporcionará beneficios a nivel mundial, garantizando la futura expansión de la producción sin comprometer la biodiversidad y el funcionamiento de los ecosistemas. El proyecto adelantará un paquete de medidas que incluye apoyo institucional a largo plazo mediante el fortalecimiento del marco regulatorio, fortalecimiento de capacidades de las instituciones gubernamentales nacionales y locales, y el sector privado para la planificación, uso del suelo, monitoreo de la deforestación, vigilancia y ejecución; mejorar la coordinación de las partes interesadas y el diálogo para los acuerdos y consensos sobre el uso y manejo de la tierra; generar incentivos de tal forma que los mercados y sectores financieros valoren las prácticas de producción sustentable, principalmente de soja y carne, dentro del objetivo de paisaje de uso múltiple.

El elemento clave del proyecto es el trabajo con los productores de mediana y gran escala de soja y ganado en busca de cambios transformacionales que garantizarán que los productores cumplan con las regulaciones y la política de deforestación cero del Gobierno del Paraguay y les anime a adoptar prácticas de manejo sostenible de suelos, por sus siglas en inglés SLM y manejo sostenible de bosques, por sus siglas en inglés SFM, que favorecen la conservación de las funciones del ecosistema, incluida la biodiversidad, para garantizar la sustentabilidad a largo plazo de la producción. Esto contribuirá a la creación de cadenas de suministro libres de deforestación que ofrezcan productos sustentables a los mercados. Este conjunto de intervenciones creará un marco propicio para la gobernabilidad efectiva en la gestión de conflictos en los usos del suelo y la optimización de la tierra, y la gestión sustentable de los bosques y conservación de la biodiversidad, así como las condiciones para las intervenciones piloto a nivel departamental y promover su replicación, alcanzando de esta manera el objetivo de deforestación

cero en la Región Oriental del Gobierno del Paraguay. Esto se logrará a través de tres resultados: 1) marco de gobernanza eficaz para la conservación de la biodiversidad y el SLM en paisajes de uso múltiple; 2) Marco de incentivos financieros y de mercado para promover la biodiversidad y el manejo sustentable de la tierra dentro del objetivo de paisaje de uso múltiple, y 3) Implementación fortalecida del sistema de reservas legales y de las prácticas de producción sustentable. El proyecto será ejecutado en tres departamentos de la región Oriental del Paraguay, Alto Paraná, Itapúa y Caazapá. El presupuesto total previsto para su ejecución es de 6861.817 US\$ (GEF); 14.462.473 US\$ (Gobierno); 4.489.298 US\$ (PNUD) y 3.485.249 US\$ (No redituables).

3. OBJETIVOS DEL MTR

El MTR evaluará los avances realizados en el logro de los objetivos y resultados del proyecto recogidos en el documento del mismo, analizando las primeras señales de éxito o fracaso con el propósito de identificar cualquier cambio que sea necesario para retomar el rumbo de este y conseguir los resultados deseados. El MTR revisará también la estrategia del proyecto y sus riesgos a la sostenibilidad.

4. ENFOQUE Y METODOLOGÍA DEL MTR

Los datos aportados por el MTR deberán estar basados en información creíble, confiable y útil. El equipo del MTR examinará todas las fuentes de información relevantes, incluidos los documentos elaborados durante la fase de preparación (p. ej. PIF, Plan de Iniciación del PNUD, Política de Protección Medioambiental y Social del PNUD, Documento del Proyecto, informes de proyecto como el Examen Anual/PIR, revisiones del presupuesto del proyecto, informes de las lecciones aprendidas, documentos legales y de estrategia nacional, y cualquier otro material que el equipo considere útil para este examen basado en datos objetivos). El equipo del MTR analizará la Herramienta de Seguimiento del área de actuación del GEF al inicio del proyecto, enviada a este organismo con la aprobación del CEO, y la Herramienta de Seguimiento a mitad de ciclo, la cual debe ser completada antes de iniciarse la misión de campo del MTR.

Del equipo que lleve a cabo el MTR se espera que siga un enfoque colaborativo y participativo¹ que garantice una relación estrecha con el Equipo de Proyecto, sus homólogos gubernamentales (la persona o entidad designada como responsable o Coordinador de Operaciones del GEF (*Operational Focal Point*), la(s) Oficina(s) de País del PNUD, los Asesores Técnicos Regionales (RTA) del PNUD-GEF y otras partes interesadas clave.

La implicación de las partes interesadas resulta vital para el éxito del MTR². Para ello, deben realizarse entrevistas con aquellos agentes que tengan responsabilidades en el proyecto, entre los que están: representantes de la Secretaría del Ambiente (SEAM), representantes del Instituto Forestal Nacional (INFONA), representantes del Ministerio de Agricultura y Ganadería (MAG), a través de sus viceministerios, directivo de la Unión de gremios de la producción (UGP), representantes de la Central Nacional de Cooperativas (UNICOOP), gerente de la Asociación de productores de soja, oleaginosas y cereales del Paraguay (APS), representantes de la Asociación Rural del Paraguay (ARP), representantes de los traders (ADM, Cargill, LDC y CAPPRO), representantes de la Mesa de Finanzas Sostenibles (MFS), representantes de la Junta del Proyecto, representantes de gobiernos locales (Secretarios de Agricultura y ambiente de las gobernaciones, intendentes de los municipios pilotos), OSC, etc. Asimismo, está previsto que el equipo del MTR realice misiones de campo a (Alto Paraná, Itapúa y Caazapá).

El informe final del MTR debería contener una descripción completa del enfoque seguido y las razones de su adopción, señalando explícitamente las hipótesis utilizadas y los retos, puntos fuertes y débiles de los métodos y el enfoque seguido para la evaluación.

5. ÁMBITO DETALLADO DEL MTR

El equipo del MTR evaluará las siguientes cuatro categorías de progreso del proyecto. Para unas

¹ Para ideas sobre estrategias y técnicas innovadoras y participativas de seguimiento y evaluación, véase [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

² Para más información sobre la implicación de las partes interesadas en el proceso de Seguimiento y Evaluación, véase [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Capítulo 3, pág. 93.

descripciones más amplias véase la *Guía para la Realización de medio término en Proyectos Apoyados por el PNUD y Financiados por el GEF* (Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects). http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf

i. Estrategia del proyecto

Diseño del proyecto:

- Analizar el problema abordado por el proyecto y las hipótesis aplicadas. Examinar el efecto de cualquier hipótesis incorrecta o de cambios en el contexto sobre el logro de los resultados del proyecto recogidos en el Documento del Proyecto.
- Analizar la relevancia de la estrategia del proyecto y determinar si ésta ofrece el camino más eficaz para alcanzar los resultados deseados/buscados. ¿Se incorporaron adecuadamente al diseño del proyecto las lecciones aprendidas en otros proyectos relevantes?
- Analizar cómo quedan recogidas en el proyecto las prioridades del país. Comprobar la propiedad nacional del proyecto. ¿Estuvo el concepto del proyecto alineado con las prioridades de desarrollo del sector nacional y los planes para el país (o de los países participantes en el caso de proyectos multipaís).
- Analizar los procesos de toma de decisiones. ¿Se tuvo en cuenta durante los procesos de diseño del proyecto la perspectiva de quienes se verían afectados por las decisiones relacionadas con el proyecto, de quienes podrían influir sobre sus resultados y de quienes podrían aportar información u otros recursos durante los procesos de diseño del proyecto?
- Analizar hasta qué punto se tocaron las cuestiones de género relevantes en el diseño del proyecto. Para un mayor detalle de las directrices seguidas véase *Guía para la Realización de medio término en Proyectos Apoyados por el PNUD y Financiados por el GEF*.
- Si existen áreas importantes que requieren atención, recomendar aspectos para su mejora.

Marco de resultados/marco lógico:

- Acometer un análisis crítico de los indicadores y metas del marco lógico del proyecto, evaluar hasta qué punto las metas de mitad y final de periodo del proyecto cumplen los criterios "SMART" (abreviatura en inglés de Específicos, Cuantificables, Conseguibles, Relevantes y Sujetos a plazos) y sugerir modificaciones/revisiones específicas de dichas metas e indicadores en la medida que sea necesario.
- ¿Son los objetivos y resultados del proyecto o sus componentes claros, prácticos y factibles de realizar durante el tiempo estipulado para su ejecución?
- Analizar si el progreso hasta el momento ha generado efectos de desarrollo beneficiosos o podría catalizarlos en el futuro (por ejemplo, en términos de generación de ingresos, igualdad de género y empoderamiento de la mujer, mejoras en la gobernabilidad, etc.) de manera que deberían incluirse en el marco de resultados del proyecto y monitorizarse de forma anual.
- Asegurar un seguimiento efectivo de los aspectos más amplios de desarrollo y de género del proyecto. Desarrollar y recomendar los indicadores de 'desarrollo' SMART, que deberán incluir indicadores desagregados en función del género y otros que capturen los beneficios de desarrollo.

ii. Progreso en el logro de resultados

Análisis del progreso en el logro de resultados:

- Revisar los indicadores del marco lógico y compararlos con el progreso realizado en el logro de las metas establecidas para fin de proyecto mediante la Matriz de progreso en el logro de resultados y en función de lo establecido en la *Guía para la Realización de medio término en Proyectos Apoyados por el PNUD y Financiados por el GEF*; reflejar los avances siguiendo el sistema de colores "tipo semáforo" basado en el nivel de progreso alcanzado; asignar una valoración del progreso

obtenido a cada resultado; efectuar recomendaciones desde las áreas marcadas como "No lleva camino de lograrse" (rojo).

Tabla 1. Matriz de progreso en el logro de resultados (resultados obtenidos en comparación con las metas para el final del proyecto)

| Estrategia del Proyecto | Indicador ³ | Nivel inicial de referencia ⁴ | Nivel en el 1er PIR (auto-reportado) | Meta a Mitad de Período ⁵ | Meta a Final de Proyecto | Nivel y evaluación a Mitad de Periodo ⁶ | Valoración de los logros conseguidos ⁷ | Justificación de la valoración |
|-------------------------|------------------------------|--|--------------------------------------|--------------------------------------|--------------------------|--|---|--------------------------------|
| Objetivo: | Indicador (si es aplicable): | | | | | | | |
| Resultado 1: | Indicador 1: | | | | | | | |
| | Indicador 2: | | | | | | | |
| Resultado 2: | Indicador 3: | | | | | | | |
| | Indicador 4: | | | | | | | |
| | Etc. | | | | | | | |

Código para la Evaluación de los Indicadores

Verde= Logrado

Amarillo= Camino de lograrse

Rojo= No lleva camino de lograrse

Además del análisis de progreso en la consecución de resultados:

- Comparar y analizar la Herramienta de Seguimiento del GEF al nivel inicial de referencia con la completada inmediatamente antes del Evaluación de medio término.
- Identificar las restantes barreras al logro de los objetivos del proyecto en lo que resta hasta su finalización.
- Una vez examinados los aspectos del proyecto que han tenido éxito, identificar fórmulas para que el proyecto pueda ampliar los beneficios conseguidos.

iii. Ejecución del proyecto y gestión adaptativa

Mecanismos de gestión:

- Analizar la eficacia general en la gestión del proyecto tal y como se recoge en el Documento del Proyecto. ¿Se han realizado cambios? ¿Son efectivos? ¿Están claras las responsabilidades y la cadena de mando? ¿Se toman las decisiones de forma transparente y en el momento adecuado? Recomendar áreas de mejora.
- Analizar la calidad de la ejecución por parte del Organismo ejecutor/Socio(s) en la Ejecución y áreas de mejora recomendadas.
- Analizar la calidad del apoyo proporcionado por el Organismo Asociado del GEF (PNUD) y recomendar áreas de mejora.

Planificación del trabajo:

- Analizar cualquier demora en la puesta en marcha e implementación del proyecto, identificar sus causas y examinar si ya se han resuelto.

³Completar con datos del marco lógico y los cuadros de mando

⁴ Completar con datos del Documento del Proyecto

⁵ Si está disponible

⁶ Colorear sólo esta columna

⁷ Usar la escala de valoración del progreso en el logro de resultados con sus 6 puntos: AS, S, MS, MI, I, AI

- ¿Están los procesos de planificación del trabajo basados en los resultados? Si no es así, ¿se pueden sugerir maneras de reorientar la planificación del trabajo para enfocarse en los resultados?
- Examinar el uso del marco de resultados/marco lógico del proyecto como herramienta de gestión y revisar cualquier cambio producido desde el inicio del proyecto.

Financiación y cofinanciación:

- Evaluar la gestión financiera del proyecto, con especial referencia a la rentabilidad de las intervenciones.
- Analizar los cambios producidos en las asignaciones de fondos como resultado de revisiones presupuestarias y determinar si dichas revisiones han sido apropiadas y relevantes.
- ¿Cuenta el proyecto con controles financieros adecuados, incluyendo una apropiada información y planificación, que permitan a la Dirección tomar decisiones informadas relativas al presupuesto y que faciliten un flujo de fondos en tiempo y plazos adecuados?
- A partir de la información contenida en la tabla de seguimiento de la cofinanciación que hay que llenar, ofrecer comentarios sobre la cofinanciación. ¿Se utiliza la cofinanciación estratégicamente para ayudar a los objetivos del proyecto? ¿Se reúne el Equipo del proyecto regularmente con todos los socios en la cofinanciación a fin de alinear las prioridades financieras y los planes de trabajo anuales?

Sistemas de seguimiento y evaluación a nivel de proyecto:

- Analizar las herramientas de seguimiento usadas actualmente. ¿Ofrecen la información necesaria? ¿Involucran a socios clave? ¿Están alineadas con los sistemas nacionales o incorporadas a ellos? ¿Usan la información existente? ¿Son eficientes? ¿Son rentables? ¿Se requieren herramientas adicionales? ¿Cómo pueden hacerse más participativas e inclusivas?
- Analizar la gestión financiera del presupuesto para el seguimiento y evaluación del proyecto. ¿Se asignan recursos suficientes para el seguimiento y evaluación? ¿Se usan estos recursos con eficacia?

Implicación de las partes interesadas:

- Gestión del proyecto: ¿Ha desarrollado y forjado el proyecto las alianzas adecuadas, tanto con las partes interesadas directas como con otros agentes tangenciales?
- Participación y procesos impulsados desde el país: ¿Apoyan los gobiernos locales y nacionales los objetivos del proyecto? ¿Siguen teniendo un papel activo en la toma de decisiones del proyecto que contribuya a una ejecución eficiente y efectiva del mismo?
- Participación y sensibilización pública: ¿Hasta qué punto ha contribuido la implicación y la sensibilización pública en el progreso realizado hacia el logro de los objetivos del proyecto?

Información:

- Analizar los mecanismos empleados por la Dirección del proyecto para informar de los cambios en la gestión adaptativa y comunicarlos a la Junta del Poyecto.
- Evaluar hasta qué punto el Equipo de Poyecto y sus socios llevan a cabo y cumplen con todos los requisitos de información del GEF (p. e: ¿qué medidas se han tomado para abordar los PIR con valoraciones bajas, cuando sea aplicable)?
- Evaluar cómo se han documentado y compartido las lecciones derivadas del proceso de gestión adaptativa con los socios clave y cómo han sido internalizadas por éstos.

Comunicación:

- Examinar la comunicación interna del proyecto con las partes interesadas: ¿Existe una comunicación regular y efectiva? ¿Hay partes interesadas importantes que se quedan fuera de los canales de comunicación? ¿Existen mecanismos de retroalimentación cuando se recibe la comunicación? ¿Contribuye la comunicación con las partes interesadas a que estas últimas tengan una mayor

concienciación respecto a los resultados y actividades del proyecto, y a un mayor compromiso en la sostenibilidad a largo plazo de los resultados del mismo?

- Examinar la comunicación externa del proyecto: ¿Se han establecido canales de comunicación adecuados –o se están estableciendo– para expresar el progreso del proyecto y el impacto público deseado (por ejemplo, ¿hay presencia en la Web?)? ¿Llevó a cabo el proyecto campañas de comunicación y sensibilización pública adecuadas?).
- A efectos informativos, redactar un párrafo de media página que resuma el progreso del proyecto hacia los resultados en términos de su contribución a la generación de beneficios relacionados con el desarrollo sostenible y el medio ambiente global.

iv. Sostenibilidad

- Validar si los riesgos identificados en el Documento del Poyecto, el Examen Anual del Poyecto/PIR y el Módulo de Gestión de Riesgos de ATLAS son los más importantes y si las valoraciones de riesgo aplicadas son adecuadas y están actualizadas. En caso contrario, explicar por qué.
- Asimismo, evaluar los siguientes riesgos a la sostenibilidad:

Riesgos financieros para la sostenibilidad:

- ¿Cuál es la probabilidad de que se reduzca o cese la disponibilidad de recursos económicos una vez concluya la ayuda del GEF (teniendo en cuenta que los recursos potenciales pueden provenir de múltiples fuentes, como los sectores público y privado, actividades generadoras de ingresos y otros recursos que serán adecuados para sostener los resultados del proyecto)?

Riesgos financieros para la sostenibilidad:

- ¿Existen riesgos sociales o políticos que puedan poner en peligro la sostenibilidad de los resultados del proyecto? ¿Cuál es el riesgo de que el nivel de propiedad e implicación de las partes interesadas (incluyendo el de los gobiernos y otras partes interesadas) sea insuficiente para sostener los resultados/beneficios del proyecto? ¿Son conscientes las diversas partes interesadas clave de que les interesa que los beneficios del proyecto sigan fluyendo? ¿Tienen el público y/o las partes interesadas un nivel de concienciación suficiente para apoyar los objetivos a largo plazo del proyecto? ¿Documenta el Equipo del Poyecto las lecciones aprendidas de manera continuada? ¿Se comparten/transfieren a los agentes adecuados que estén en posición de aplicarlas y, potencialmente, reproducirlas y/o expandirlas en el futuro?

Riesgos para la sostenibilidad relacionados con el marco institucional y la gobernabilidad:

- ¿Presentan los marcos legales, las políticas, las estructuras y los procesos de gobernabilidad riesgos que puedan poner en peligro la continuidad de los beneficios del proyecto? Al evaluar este parámetro, es preciso tener en cuenta también si están instalados los sistemas/mecanismos requeridos para la rendición de cuentas, la transparencia y los conocimientos técnicos.

Riesgos medioambientales a la sostenibilidad:

- ¿Hay algún riesgo medioambiental que pueda poner en peligro la continuidad de los resultados del proyecto?

Conclusiones y Recomendaciones

El equipo del MTR incluirá una sección en el informe donde se recojan las conclusiones obtenidas a partir de todos los datos recabados y pruebas realizadas⁸.

Las recomendaciones deberían ser sugerencias sucintas para intervenciones críticas que deberán ser

⁸ Otra posibilidad es integrar las conclusiones del MTR en el cuerpo del informe.

específicas, cuantificables, conseguibles y relevantes. Se debería incluir una tabla de recomendaciones dentro del informe ejecutivo del informe. Para más información sobre la tabla de recomendaciones, véase la *Guía para la Realización del Evaluación de medio término en Proyectos Apoyados por el PNUD y Financiados por el GEF*.

Las recomendaciones del consultor/equipo del MTR deberían limitarse a 15 como máximo.

Valoración

El equipo del MTR incluirá sus valoraciones de los resultados del proyecto y breves descripciones de los logros asociados en una *Tabla resumen de valoraciones y logros* en el Resumen Ejecutivo del informe del MTR. Véase el Anexo E para comprobar las escalas de valoración. No es necesario hacer una valoración de la Estrategia del proyecto ni una valoración general del mismo.

Tabla. Resumen de valoraciones y logros del MTR
(Nombre del proyecto)

| Parámetro | Valoración MTR | Descripción del logro |
|---|---|-----------------------|
| Estrategia del Poyecto | N/A | |
| Progreso en el logro de resultados | Valoración del grado de logro del objetivo. Valoración del logro: (Calificar según escala de 6 pt.) | |
| | Valoración del grado de logro del resultado 1: (Calificar según escala de 6 pt.) | |
| | Valoración del grado de logro del resultado 2: (Calificar según escala de 6 pt.) | |
| | Valoración del grado de logro del resultado 3: (Calificar según escala de 6 pt.) | |
| | Etc. | |
| Ejecución del proyecto y gestión adaptativa | (Calificar según escala de 6 pt.) | |
| Sostenibilidad | (Calificar según escala de 4 pt.) | |

6. CRONOGRAMA DE EJECUCIÓN

La duración total del MTR será (55 días), aproximadamente durante (8 semanas) y no superará los cinco meses a partir del momento de la contratación del consultor o consultores. El cronograma provisional del MTR es el siguiente:

| PERÍODO DE EJECUCIÓN | ACTIVIDAD |
|---|---|
| ----- | Cierre de solicitudes. |
| 7 días posteriores al cierre de solicitudes | Selección del equipo del MTR. |
| 7 días | Preparación del equipo del MTR (entrega de los Documentos del |

| | |
|-------------------------------------|--|
| | Proyecto). |
| 3 días | Revisión de los Documentos y elaboración del Informe de Iniciación* del MTR. |
| 4 días | Finalización y validación del Informe de Iniciación del MTR: fecha más tardía para el inicio de la misión del MTR. |
| 11 días | Misión del MTR: reuniones con las partes interesadas, entrevistas, visitas de campo. |
| Último día de la misión en el país. | Reunión para el cierre de la misión y presentación de las primeras conclusiones: fecha más temprana para la finalización de la misión del MTR. |
| 21 días | Elaboración del borrador del informe. |
| 1 día | Incorporación del rastro de auditoría a partir de los datos ofrecidos en el borrador del informe/Finalización del informe del MTR. |
| 1 día | Preparación y comunicación de la respuesta de la Dirección. |
| 7 días | Fecha prevista para la finalización definitiva del MTR |

*El Informe de Iniciación debería presentar opciones para llevar a cabo visitas de campo.

7. PRODUCTOS DE LA EVALUACIÓN DE MEDIO TÉRMINO

| # | Producto | Descripción | Plazo | Responsabilidades |
|---|--------------------------------------|---|--|--|
| 1 | Informe de Iniciación del MTR | El equipo del MTR clarifica los objetivos y métodos del Evaluación de medio término | Como mínimo 2 semanas antes de iniciarse la misión del MTR. | El equipo del MTR lo presenta a la Unidad Adjudicadora y a la Dirección del proyecto. |
| 2 | Presentación | Conclusiones iniciales | Final de la misión del MTR. | El equipo del MTR las presenta ante la Dirección del proyecto y la Unidad Adjudicadora |
| 3 | Borrador informe final | Informe completo (usar las directrices sobre su contenido recogidas en el Anexo B) con anexos | Antes de transcurridas 3 semanas desde la misión del MTR. | Enviado a la Unidad Adjudicadora, examinado por el RTA, Unidad de Coordinación de Proyectos, OFP del GEF |
| 4 | Informe final* | Informe revisado con prueba de auditoría donde se detalla cómo se han abordado (o no) en el informe final del MTR todos los comentarios recibidos | Antes de transcurrida 1 semana desde la recepción de los comentarios del PNUD sobre el borrador. | Enviado a la Unidad Adjudicadora |

*El informe final del MTR debe estar en inglés. Siempre que sea aplicable la Unidad Adjudicadora podrá decidir traducir el informe a un idioma de mayor uso entre los agentes nacionales.

8. MECANISMOS DEL MTR

La responsabilidad principal en la gestión de este MTR corresponde a la Unidad Adjudicadora. La Unidad

Adjudicadora para el MTR de este proyecto es la oficina del PNUD Paraguay.

La Unidad Adjudicadora contratará a los consultores y se asegurará del pago puntual de los viáticos o dietas y gastos de viaje dentro del país correspondientes al equipo del MTR. El Equipo del proyecto tendrá la responsabilidad de comunicarse con el equipo del MTR para proporcionarle todos los documentos pertinentes, fijar entrevistas con las partes interesadas y organizar visitas de campo.

9. COMPOSICIÓN DEL EQUIPO

El equipo del MTR estará formado por dos consultores internacionales independientes – un jefe de equipo (Preferentemente con experiencia en evaluaciones de proyectos GEF realizadas en otras regiones a nivel mundial y en especial en sudamérica), un experto internacional en Commodities sustentables (Preferentemente con experiencia a nivel regional de la producción sustentable de commodities y su contexto) y un consultor nacional que apoyará el trabajo del líder del equipo en las actividades referidas a la evaluación de medio término. Los consultores no podrán haber participado en la preparación, formulación y/o ejecución del proyecto (incluyendo la redacción del documento del proyecto) y no deberían tener un conflicto de intereses con las actividades relacionadas con el mismo.

10. MODALIDADES Y ESPECIFICACIONES DE PAGO

Ver en tdrs anexos a este documento.

11. PROCESO DE POSTULACIÓN⁹

Presentación recomendada de la propuesta:

- a) **Carta de Confirmación de Interés y Disponibilidad** mediante la [plantilla](#)¹⁰ proporcionada por el PNUD;
- b) **CV o el Formulario P11 de Historia Personal**¹¹
- c) **Breve descripción del enfoque del trabajo/propuesta técnica** de por qué el postulante cree que es la persona más adecuada para el proyecto, y una metodología propuesta sobre cómo piensa enfocar y completar el trabajo (máximo 1 página);
- d) **Propuesta financiera** que indique el precio total e inclusivo del contrato y todos los costos relacionados (boleto de avión, viáticos o dietas, etc.), apoyada en un desglose detallado de los gastos, utilizando la plantilla adjunta al modelo de Carta de Confirmación de Interés. Si un postulante es contratado por una organización/compañía/institución y tiene previsto que su empleador cargue una tasa de gestión por su cesión al PNUD en concepto de Acuerdo de Préstamo Reembolsable (RLA), el solicitante debe indicarlo en este momento y asegurarse de que esos costos estén debidamente incluidos en la propuesta financiera que se envíe al PNUD.

Todos los materiales de la solicitud deberían remitirse a la dirección Avenida Aviadores del Chaco 2050, Torre 1, en un sobre sellado en el que se indicará la referencia siguiente: “*Consultant for Paisajes de Producción Verde Midterm Review*” o por email a la siguiente dirección EXCLUSIVAMENTE: (adquisiciones-pnud.py@undp.org) antes de (**día y fecha**). Las solicitudes incompletas quedarán excluidas del proceso.

⁹La contratación de los consultores deberá realizarse conforme a las directrices de contratación recogidas en los POPPs:

<https://info.undp.org/global/popp/P%C3%A1ginas/default.aspx>

¹⁰<https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confimation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

¹¹http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Criterios para la evaluación de la propuesta: Sólo se evaluarán aquellas solicitudes que cumplan con todos los requisitos. Las ofertas se evaluarán conforme al método de Puntuación Combinada (*Combined Scoring*) según el cual la formación académica y la experiencia en proyectos similares tendrán un peso del 70%, mientras que la propuesta económica representará el 30% de la valoración. El postulante que reciba la Puntuación Combinada más Alta y que acepte los Términos y Condiciones Generales del PNUD será el que reciba el contrato.

ToR ANEXO A: Lista de documentos a examinar por el equipo del MTR

1. *PIF;*
2. *Plan de Iniciación del PNUD;*
3. *Documento del Proyecto del PNUD;*
4. *Resultados del Diagnóstico Medioambiental y Social del PNUD;*
5. *Informe de Iniciación del Proyecto;*
6. *Todos los Informes de Ejecución de Proyecto (PIRs);*
7. *Informes de progreso trimestrales y planes de trabajo de los varios equipos de ejecución de tareas;*
8. *Informes de auditoría;*
9. *Herramientas de Seguimiento finalizadas del área de actuación del GEF a la aprobación del CEO y a mitad de periodo (Servicios ecosistémicos en paisajes de producción, servicios ecosistémicos en paisajes forestales, prácticas de manejo sostenible de suelo en paisajes más amplios);*
10. *Informes de supervisión de la misión;*
11. *Todos los informes de seguimiento preparados por el proyecto;*
12. *Diretrices financieras y de administración usadas por el Equipo del Proyecto.*

También estarán disponibles los siguientes documentos:

13. *Diretrices operativas del proyecto, manuales y sistemas;*
14. *Documento(s) de programa del PNUD para el país/países;*
15. *Minutas de las reuniones de la Junta del Proyecto Paisajes de Producción Verde y otras reuniones (como las del Comité de Evaluación Preliminar del Proyecto);*
16. *Mapas de los sitios donde opera el proyecto.*
17. *Término de referencia para la contratación del consultor internacional líder del equipo;*
18. *Término de referencia para la contratación del consultor internacional especialista en Commodities sustentables;*
19. *Término de referencia para la contratación del consultor nacional que apoyará el trabajo del líder del equipo.*

ToR ANEXO B: Directrices sobre el contenido del Informe del Evaluación de medio término¹²

i. Información básica del informe (*para la portada o página inicial*)

- Nombre del proyecto apoyado por el PNUD y financiado por el GEF
- Números PIMS del PNUD/ID del GEF
- Periodo de ejecución del MTR y fecha del informe
- Región y países incluidos en el informe
- Área de actuación/Programa estratégico del GEF
- Organismo ejecutor/Socio en la ejecución y otros socios del proyecto
- Componentes del equipo del MTR
- Agradecimientos

¹² El Informe no debería superar las 40 páginas en total (sin incluir anexos).

- ii. Índice
 - iii. Acrónimos y abreviaturas
- 1. Resumen ejecutivo (*3-5 páginas*)
 - Tabla de información del proyecto
 - Descripción del proyecto (breve)
 - Resumen de progreso del proyecto (entre 200-500 palabras)
 - Tabla resumen de valoraciones y logros del MTR
 - Resumen conciso de conclusiones
 - Tabla resumen de recomendaciones
- 2. Introducción (*2-3 páginas*)
 - Propósito del MTR y objetivos
 - Alcance y metodología: principios de diseño y ejecución del MTR, enfoque del MTR y métodos de recopilación de datos, limitaciones del MTR
 - Estructura del informe MTR
- 3. Descripción del proyecto y contexto (*3-5 páginas*)
 - Contexto de desarrollo: factores medioambientales, socio-económicos, institucionales y políticos relevantes para el objetivo y alcance del proyecto
 - Problemas que trató de abordar el proyecto: amenazas y barreras
 - Descripción y estrategia del proyecto: objetivo, productos y resultados deseados, descripción de los lugares donde se desarrolla (si los hay)
 - Mecanismos de ejecución del proyecto: breve descripción de la Junta del Proyecto, acuerdos con los principales socios en la ejecución, etc.
 - Plazos de ejecución del proyecto e hitos a cumplir durante su desarrollo
 - Principales partes interesadas: Lista resumida.
- 4. Hechos comprobados (*12-14 páginas*)
 - 4.1 Estrategia del Proyecto
 - Diseño del proyecto
 - Marco de resultados/marco lógico
 - 4.2 Progreso en el logro de resultados
 - Análisis del progreso en los resultados
 - Barreras remanentes para el logro de los objetivos del proyecto
 - 4.3 Ejecución del proyecto y gestión adaptativa
 - Mecanismos de gestión
 - Planificación del trabajo
 - Financiación y cofinanciación
 - Sistemas de seguimiento y evaluación a nivel de proyecto
 - Implicación de las partes interesadas
 - Información
 - Comunicación
 - 4.4 Sostenibilidad
 - Riesgos financieros para la sostenibilidad
 - Riesgos socio-económicos para la sostenibilidad
 - Riesgos para la sostenibilidad relacionados con el marco institucional y la gobernabilidad
 - Riesgos medioambientales para la sostenibilidad
- 5. Conclusiones y recomendaciones (*4-6 páginas*)

5.1 Conclusiones

- Declaraciones completas y equilibradas (basadas en las pruebas y datos recopilados y conectadas a los hechos comprobados del MTR) que subrayen los puntos fuertes, débiles y resultados del proyecto

5.2 Recomendaciones

- Acciones correctoras para el diseño, ejecución, seguimiento y evaluación del proyecto
- Acciones para continuar o reforzar los beneficios iniciales del proyecto
- Propuestas para las direcciones futuras subrayando los objetivos

6. Anexos

- ToR del MTR (excluyendo los anexos del ToR)
- Matriz de evaluación del MTR (criterios de evaluación con las preguntas, indicadores, fuentes de datos y metodología clave)
- Modelo de cuestionario o Guía de entrevistas a emplear en la recolección de datos
- Escalas de valoración
- Itinerario de la misión del MTR
- Lista de personas entrevistadas
- Lista de documentos examinados
- Tabla de cofinanciación (si no se incluyó previamente en el cuerpo del informe)
- Formulario del Código de Conducta del UNEG firmado
- Formulario de aprobación del informe final del MTR firmado
- *Anexo en un archivo separado:* Rastro de auditoría obtenido a partir de los comentarios recibidos en el borrador del informe MTR
- *Anexo en un archivo separado:* Herramientas de seguimiento relevantes para la mitad de periodo (PIR, informes trimestrales y anuales, reporte de resultados).

ToR ANEXO C: Modelo de plantilla para la matriz de evaluación del MTR

| Preguntas evaluativas | Indicadores | Fuentes | Metodología |
|--|--|---|---|
| Estrategia de proyecto: ¿Hasta qué punto es relevante la estrategia de proyecto para las prioridades nacionales y la propiedad e implicación del país? ¿Es el mejor camino para obtener los resultados deseados? | | | |
| (incluir las preguntas evaluativas) | (p. ej. relaciones establecidas, nivel de coherencia entre el diseño del proyecto y el enfoque de implementación, actividades específicas realizadas, calidad de las estrategias de mitigación del riesgo, etc.) | (p. ej. documentos del proyecto, políticas o estrategias nacionales, sitios Web, personal y socios del proyecto, datos recopilados a través de la misión del MTR, etc.) | (p. ej. análisis de documentos, análisis de información, entrevistas con el personal del proyecto y las partes interesadas, etc.) |
| Progreso en el logro de resultados: ¿Cuál es el grado de cumplimiento de los resultados y objetivos deseados hasta el momento? | | | |
| | | | |
| Ejecución del proyecto y gestión adaptativa: ¿Hasta el momento se ha implementado el proyecto de manera eficiente, rentable y adaptada a las condiciones cambiantes? ¿Hasta qué punto contribuyen los sistemas de seguimiento y evaluación, información y comunicación del proyecto a su ejecución? | | | |
| | | | |
| Sostenibilidad: ¿Hasta qué punto existen riesgos financieros, institucionales, socio-económicos y/o medioambientales para la sostenibilidad a largo plazo de los resultados del proyecto? | | | |
| | | | |

ToR ANEXO D: Código de conducta de UNEG para evaluadores/consultores del MTR¹³

Los evaluadores/consultores:

1. Deben presentar una información completa y justa en su evaluación de las fortalezas y debilidades, de tal manera que las decisiones o acciones llevadas a cabo se encuentren bien fundadas.
2. Deben revelar el conjunto completo de conclusiones junto con la información de sus limitaciones y tenerlo a disposición de todos aquellos afectados por la evaluación que posean el derecho expreso para recibir los resultados.
3. Deberán proteger el anonimato y la confidencialidad de los informantes individuales. Deberán ofrecer el máximo tiempo de notificación, limitar las demandas de tiempo y respetar el derecho de las personas a no involucrarse. Los evaluadores deberán respetar el derecho de las personas a otorgar información de manera confidencial, y deben asegurarse de que la información sensible no pueda ser rastreada hasta su origen. Los evaluadores no están obligados a evaluar a personas individuales pero están deben mantener el equilibrio entre la evaluación de las funciones de gestión y este principio general.
4. En ocasiones, al realizar las evaluaciones destaparán pruebas de delitos. Se debe informar de manera discreta sobre tales casos al órgano de investigación apropiado. Los evaluadores deberán consultar con otras entidades de supervisión relevantes cuando exista la mínima duda sobre si estos temas deberían ser comunicados y de cómo deberían comunicarse.
5. Deberán ser sensibles hacia las creencias, usos y costumbres y actuar con integridad y honestidad en sus relaciones con todas las partes interesadas. En la línea de la Declaración Universal de Derechos Humanos de las Naciones Unidas, los evaluadores deben ser sensibles hacia los temas de discriminación e igualdad de género. Deberán evitar ofender la dignidad y autoestima de aquellas personas con las que establezcan un contacto durante la evaluación. Sabiendo que existe la posibilidad de que la evaluación afecte negativamente a los intereses de algunas partes interesadas, los evaluadores deberán conducir la evaluación y comunicar el objetivo de ésta y sus resultados de una manera que respete claramente la dignidad y la autoestima de los implicados.
6. Son responsables de su actuación y (los) producto(s) que generen. Son responsables de una presentación escrita u oral clara, precisa y equilibrada, así como de las limitaciones, conclusiones y recomendaciones del estudio.
7. Deberán aplicar procedimientos contables sólidos y ser prudentes a la hora de utilizar los recursos de la evaluación.

Formulario de Acuerdo del Consultor del MTR

Acuerdo para acatar el Código de Conducta para Evaluadores del sistema de la ONU:

Nombre del Consultor: _____

Nombre de la Organización Consultora (cuando sea necesario):

Afirmo que he recibido y entendido y que acataré el Código de Conducta para Evaluadores de las Naciones Unidas.

Firmado en _____ (*Lugar*) a _____
(fecha)

Firma: _____

¹³www.undp.org/unegecodeofconduct

ToR ANEXO E: Valoraciones del MTR

| Valoraciones del progreso en el logro de resultados: (una valoración por cada resultado y objetivo) | | |
|---|------------------------------------|--|
| 6 | Altamente satisfactoria (AS) | Se espera lograr o exceder los objetivos/resultados establecidos para el final del proyecto sin grandes carencias. El progreso hacia el logro de los objetivos/resultados puede presentarse como una "buena práctica". |
| 5 | Satisfactoria (S) | Se espera lograr la mayor parte de los objetivos/resultados establecidos para el final del proyecto sólo con mínimas carencias. |
| 4 | Moderadamente satisfactoria (MS) | Se espera lograr la mayor parte de los objetivos/resultados establecidos para el final proyecto pero con carencias significativas. |
| 3 | Moderadamente insatisfactoria (MI) | Se espera lograr la mayor parte de los objetivos/resultados establecidos para el final proyecto con importantes carencias. |
| 2 | Insatisfactoria (I) | No se espera lograr la mayor parte de los objetivos/resultados establecidos para el final de proyecto. |
| 1 | Altamente insatisfactoria (AI) | No se han logrado los objetivos/resultados para mitad de periodo y no se espera que se logre ninguno de los establecidos para el final del proyecto. |

| Valoraciones de la ejecución del proyecto y gestión adaptativa : (una valoración general) | | |
|---|------------------------------------|---|
| 6 | Altamente satisfactoria (AS) | La implementación de los siete componentes –mecanismos de gestión, planificación del trabajo, financiación y cofinanciación, sistemas de seguimiento y evaluación a nivel de proyecto, implicación de las partes interesadas, información y comunicación– está conduciendo a una ejecución efectiva y eficiente y a una gestión adaptativa. El proyecto se puede presentar como una "buena práctica". |
| 5 | Satisfactoria (S) | La implementación de la mayoría de los siete componentes está conduciendo a una ejecución efectiva y eficiente y a una gestión adaptativa, excepto por unos pocos que requieren una acción correctora. |
| 4 | Moderadamente satisfactoria (MS) | La implementación de algunos de los siete componentes está conduciendo a una ejecución efectiva y eficiente y a una gestión adaptativa, aunque algunos de los componentes requieren una acción correctora. |
| 3 | Moderadamente insatisfactoria (MI) | La implementación de algunos de los siete componentes no está conduciendo a una ejecución efectiva y eficiente y a una gestión adaptativa del proyecto; la mayoría de los componentes requieren acción correctora. |
| 2 | Insatisfactoria (I) | La implementación de la mayoría de los siete componentes no está conduciendo a una ejecución efectiva y eficiente y a una gestión adaptativa del proyecto. |
| 1 | Altamente insatisfactoria (AI) | Ninguno de los siete componentes se implementa de manera que conduzca a una ejecución efectiva y eficiente y a una gestión adaptativa del proyecto. |

| Valoraciones de sostenibilidad: (una valoración general) | | |
|--|-------------------------------|---|
| 4 | Probable (P) | Riesgo mínimo para la sostenibilidad; los resultados más importantes llevan camino de lograrse a la conclusión del proyecto y se espera que continúen en el futuro próximo. |
| 3 | Moderadamente probable (MP) | Riesgos moderados pero se espera que, al menos, algunos resultados podrán sostenerse debido al progreso que se observa en el logro de las metas durante el examen a mitad de periodo. |
| 2 | Moderadamente improbable (MI) | Riesgo significativo de que los resultados más importantes no continuarán tras la conclusión del proyecto aunque algunos productos y actividades sí deberían continuar. |
| 1 | Improbable (I) | Riesgo grave de que los resultados del proyecto y los productos clave no podrán sostenerse. |

ToR ANEXO F: Formulario de autorización del Informe del MTR

(Deberá completarse por la Unidad Adjudicadora y el RTA del PNUD-GEF e incluirse en el documento final)

Informe de Evaluación de medio término Revisado y Aprobado por:

Unidad Adjudicadora

Nombre: _____

Firma: _____ Fecha: _____

Asesor Técnico Regional del PNUD-GEF

Nombre: _____

Firma: _____ Fecha: _____

ToR ANEXO G: TERMINOS DE REFERENCIA - CONSULTOR INTERNACIONAL LIDER EQUIPO EVALUADOR

El/la especialista en implementación será el/la líder del equipo, y se encargará de coordinar las actividades con el/la consultor/a internacional especialista en Commodities sustentables y con el/la consultor/a nacional. El/la líder del equipo estará a cargo de redactar el informe de medio término, enfocándose en lo siguiente:

1. Revisar el diseño del proyecto y los objetivos establecidos, así como la trayectoria hacia el logro de los resultados. Se evaluarán los productos obtenidos contra los criterios “SMART” estipulados en los términos de referencia de la revisión de medio término.
2. Recabar y sistematizar la información relevada de las cuatro categorías de progreso del proyecto establecidas en el término de referencia de la evaluación de medio término (ver punto 5 del documento) en función al objetivo y enfoque de la presente evaluación de medio término (ver punto 3 y 4).
3. Compilar y editar el material producido por el equipo de revisión en español y traducido al idioma inglés.

Perfil requerido:

- Al menos 3 experiencias recientes en liderar equipos de evaluación de la gestión basada en resultados de Proyectos GEF;
- Al menos 3 experiencias de trabajo con organismos internacionales, y preferiblemente con el PNUD;
- Preferentemente experiencia de trabajo en Sudamérica y en la temática abordada por el Proyecto;
- Dominio del idioma español, demostrado en la generación de diversos informes y/o publicaciones.
- Manejo del idioma inglés.

| Productos | Pago | Fecha |
|---|------------|--|
| Informe de Iniciación del MTR El equipo del MTR clarifica los objetivos y métodos de la Evaluación de medio término | 20% | A los 10 días de la firma del contrato. |
| Presentación Conclusiones iniciales al finalizar la misión | - | Último día de la misión en Paraguay. |
| Borrador informe final Informe completo (usar las directrices sobre su contenido recogidas en el Anexo B) con anexos. | 40% | A los 21 días de finalizada la misión. |
| Informe final Informe revisado con prueba de auditoría donde se detalla cómo se han abordado (o no) en el informe final del MTR todos los comentarios recibidos | 40% | 9 días posteriores a la entrega del borrador de informe final. |

ToR ANEXO H: TERMINOS DE REFERENCIA - CONSULTOR INTERNACIONAL ESPECIALISTA COMMODITIES SUSTENTABLE

El/la especialista en Commodities sustentable trabajará de manera coordinada con el consultor internacional líder del equipo evaluador, así como con el consultor nacional. El/la especialista estará a cargo de la revisión de los aspectos socioambientales y de sustentabilidad del Proyecto y en particular aquellos vinculados con la participación de los principales actores claves de la cadena productiva de soja y carne, como sector público, sociedad civil y pueblos indígenas.

- Evaluar el grado de participación en el proyecto de los actores clave y su grado de involucramiento en los distintos procesos.
- Analizar el cumplimiento de los indicadores del proyecto vinculados al tema biodiversidad, manejo sustentable de bosques e incorporación de buenas prácticas agrícolas y ganaderas.
- Evaluar las lecciones aprendidas y recomendar aspectos que contribuirán a la mejor implementación hasta el final del proyecto.

Perfil requerido:

- Al menos 10 años de experiencia en el sector agropecuario, preferentemente en commodities de carne y soja;
- Al menos 2 experiencias de trabajo acompañando evaluaciones de proyectos;
- Al menos 2 experiencias de trabajo con organismos internacionales, y preferiblemente con el PNUD;
- Preferentemente experiencia de trabajo en Sudamérica;
- Experiencia de trabajo en equipo;
- Dominio del idioma español, demostrado en la generación de diversos informes y/o publicaciones;
- Manejo del idioma inglés.

| Productos | Pago | Fecha |
|--|------------|--|
| Cronograma de trabajo elaborado en coordinación con el/la Líder de Equipo y el consultor Nacional | 20% | A los 10 días de la firma del contrato. |
| Informe contenido el análisis de la participación de los principales actores claves de la cadena productiva de soja y carne, como sector público, sociedad civil y pueblos indígenas, así como la evaluación de los principales aspectos socioambientales y de sustentabilidad analizados, los cuales servirán como insumo para el informe de evaluación de medio término y que deberán estar reflejados en el borrador. | 40% | A los 15 días de concluida la misión. |
| Informe conteniendo las lecciones aprendidas y recomendaciones a ser consideradas hasta el final de la implementación del proyecto. | 40% | 9 días posteriores a la entrega del borrador de informe final. |

Annex 2. Signed Consultant Code of Conduct

ANNEX 2: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible so all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities while there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be non-discriminatory and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their products; they are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form⁸

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: A Virginia Rendon

Name of Consultancy Organization (where relevant) _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at place on date

Signature: J. V. Rendon 3/28/13

⁸www.unevaluation.org/unitednationscodeofconduct

ToR ANEXO D: Código de conducta de UNEG para evaluadores/consultores del MTR¹

Los evaluadores/consultores:

1. Deben presentar una información completa y justa en su evaluación de las fortalezas y debilidades, de tal manera que las decisiones o acciones llevadas a cabo se encuentren bien fundadas.
2. Deben revelar el conjunto completo de conclusiones junto con la información de sus limitaciones y tenerlo a disposición de todos aquellos afectados por la evaluación que posean el derecho expreso para recibir los resultados.
3. Deberán proteger el anonimato y la confidencialidad de los informantes individuales. Deberán ofrecer el máximo tiempo de notificación, limitar las demandas de tiempo y respetar el derecho de las personas a no involucrarse. Los evaluadores deberán respetar el derecho de las personas a otorgar información de manera confidencial, y deben asegurarse de que la información sensible no pueda ser rastreada hasta su origen. Los evaluadores no están obligados a evaluar a personas individuales pero están deben mantener el equilibrio entre la evaluación de las funciones de gestión y este principio general.
4. En ocasiones, al realizar las evaluaciones destaparán pruebas de delitos. Se debe informar de manera discreta sobre tales casos al órgano de investigación apropiado. Los evaluadores deberán consultar con otras entidades de supervisión relevantes cuando exista la mínima duda sobre si estos temas deberían ser comunicados y de cómo deberían comunicarse.
5. Deberán ser sensibles hacia las creencias, usos y costumbres y actuar con integridad y honestidad en sus relaciones con todas las partes interesadas. En la línea de la Declaración Universal de Derechos Humanos de las Naciones Unidas, los evaluadores deben ser sensibles hacia los temas de discriminación e igualdad de género. Deberán evitar ofender la dignidad y autoestima de aquellas personas con las que establezcan un contacto durante la evaluación. Sabiendo que existe la posibilidad de que la evaluación afecte negativamente a los intereses de algunas partes interesadas, los evaluadores deberán conducir la evaluación y comunicar el objetivo de ésta y sus resultados de una manera que respete claramente la dignidad y la autoestima de los implicados.
6. Son responsables de su actuación y (los) producto(s) que generen. Son responsables de una presentación escrita u oral clara, precisa y equilibrada, así como de las limitaciones, conclusiones y recomendaciones del estudio.
7. Deberán aplicar procedimientos contables sólidos y ser prudentes a la hora de utilizar los recursos de la evaluación.

Formulario de Acuerdo del Consultor del MTR

Acuerdo para acatar el Código de Conducta para Evaluadores del sistema de la ONU:

Nombre del Consultor: JUAN JOSE DADA ORTIZ

Nombre de la Organización Consultora (cuando sea necesario): _____

Afirmo que he recibido y entendido y que acataré el Código de Conducta para Evaluadores de las Naciones Unidas.

Firmado en San José, Costa Rica (Lugar) a enero, 2018 (fecha)

Firma: 

Annex 3. Evaluation Matrix

| Evaluation question | Indicators | Sources | Methodology * |
|--|---|--|---|
| PROJECT STRATEGY: How appropriate is the strategy and project design? | | | |
| • How appropriate was the design of the project? | <ul style="list-style-type: none"> Correspondence between the problems addressed by the project and underlying assumptions Correspondence between project strategy and most effective route to achieving goal Evidence of incorporating lessons from other projects in the design Evidence of project alignment with national goals and priorities Evidence of ownership of the project by national organizations Evidence of incorporation of perspectives of local, partners and other stakeholders in the project design | <ul style="list-style-type: none"> Project Documents SGP Staff Project Documents SGP Staff Project Documents SGP Staff UNDP Documents National Planning Documents Project Documents Governmental staff Local stakeholders Governmental staff Representatives of organizations | <ul style="list-style-type: none"> DR + I DR + I DR + I DR + I I I |
| • How appropriate is the Project results framework / logframe? | <ul style="list-style-type: none"> Adequacy of the Project Goals and Indicators (SMART) to its strategy Degree of clarity, practicality and feasibility of the Project objectives and results to the situation and time available Evidence of effects not considered to be included in the results framework and monitored regularly Extent to which aspects of gender equity and other of similar amplitude in terms of development are effectively monitored. | <ul style="list-style-type: none"> PRODOC & Reports SGP Staff PRODOC & Reports PRODOC & Reports Local stakeholders Governmental staff Representatives of organizations PRODOC & Reports SGP Staff | <ul style="list-style-type: none"> DR + I Evaluator's criteria DR Evaluator's criteria DR + I + DO Evaluator's criteria DR + I Evaluator's criteria |
| PROJECT RESULTS: What is the degree of project progress towards expected results? | | | |
| • What are the achievements of the project until MTR? | <ul style="list-style-type: none"> Proposed Objectives and Results Achieved Objectives and Results | <ul style="list-style-type: none"> PRODOC PRODOC & Reports Partners and participants Field Visits | <ul style="list-style-type: none"> DR + I DR + I + DO |

| | | | |
|--|--|--|--|
| | <ul style="list-style-type: none"> • Degree of correspondence between progress and proposed in the GEF Tracking Tools for the Project Thematic area | <ul style="list-style-type: none"> • PRODOC & Reports • GEF Tracking Tools • SGP Staff | <ul style="list-style-type: none"> • DR + I + DO • Evaluator' s criteria |
| | <ul style="list-style-type: none"> • List of topics and areas in which the project can expand the benefits in terms of achievements | <ul style="list-style-type: none"> • PRODOC & Reports • Local stakeholders • Governmental staff • Representatives of organizations | <ul style="list-style-type: none"> • DR + I + DO • Evaluator' s criteria |

PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: How appropriate was the implementation of the project so far and to what extent was necessary to implement adaptive management?

| | | | |
|--|---|---|--|
| How appropriate is operational planning? | <ul style="list-style-type: none"> • List of startup and project implementation delays and measures to address them | <ul style="list-style-type: none"> • SGP ProjectInformation | <ul style="list-style-type: none"> • DR + I |
| | <ul style="list-style-type: none"> • Extent to which operational planning is guided by results | <ul style="list-style-type: none"> • SGP ProjectInformation | <ul style="list-style-type: none"> • DR + I |
| | <ul style="list-style-type: none"> • Degree of use of the results matrix and adjustments made to it since the beginning of the Project | <ul style="list-style-type: none"> • SGP ProjectInformation | <ul style="list-style-type: none"> • DR + I |
| How adequate has been finance and co-finance management? | <ul style="list-style-type: none"> • Efficiency in the management of project financial resources | <ul style="list-style-type: none"> • SGP ProjectInformation | <ul style="list-style-type: none"> • DR + I |
| | <ul style="list-style-type: none"> • Changes in the allocation of project funds and relevance and degree of ownership | <ul style="list-style-type: none"> • SGP ProjectInformation | <ul style="list-style-type: none"> • DR + I |
| | <ul style="list-style-type: none"> • Degree of ownership of the financial controls of the project (including planning and reporting) and its flow of funds (to and from the project) | <ul style="list-style-type: none"> • SGP ProjectInformation | <ul style="list-style-type: none"> • DR + I |
| | <ul style="list-style-type: none"> • Degree to which the co-financing is provided and its level of strategic use | <ul style="list-style-type: none"> • SGP ProjectInformation • Co-financinginformation | <ul style="list-style-type: none"> • DR + I |

| | | | |
|--|---|---|---------------|
| How adequate is the monitoring of the project? | • Monitoring system in place | • SGP ProjectInformation | • DR + I |
| | • Participation and inclusion of partners in monitoring | • SGP ProjectInformation • Partners information | • DR + I |
| | • Alignment with other (national GEF) systems | • SGP ProjectInformation • Other systems information | • DR + I |
| | • Degree of adequacy of funding for monitoring | • SGP ProjectInformation | • DR + I |
| How suitable are the reports of the project? | • Level of Reporting of Project adjustments to the Project Committee | • SGP ProjectInformation | • DR + I |
| | • Level of documentation and dissemination of project settings to the partners. | • SGP ProjectInformation • Partners information | • DR + I |
| How suitable are project communications? | • Degree of regularity, effectiveness and inclusiveness of Project communication efforts | • SGP ProjectInformation • Partners information | • DR + I |
| | • Adequacy of public communications of Project activities and achievements | • SGP ProjectInformation • Partners information | • DR + I + DO |
| How suitable are the management arrangements of the project? | • Overall effectiveness of the project management (responsibilities, lines of supervision, decision making) | • SGP ProjectInformation | • DR + I |
| | • Quality of project implementation | • SGP ProjectInformation | • DR + I |
| | • Quality of support provided by UNDP | • SGP ProjectInformation • UNDP information | • DR + I |

| LONG-TERM SUSTAINABILITY: To what extent there are financial, institutional, socio-economic and / or environmental risks to the project results long term sustainability? | | | |
|---|--|---|---------------|
| • How suitable are the project's strategies to address the different types of risks to the sustainability of project results? | <ul style="list-style-type: none"> • Degree of relevance of the risks identified in the PRODOC, APR / PIR and ATLAS. | <ul style="list-style-type: none"> • SGP ProjectInformation • Partners and participants perceptions • Field Visits | • DR + I + DO |
| | <ul style="list-style-type: none"> • General Degree of risk factors of sustainability in terms of motivation, capacity and resources. | <ul style="list-style-type: none"> • SGP ProjectInformation • Partners and participants perceptions • Field Visits | • DR + I + DO |
| | <ul style="list-style-type: none"> • List, relevance and existence and implementation of prevention and mitigation of financial sustainability. | <ul style="list-style-type: none"> • SGP ProjectInformation • Partners and participants perceptions • Field Visits | • DR + I + DO |
| | <ul style="list-style-type: none"> • List, relevance and existence and implementation of prevention and mitigation of socio-political sustainability. | <ul style="list-style-type: none"> • SGP ProjectInformation • Partners and participants perceptions • Field Visits | • DR + I + DO |
| | <ul style="list-style-type: none"> • List, relevance and existence and implementation of prevention and mitigation of institutional and / or governance sustainability. | <ul style="list-style-type: none"> • SGP ProjectInformation • Partners and participants perceptions • Field Visits | • DR + I + DO |
| | <ul style="list-style-type: none"> • List, relevance and existence and implementation of prevention and mitigation of environmental sustainability. | <ul style="list-style-type: none"> • SGP ProjectInformation • Partners and participants perceptions • Field Visits | • DR + I + DO |

Annex 4. Documents Reviewed by the Mid-Term Review Team

The MTRT reviewed the following documents. The Project Management Unit (PMU) was requested to provide the documents & information listed below to the MTR Team (MTRT) prior to their arrival in country with sufficient time for their review before the in-country mission. The PMU was requested to compile any documents that could not be emailed and have these ready to share with the MTR on the first day of their mission.

Document Requested

Project Documents

Signed Project Document

PIF

Completed Project Information Table (if not included and updated in TOR for MTR)

Project Inception Report (prepared following the Inception Workshop)

Results Framework

A list of any changes made to the original Results Framework as presented in the PRODOC (cite the outcome/indicator for each change)

Completed Results Framework (achievement of targets as of the time of the MTR)

Work Plans/POAs

Annual work plans (for all years since project began)

Budget & Expenditures

Budget versus actual expenditures

Any budget revisions

Project Monitoring & Progress Reports

Completed METT Tracking Tools

(The Mid-Term METTs should be completed before the MTR mission takes place. The MTR consultants do not complete the METT. The GEF will not accept an MTR report without the corresponding completed Tracking Tool/s.)

PIRs for all years for which these have been completed

Monitoring and Evaluation Plan adopted by the project

Project audit reports

It is not necessary to send the entire report. Send only the recommendation page/s.

Project Committees

PSC/PB Composition & Contact Information

Minutes of all PSC meetings

TOR for the PSC/PB

TOR for the Project Technical Committee (TC)

Composition of the TC

Minutes of meetings of the TC

Miscellaneous

Project contracts and consultancies that have been awarded

List of Project publications

Equipment purchased by the project and where this is physically located now

Financing

Co-financing commitment letters (if additional to those at time of PRODOC signing)

Completed up-to-date co-financing tables

Project Management Unit (PMU)

PMU Composition and Contact Information

TOR for PMU professional staff

Maps

Up to date map of all Interior Atlantic Forest areas in Paraguay (distinguishing between primary forest, secondary forest, and highly degraded forest)

Map showing location of all project sites

Detailed map of each project site showing forest cover, pasture land, soy fields, indigenous territories, small-scale agricultural holdings, roads

Other

Written environmental/sustainability policies of the commodity traders operating in Paraguay

Relevant Decrees related to the Forest Law

Most updated version of Zero Deforestation Law

Composition of the Soy & Beef Platforms (Names, positions, institutional affiliations)

Action Plans developed by the Platforms for soy and for beef for the two Departments

Annex 5. People Met by the MTR Team

AGENDA DE LA MISIÓN DE EVALUACIÓN DE MEDIO TÉRMINO DEL PROYECTO PAISAJES DE PRODUCCIÓN VERDE

| <i>Día/Hora</i> | <i>Actividad</i> | <i>Nombres/Títulos</i> | <i>Relación al esfuerzo del proyecto</i> |
|------------------|--|---|--|
| 12/9 Sábado | Viaje a Paraguay | | |
| 12/10 Domingo | Lectura de documentos | | |
| 12/11 Lunes | | | |
| 9:00 a | Reunión | Roberto Galvez, | |
| 9:30 hs | introductoria con PNUD. | Representante Residente Adjunto del PNUD. | |
| 9:30 a | Reunión con oficial de programa PNUD | Veronique Gerard, Oficial de Programa de la Cartera Ambiente del PNUD. | |
| 10:30 hs | | | |
| 10:30 a | Reunión con equipo técnico del Proyecto. | Todo el equipo técnico y administrativo. | |
| 14:45 hs | | | |
| 15:00 a | Reunión con uno de los traders. | Ana Yaluff, ADM | Multinacional que cofinancia actividades en el proyecto. Con los productores de esta empresa vamos a trabajar adecuación legal y certificación de Servicios Ambientales (SA). Igualmente, trabajaremos la generación de información geoespacial adicional, de manera a identificar productores que incumplieron la normativa legal y generar los criterios para restringir la compra de soja de áreas deforestadas (Grupo de trabajo para el control de la deforestación). |
| 16:30 hs | | | Miembro del Comité Técnico del Proyecto y de la Junta del Proyecto en representación de los cofinanciadores. |
| 12/12 Martes | | | |
| 8:00 a | Reunión con SEAM. | Rolando de Barros, Ministro e integrante de la Junta del Proyecto. Equipo técnico, María José Mendoza, punto focal del Proyecto y | Institución del estado que lidera el Proyecto. |
| 10:00 hs | | | |

| | | | |
|---------------------|---|--|---|
| | | miembro del comité técnico. | |
| 12:00 – 13:00 hs | Reunión con INFONA. Confirmada. | Fredis Estigarribia, Presidente y equipo técnico. | Institución que trabaja muy de cerca con el Proyecto. Recientemente con cambios de autoridades. Actualmente, las mismas no están muy al tanto de lo que fuera desarrollado entre la Institución y el Proyecto, durante el periodo de mandato anterior. Por tal motivo, se sugiere entrevistar al anterior punto focal, con quién se desarrolló gran parte de las actividades. |
| 15:00 a 16:00 hs | Reunión con el anterior Coordinador del Proyecto. Confirmada. | Eduardo Allende, Oficial de Programa PNUD y ex coordinador del Proyecto. | |
| 11:00 a 12:00 hs | Reunión con Unión de Gremios de la Producción (UGP). Confirmada. | Héctor Cristaldo, Presidente de la UGP. | La participación de la UGP en la plataforma es fundamental. Igualmente, el Proyecto apoya una iniciativa denominada Mesa de la Roya, donde la UGP forma parte, junto al sector privado (CAFYF). También coordinamos acciones conjuntas en la comunidad Ache de Puerto Barra en Alto Paraná. |
| 14:00 a 15:00 hs | Reunión con Representantes de la Asociación Rural del Paraguay (ARP). Confirmada. | Esteban Vasconsellos, Presidente de la comisión ambiente y forestal de la ARP y técnicos de la comisión. | Con la ARP trabajamos en la implementación de los sistemas silvopastoriles (BPG) en fincas de productores de Caazapá. Igualmente, se realizan jornadas de capacitación a productores asociados en diferentes áreas. |

**12/13
Miércoles**

| | | | |
|---------------------|--|--|---|
| 9:00 a 10:00 hs | Reunión con representante de CAPRO (Director Ejecutivo). Confirmada. | Sandra Noguera, gerente | Participan en las plataformas y se trabaja conjuntamente acciones que involucren a los traders. |
| 11:00 a 12:30 hs | Reunión con representante de WWF. Confirmada. | Oscar Rodas, conservación de bosques y sistema de monitoreo (GFW) Guido Cubilla, representantes de la Mesa de la Carne Sostenible. Cristina Morales. | Trabajo conjunto para poder establecer el acuerdo INFONA/GFW. La Mesa de la Carne no la integramos porque aborda cuestiones puntuales que también se visualizan en las discusiones de la plataforma. Cuando la Mesa esté completamente constituida y funcionando, la idea es invitarles a |

| | | | |
|---------------------|---|---------------------------|--|
| | | | participar de la plataforma nacional de la carne. Participamos como oyentes. |
| 11:00 a 12:00 hs | Reunión con representantes de LDC. Confirmada. | Emilio Aguilar. | Empresa cofinanciadora del Proyecto. No se ha conseguido una participación activa en el Proyecto. Trabajan con esquemas de certificación en soja a nivel de productores. Miembro del comité técnico. |
| 14:00 a 15:00 hs | Reunión con representantes de Mesa de Finanzas. Confirmada. | Silvia Fernández, Gerente | Asociación de bancos del sector privado, co-financiador del Proyecto. Se trabaja muy de cerca con ellos para definir aspectos clave en el sistema financiero. Como por ejemplo la generación de líneas de crédito para el financiamiento de BPA y BPG. Miembro del comité técnico. |

12/14

Jueves

| | | | |
|---------------------|---|---|--|
| 06:00 hs | Salida del vuelo. | | |
| 06:40 | Llegada a Ciudad del Este | | |
| 08:00 – 9:00 hs | Reunión con intendente de naranjal/representante de la plataforma departamental. Confirmada. | Edoard Schaffrath, Intendente y representante de la Plataforma departamental de Alto Paraná. | Activa participación en la plataforma. El proyecto ha apoyado la creación y fortalecimiento de la unidad ambiental de la municipalidad. Se está diseñando un mapa de los cauces hídricos del distrito y el déficit de cobertura forestal de protección para implementar un plan de restauración. Se ha generado información geoespacial del distrito para el sistema de monitoreo. Se ha participado en trabajos conjuntos con Itaipú para la generación de información catastral. |
| 9:30: 10:30 hs | Reunión con representantes COPRONAR/UNI COOP/representante ante plataforma departamental. Confirmada. | Darci Bortoloso, presidente COPRONAR y representante de la Plataforma departamental de Alto Paraná. | Se firmará un acuerdo con el PNUD para la implementación de varias acciones relacionadas a la implementación de buenas prácticas agrícolas, restauración de bosques protectores, adecuación legal, etc. Se trabaja muy de cerca con productores de UNICOOP/COPRONAR para las capacitaciones. |
| 14:00 a 15:30 hs | Reunión con líder de la comunidad | José Anegi, cacique de la comunidad | Con ellos ya se ha iniciado un proceso de capacitación en temas |

| | | |
|--------------------------|---|--|
| | comunidad Ache de Puerto Barra. Confirmada. | productivos. Se ha contratado un técnico que les ayuden en la planificación de las actividades productivas y a llevar la contabilidad de la producción de soja. Para el año que viene se tiene previsto un trabajo más integral con la comunidad, buscando asegurar la seguridad alimentaria. En la comunidad existe un trabajo coordinado con la UGP. |
| 20:20 hs | Salida de Ciudad el Este. | |
| 21:00 hs | Llegada a Asunción. | |
| 12/15 Viernes | | |
| 7:00 hs | Salida con destino a Encarnación. | |
| 8:00 hs | Llegada a Encarnación. | |
| 9:00 a 10:00 hs. | Reunión con María José Mendoza punto focal SEAM. Confirmada. | Directora de Planificación de la SEAM. Persona de contacto para la planificación de todas las acciones vinculadas con la SEAM y con la contraparte. |
| 8:00 a 9:00 hs | Reunión con Antonio Fariña, representante secretario de ambiente de gobernación de la gobernación de Itapúa (JJD). Itapúa. Confirmada. | Activa participación en la plataforma. Ha colaborado estrechamente en el primer acercamiento con los diferentes actores del territorio. Se trabaja muy de cerca con las autoridades municipales. Creación de la oficina regional de la SEAM en el edificio de la Gobernación. |
| 9:00 a 10:00 hs | Reunión con Ramón Schneider, representante intendente de Municipalidad de Natalio (JJD). Confirmada. | Se ha conformado la unidad ambiental. Generación de información geoespacial para el funcionamiento del sistema de monitoreo. Equipamiento de la unidad ambiental y contratación y capacitación a los técnicos. |
| 10:00 a 11:00 hs | Reunión con Marcio De Souza, representante representante de la de la plataforma departamental de soja. Confirmada. | Comisiones directivas recientemente conformadas. |
| 11:30 a 12:30 hs | Reunión con Dr. Jorge Ayala, representante representante de la | Comisiones directivas recientemente conformadas. |

| | | | |
|---------------------|--|---|--|
| | | de la plataforma departamental. | plataforma carne. |
| | | Confirmada. | |
| 14:00 a 15:00 hs | Reunión con representante de la PROCOSARA. | Alicia Eisenkölbl, Directora PROCOSARA. | Directora de la Organización no gubernamental que trabaja por la conservación de 73.000 has de BAAPA. San Rafael es una reserva privada de varios propietarios. Con ellos se piensa trabajar durante el año 2018 con las familias ubicadas en las zonas de amortiguamiento de la reserva, de manera a disminuir la presión sobre ella. Participan activamente en la plataforma departamental. Representa igualmente al sector académico. |
| 15:30 a 16:30 hs | Reunión con representante APS. | Patricia Ruiz Díaz, Gerente | Durante el primer año del proyecto se ha trabajado con la APS para iniciar los contactos con productores de la Asociación. Se han realizado algunas capacitaciones en temas sensibles (manejo de plagas, enfermedades, etc.). Durante el 2018 se piensa trabajar más de cerca con productores de la organización. Sus integrantes participan de la plataforma departamental. |
| | | Confirmada. | |

**12/16
Sábado**

| | |
|---------|--|
| 8:30 hs | Salida de Encarnación. |
| 9:30 hs | Llegada a Asunción. Día de trabajo entre Equipo de Evaluación Medio Término (EEMT). |

**12/17
Domingo**

Salida del país
Día de trabajo/preparación de la presentación de findings preliminares.

**12/18
Lunes**

| | | | | |
|-------------------|----------------------------|------------------|--------------|---|
| 8:30 a 9:30 hs | Reunión con representantes | Daniel (Director | Aguade de la | El Ministerio Público trabaja de manera coordinada con la SEAM y el |
|-------------------|----------------------------|------------------|--------------|---|

| | | | | |
|-------------------------------|---|---|--|---|
| | | del Ministerio Público. Confirmada. | Dirección Especializada de Delitos Ambientales) y Rosalía Fariña. | INFONA para identificar y sancionar infractores de la legislación ambiental y forestal. Las actividades vinculadas al ministerio público son capacitaciones para unificar criterios y conceptos legales ambientales y forestales, así como su participación en la revisión del marco legal de su competencia. |
| 16:00 hs a 17:00 hs | Reunión con MAG. Confirmada. | Marcos Medina, actual Ministro de Agricultura y Ganadería y ex Viceministro de Ganadería. | Con el Viceministerio de Agricultura no se ha trabajado mucho, considerando que el enfoque del MAG es Agricultura Familiar. En Ganadería, se está apoyando la conformación de la Unidad de Ganadería Sustentable, la generación de información de mercado, así como la generación de una base de datos estadística. Igualmente, se trabaja todo lo referente a capacitaciones a productores. | |
| 12/19 Martes | | | | |
| 14:00 hs | | | | |
| | Presentación de los findings preliminares de la EMT | | | |
| 12/20 | Salida del país (02:00 a.m.) | | | |

Annex 6. GEF MTR Rating Scales

| Ratings for Progress Towards Results: (one rating for each outcome and for the objective) | | |
|--|--------------------------------|--|
| 6 | Highly Satisfactory (HS) | The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”. |
| 5 | Satisfactory (S) | The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings. |
| 4 | Moderately Satisfactory (MS) | The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings. |
| 3 | Moderately Unsatisfactory (MU) | The objective/outcome is expected to achieve its end-of-project targets with major shortcomings. |
| 2 | Unsatisfactory (U) | The objective/outcome is expected not to achieve most of its end-of-project targets. |
| 1 | Highly Unsatisfactory (HU) | The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets. |

| Ratings for Project Implementation & Adaptive Management: (one overall rating) | | |
|---|--------------------------------|--|
| 6 | Highly Satisfactory (HS) | Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”. |
| 5 | Satisfactory (S) | Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action. |
| 4 | Moderately Satisfactory (MS) | Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action. |
| 3 | Moderately Unsatisfactory (MU) | Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action. |
| 2 | Unsatisfactory (U) | Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management. |
| 1 | Highly Unsatisfactory (HU) | Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management. |

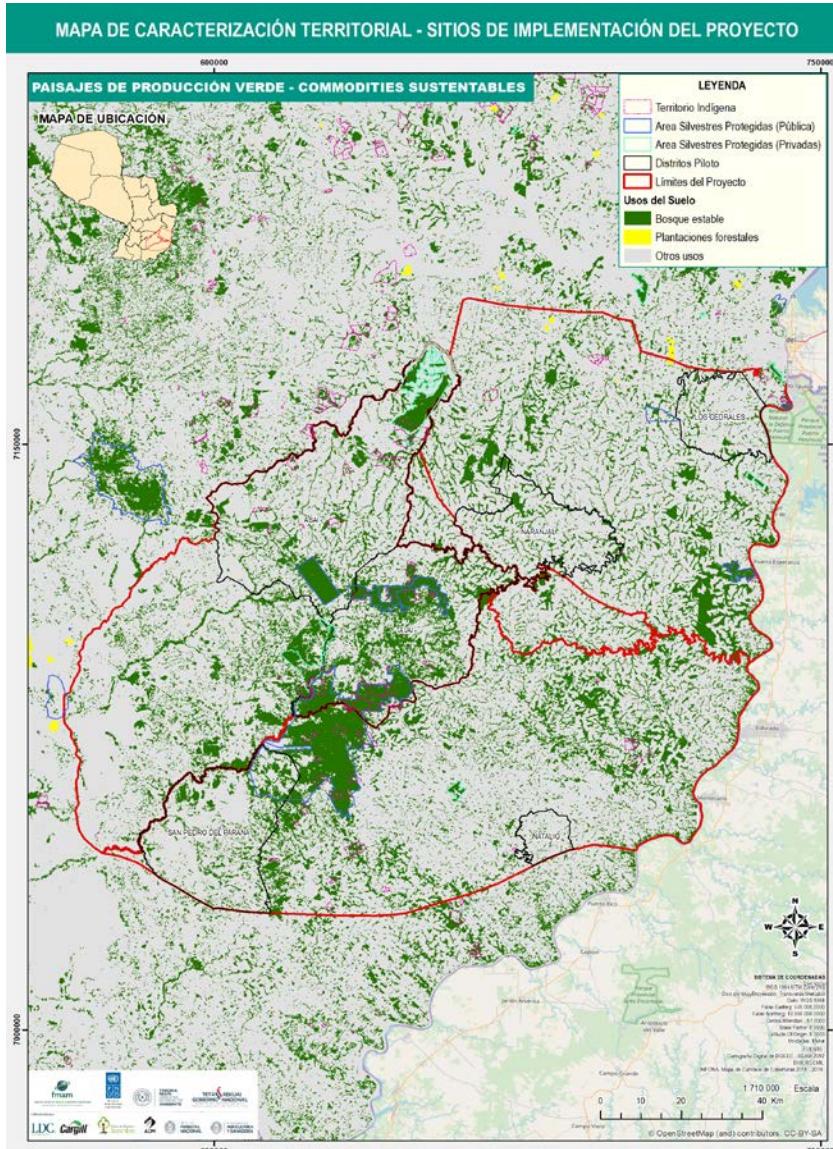
| Ratings for Sustainability: (one overall rating) | | |
|---|--------------------------|---|
| 4 | Likely (L) | Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future |
| 3 | Moderately Likely (ML) | Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review |
| 2 | Moderately Unlikely (MU) | Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on |
| 1 | Unlikely (U) | Severe risks that project outcomes as well as key outputs will not be sustained |

Annex 7. Analysis of one project indicator as an illustrative example and learning exercise

| Indicator | Baseline | Target | Cumulative progress as reported in the 2017 PIR | A more detailed and analytical way of reporting progress which is quantified and which exists within a greater context that enables some understanding of trend and impact |
|---|---|---|--|--|
| <p>Surface area of forests in the Multiple Use Landscapes (MUL) out of protected areas in the 3 Departments have a greater degree of protection, measured by:</p> <p>a) Number of hectares of "forests certified for environmental services"</p> <p>Note: This translation/terminology can easily be misconstrued and should be clarified in a footnote to the RF. This does not refer to a forest certification system but rather to private properties who have proven to SEAM that they maintain more than 25% of the forest area they had in 1986 (which is the first year for which INFONA has satellite imagery data showing forest cover). The property owner can then get a "certificate for environmental services" from SEAM which can then be sold on the open market to those landowners who have less than 25% of the forest cover they had in 1986 (i.e., a deficit). Landowners with a forest deficit can choose to either purchase the necessary number of hectares (through the annual purchase of certificates) or to reforest to recover 25% of the original forest cover on their own land.</p> <p>In addition to number of</p> | <p>a) Less than ten certificates have been issued in the whole country</p> <p>First concern. "Less than 10" ... (this could be one or it could be 9 – this does make a difference if one wants to know degree of impact/change)</p> <p>Second concern. "in the whole country" ... Although this is interesting and helpful, data on the situation in the project area is also important and is not presented in the baseline even though the indicator specifies "in the 3 Departments", i.e., in the project area.</p> | <p>3,000 ha</p> <p>First concern. This obviously cannot be correct if there were already 4,359 ha in 2014. But since no one had bothered to ask how many ha there were at project start until the MTR did so, this mistake was not caught. Thus, the target is totally meaningless.</p> <p>Second concern. Why has no one noticed this until the MTR?</p> <p>Third concern. As this does not specify within the project area, it must be assumed this refers to the whole country. Again, although this information is important, it is also important to have a similar indicator specifically for the project area.</p> | <p>"At present the number of properties that have obtained the certificate of environmental services has risen from 20 (previous report) to 34 (179.060 hectares) farms, of which 10 (11.839 hectares) belong to the intervention areas of the project."</p> | <p>a) In the entire country, the number of certificates went from LESS THAN 10 (how many exactly we still don't know although this information should not be difficult to get) in 2014 to 34 certificates totaling 179,060 ha three years later (in 2017), i.e., at least tripling in number.</p> <p>In the project area (as compared to the whole country), it went from 7 certificates totaling 4,359 ha in 2014 to 10 certificates totaling 11,839 ha in 2017, thus only an additional 3 certificates have been awarded in the project area over the past 3 years (a mean average of 1 certificate per year).</p> <p>The number of certificates awarded outside the project area has increased at a faster rate going from _____ certificates to _____ certificates over this same three year period.</p> <p>The 3 new certificates in the project area have almost tripled the size of the area in forest set-asides. Still, this represents</p> |

| | | | | |
|--|--|--|--|---|
| <p>ha (which is important), there should be another indicator regarding the number of certificates as this would help show trends in interest in set asides.</p> | | | | <p>only a small percentage of the total forest area of in the project area,</p> <p>It must be recognized that only the excess over and above 25% of the forest area which a landowner currently has compared to what they had in 1986 can be certified, thus another interesting and telling data point would be what percent of the <i>eligible</i> forest cover is in certificates and indeed what is the total eligible forest cover area both within the project area and within the country.</p> |
|--|--|--|--|---|

Annex 8. Project Area Descriptive Data



| Sitio | Usos | Superficie (ha) | Deforestación (%) |
|-------------|-------------------|-------------------|-------------------|
| Alto Paraná | Cambios 2000-2005 | 370,829.27 | 61,804.88 |
| Alto Paraná | Cambios 2005-2011 | 278,449.99 | 46,408.33 |
| Alto Paraná | Cambios 2011-2013 | 237,217.52 | 118,608.76 |
| Alto Paraná | Cambios 2013-2015 | 64,253.73 | 32,126.87 |
| | Total | 950,750.51 | 63.383,36* |

| Sitio | Usos | Superficie (ha) | Deforestación (%) |
|--------|-------------------|-------------------|-------------------|
| Itapúa | Cambios 2000-2005 | 370,829.27 | 61,804.88 |
| Itapúa | Cambios 2005-2011 | 278,449.99 | 46,408.33 |
| Itapúa | Cambios 2011-2013 | 237,217.52 | 118,608.76 |
| Itapúa | Cambios 2013-2015 | 64,253.73 | 32,126.87 |
| | Total | 950,750.51 | 63.383,36* |

| Sitio | Usos | Superficie (ha) | Deforestación (%) |
|---------|-------------------|-------------------|-------------------|
| Caazapá | Cambios 2000-2005 | 370,829.27 | 61,804.88 |
| Caazapá | Cambios 2005-2011 | 278,449.99 | 46,408.33 |
| Caazapá | Cambios 2011-2013 | 237,217.52 | 118,608.76 |
| Caazapá | Cambios 2013-2015 | 64,253.73 | 32,126.87 |
| | Total | 950,750.51 | 63.383,36* |

| | Alto Parana | Itapua | Caazapa | Obs: | |
|---|--|---------------|--|--|--|
| Total surface area (ha) | 561,269 | 703,076 | 649,334 | | |
| Soy (ha) | 340,955 | 345,550 | 209,529 | | |
| % of soy area owned by Medium to Large Producers | ... | ... | ... | Se podría calcular en base a imagen satelital, pero sin identificar el propietario. | |
| % of soy area owned by Medium and Large producers who have legal title to their land | ... | ... | ... | Datos de Catastro | |
| Pastures (ha) | ... | ... | ... | Se podría calcular en base a imagen satelital. | |
| Total area of Native forest (ha) | 119,715 | 180,920 | 181,532 | | |
| Single largest remaining block of native forest (ha) | ... | ... | ... | Se podría calcular en base a Cobertura Forestal | |
| Privately owned reserves (protected areas) ha | 1,407 | 1,083 | 18,372 | | |
| # of Privately owned reserves (protected areas) | 3 | 1 | 3 | | |
| Public protected areas (owned and under management by government) ha | 4,215 | 66,575 | 13,267 | | |
| Forest Connectivity index for forest reserves/protected areas (not set asides) | 92.58 | ... | ... | Calculo realizado para el Sitio Prioritario Alto Paraná en función a la cobertura forestal total remanente, según establecido en los indicadores del documento del proyecto. | |
| Indigenous Reserves (ha) | 2,960 | 10,782 | 24,649 | | |
| 36 Comunidades: CECINA TEKOHA PYAHU, CERRITO, CERRO PE JUKERI, GUYRA HUGUA JUKERI, JUKERI, JUKERI - ARROZ TYGUE, JUKERI - CERRO SEIS, JUKERI - KARANDA, JUKERI - TUNA'I, KA'AGUY PA'U, KA'AGUY PORA JUKERI, KA'AMINDY, KA'ATYMI, KARUMBEY, KARUMBEY MBARAKAJU, KOKUERE GUASU, KOKUERE GUASU - SEXTA LINEA, MONTE ALTO, ÑU APU'A, PACURI CASTOR CUE, POTRERO 26 DE JUNIO, RIVAS CUE, TAJAY PAKURI, TAKUARO, TAKUARUSU, TUNA ARROYO GUASU, VIJU, VY'A RENDA, YKUA PORA, YPETÍ - NARA'I, YPETÍ - TAJY, YPETIMI, YTU, YVY PYTA, YVYTYMI. | | | | | |
| # and name of indigenous reserves | 13 Comunidades: 8 DE DICIEMBRE, JOVVY MIRI POTY, KA'A JOVAI, KARANDA'Y, KO'E PYAHU, PUERTO BARRETO, PUERTO BERTONI, PUERTO JUANITA, PUESTO CUE - MEDIO MUNDO, REMANSO TORO, SAPATINI, TAPY PUERTO BARRA, YVYRA MOA - PUERTO GIMENEZ | | 28 Comunidades: ARASA POTY, ARROYO MOROTI, CERRITO, GUAPO'Y, INDI, JATYTAY'I, JUKERI, KA'ATY MI, KA'AGUY POTY, KO'EJU, KRESSBURGO, MACUTINGA, MBERU PIRAPO I, MBOI KA'E, NUCLEO DE FAMILIAS MBYA 9 - ASENTAMIENTO 9, PASTOREO, PINDOI', PINDOJU, POTRERO GUARANI, PYCASU YGUA, TAGUATO SAUCO, TAPYSAVY, TEKOHA PORA, TUNA GUASU, Y'AKA MARANGATU, YSAPY'Y | | |
| | | | | | |
| # of Forest Set Asides (Reservas legales certificados) | 3 | 1 | 1 | | |
| Total area of forest set asides (ha) | 3,591 | 12,154 | 24,303 | Se podría calcular en base a Cobertura Forestal. Aplicar metodología utilizada en consultoría anterior 2016. | |
| Connectivity index related to forest set asides (reservas legales) | ... | ... | ... | | |
| Total area of "excess" forest (ha) over 25% required by law | ... | ... | ... | Se podría calcular en base a datos de Catastro. | |
| # licencias SEAM | 142 | 46 | 163 | Valor correspondientes a la Región Oriental. Tasa de Deforestación del 2000 al 2015. | |
| Annual Rate of deforestation | | 63,383 | | | |

Annex 9. Updated Results Framework as Completed by Project Team

| Lógica de Intervención | Indicadores | Línea de Base | INFORMACION DE MEDIO TERMINO (PIR 2017) | Objetivos/Targets (al término del proyecto) |
|---|--|---------------|--|---|
| Objetivo del Proyecto: La biodiversidad y funciones de ecosistema de la eco-región del Bosque Atlántico está protegido contra amenazas existentes y emergentes de prácticas de producción multi-sectorial y es un modelo para replicación a lo largo de las bio-regiones y biomas del país. | <p>El área de superficie de bosques en Paisajes de Uso Múltiple (MUL) fuera de áreas protegidas en los 3 Departamentos tiene un mayor grado de protección, medido por:</p> <ul style="list-style-type: none"> a) Número de hectáreas de bosques certificados para servicios ambientales; b) Número de hectáreas de bosques bajo manejo sustentable (proyecto piloto de REDD+); c) Número de hectáreas de reservas legales y bosques protectores establecidos con criterios de manejo. <p>a) Menos de 10 certificados han sido emitidos en todo el país.</p> <p>b) 0</p> <p>c) No hay registro ni catastro de reservas legales o bosques protectores</p> | | <p>a) En la actualidad el número de propiedades que han obtenido su certificado de servicios ambientales ha ascendido de 20 (reporte anterior) a 34 (179.060 has) fincas, de las cuales 11 (11.839 has) pertenecen a las zonas de intervención del proyecto.</p> <p>b) Como el proyecto FCPF, que continuará con las acciones REDD+ en el país, recién arrancará a finales del 2017, este indicador probablemente no podrá ser cumplido.</p> <p>c) En la actualidad en los 3 departamentos pilotos se cuentan con 67 fincas que tienen plan de manejo forestal aprobado por el INFONA. Estas fincas poseen 40.772 has de reservas manejadas sosteniblemente, representando un poco menos de la mitad de la meta. En años anteriores, este valor era de difícil estimación, considerando que la información de las áreas reservas manejadas no se encontraba digitalizada, dificultando la obtención de este valor.</p> <p>Se sigue generando información para que el sistema de monitoreo entre en funcionamiento. Se cuenta con una primera versión, con diferentes capas de información geoespacial generadas por la SEAM, INFONA y Catastro, y mediante su uso, se han identificado unas 150.897 has de bosques remanentes, en las áreas de intervención del Proyecto, para su monitoreo.</p> | <p>a) 3.000 ha (a ser ajustado cuando el Sistema de Monitoreo sea operativo)</p> <p>b) 6.000 ha (a ser ajustado cuando el Sistema de Monitoreo sea operativo)</p> <p>c) 90.000 ha de reservas legales; 30.000 ha de bosques protectores (a ser ajustado cuando el Sistema de Monitoreo sea operativo)</p> |
| Área de superficie en los PUM en donde las prácticas de producción sustentable (1 o más) han sido adoptadas basándose en el Manual de Mejores Prácticas y contribuyen a establecer cadenas de suministro libre de deforestación: | <p>a) Número de hectáreas</p> <p>Las prácticas se centran en conservación y manejo de suelo (productores medianos y grandes). Pequeños productores con suelos degradados. Uso intensivo de agroquímicos. Falta de criterios ambientales.</p> | | <p>Se ha iniciado recientemente el proceso de validación de los estándares mínimos de producción sostenible de soja. Un consultor está realizando un listado de requerimientos mínimos (aspectos legales, BPA, aspectos sociales, etc.) que deberá ser validado por una mesa interinstitucional constituida por representantes del sector público y privado. Una vez validado el estándar, el mismo se pondrá en práctica en 180 fincas de productores de Naranjal como piloto.</p> | <p>a) 500.000 ha (soja); 60.000 ha (ganado)</p> <p>b) 900.000 ha (soja); 398.000 ha (ganado)</p> |

| Lógica de Intervención | Indicadores | Línea de Base | INFORMACION DE MEDIO TERMINO (PIR 2017) | Objetivos/Targets (al término del proyecto) |
|--|--|---------------|---|---|
| | logradas a través de intervención directa del proyecto en las 3 áreas de prioridad. | | | |
| | b) Número de hectáreas que puedan ser potencialmente logradas a través del efecto indirecto de la intervención del proyecto (replicación). | | | |
| Reducción directa de presiones en ecosistemas de bosques de sectores de producción, tal como se evidencia por: | a) Toneladas de leña nativa usadas por silos a ser definidos en el AÑO 1 (base de datos a ser establecida en Municipalidades piloto) | | a) Se tiene previsto generar información referente a la cantidad de silos existentes en las áreas de intervención del Proyecto y estimar la demanda de leña de los mismos. Esto será trabajado con la CAPPRO y las empresas asociadas. | a) 50 % b) 5% |
| a) % de reducción en el uso de leña de bosques nativos por parte de silos y secadoras de granos. | b) Sedimentación a ser medida en Municipalidades piloto en el AÑO 1 | | Sigue el proceso de digitalización del catastro forestal del INFONA, reportado el año anterior. Se reglamentará el decreto 4056/15, sobre los regímenes de certificación, control y promoción del uso de bioenergías. Igualmente, se elaborará un plan de sustitución de leña, así como los criterios técnicos para su certificación. | |
| b) % de reducción en la sedimentación de cuerpos de agua superficial. | | | Por otro lado, Cargill ha cosechado 48.000 tons. de leña proveniente de reforestación. Poseen unas 280 has. de reforestación y unas 1.300 has de mantenimiento. | |
| Porcentaje de aumento en la cobertura de especies nativas de árboles representativos en el PUM (fuera de áreas protegidas) en las primeras etapas de sucesión natural que son características del BAAPA. | A ser definido en el AÑO 1 (a través de GIS) | | A través del análisis geoespacial con imágenes satelitales se han podido identificar en el año 2015 274.627 ha de bosque estable en el departamento de Alto Paraná, de las cuales 119.715 ha corresponden al área de intervención directa, representando el 43,6 % del total de los bosques remanentes del departamento. En Caazapá, en el mismo año, existían 202.126 ha de bosque estable, de las cuales 181.532 ha corresponden al área de intervención directa, representando el 89,8% del total de los bosques remanentes del departamento. Y en Itapúa, en el mismo año, existían 272.246 ha de bosque estable, de las cuales 180.920 ha corresponden al área de intervención directa, representando el 66,5% del total de los bosques remanentes del departamento. | 20% |
| Toneladas de emisiones evitadas de CO2eq alcanzada a través de la protección de los bosques en el proyecto | Mapa de línea de base de reservas de carbono del BAAPA estima un mínimo de 22.2 tC/ha | | Si bien las emisiones evitadas no provengan de bosques con proyectos REDD+, durante este periodo se reporta un incremento de se estima una emisión evitada directa de alrededor de 2.619.733,92* ton/CO2 eq (por las has de bosques certificados), sobrepasando la meta del indicador (a), mediante la | a) 1.408,128 ton/CO2eq b) 15,254,720 ton/CO2eq |

| Lógica de Intervención | Indicadores | Línea de Base | INFORMACION DE MEDIO TERMINO (PIR 2017) | Objetivos/Targets (al término del proyecto) |
|--|--|---|--|---|
| Resultado 1: Efectivo marco de gobernanza para la conservación de la biodiversidad y el SLM en paisajes uso de múltiples | piloto de REDD+: a) Tiempo de vida directo (6,000 ha) b) Tiempo de vida indirecto (65,000 ha) | y un máximo de 189.8 tC/ha (promedio de 64 tC/ha) | certificación de bosques para el pago por servicios ambientales de 11.839 has de bosque en las áreas de intervención del proyecto. Igualmente, se estima una emisión indirecta (b) evitada de 39.622.396,8* ton/CO ₂ eq, mediante la certificación de 179.060 has en el resto del país. (*) Factor de emisión ajustado Niveles de referencia: 221,28 ton/CO ₂ . Recientemente concluido el análisis del marco normativo ambiental forestal, nos permitirá enfocarnos en el primer semestre del 2018 en las actividades de capacitación, fundados en el plan de capacitación y materiales propuestos por la consultora y sustentado en la ficha de puntaje de capacidades de los funcionarios. | Al menos un promedio de 80% |
| | Capacidades institucionales mejoradas para planificar, implementar, supervisar e incorporar efectivamente la biodiversidad en actividades de producción a nivel de paisaje terrestre, medido en base al % de aumento en la Ficha de Puntaje de Capacidad | Promedio de 46% SEAM e INFONA | Sin embargo, tanto técnicos de la SEAM y del INFONA, han participado de varios cursos de capacitación y actualización en diferentes niveles académicos (grado y posgrado) y temáticos. En el caso de la SEAM, se han capacitado 44 funcionarios (26 hombres y 18 mujeres. En el caso del INFONA se han capacitado 53 funcionarios (40 hombres y 13 mujeres). | |
| | Porcentaje de aumento en la suma recaudada por SEAM por las multas cobradas por violación de las leyes forestales y ambientales. | La suma anual promedio recaudada por SEAM es de US\$270,000 | Se ha emitido el decreto 7031 por el Poder Ejecutivo, que reglamenta el artículo 42 de la Ley Forestal, 422, permitiendo una mejor interpretación de la misma. Si bien, el mismo fue abrogado por el decreto 7702 promulgado en setiembre del 2017, el cual fue desarrollado enteramente por la institución competente sin injerencia del Proyecto, como favorable se destaca la existencia de reglamentación para la aplicación del mencionado artículo y se seguirá colaborando con el INFONA para la generación del mapa de cobertura forestal del año 1986 (año base para la implementación de la ley) así como se planificarán las actividades necesarias en el primer semestre del 2018 para analizar la factibilidad de aplicar el decreto vigente y definir la gradualidad para el cumplimiento previa difusión y capacitación a los sectores afectados para evitar interpretaciones erróneas. La SEAM, la Universidad Nacional de Asunción (UNA), la Universidad Nacional del Este y el PNUD han firmado un memorando de entendimiento para la implementación del Curso de Especialización en Gobernanza Ambiental. EL curso será dictado en el mes de febrero del 2018 en la ciudad de Asunción y se definirá la fecha de arranca en Alto Paraná. | 60% (US\$432,000) |
| | Porcentaje de licencias | 0 | Durante este periodo, hubo un nuevo incremento de un poco más del 8 % en la recaudación por tasas y multas. De 383.216 US\$ recaudado el periodo anterior, se pasó a recaudar este periodo 416.770 US\$. En ese sentido, sigue el apoyo del Proyecto a la unidad jurídica de la SEAM para la agilización de los procesos para la aplicación de los sumarios administrativos, los cuales contribuyen mejorar las recaudaciones por multa. El número de licencias ambientales otorgadas y digitalizadas a la fecha en los | AÑO 2: información de línea |

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| | ambientales aprobadas en áreas de prioridad basadas en el Sistema de Monitoreo. | | <p>sitios piloto del Proyecto totaliza 715, de las cuales 542 corresponden a los distritos de Los Cedrales y Naranjal en Alto Paraná, 42 al distrito de Natalio y San Pedro del Paraná en Itapúa y 131 a la zona de Abai en Caazapá.</p> <p>Si bien se tiene una primera versión del Sistema de Monitoreo, la cual está siendo socializada con actores claves para su aprobación, el Proyecto sigue apoyando tanto a la SEAM como al INFONA en la digitalización de las bases de datos de licencias, planes de uso y catastro forestal, de manera a incluir esta información en el sistema de monitoreo.</p> <p>Se han firmado convenios entre municipios piloto de Alto Paraná y el Servicio Nacional de Catastro, tendiente al fortalecimiento de las unidades catastrales y la generación de información catastral actualizada.</p> <p>Se ha conformado la plataforma departamental de Alto Paraná, acordándose los estándares y acciones ambientales para la producción sustentable de soja y carne en el departamento.</p> <p>Similar proceso se está desarrollando en Itapúa. A la fecha ha concluido el documento de Análisis de Causa Raíz, así como se han realizado las reuniones de conformación de la plataforma departamental, tanto de soja como de carne. Ya se tienen los borradores de los planes de acción de ambos Commodities.</p> | <p>de base cargada en el Sistema de Monitoreo</p> <p>AÑO 3: 50%</p> <p>AÑO 4: 75%</p> <p>AÑO 5: 100%</p> |
| Resultado 2: Marco de Incentivos financieros y de Mercado para promover la biodiversidad y el manejo sustentable de la tierra dentro de las zonas prioritarias de paisaje de uso múltiple. | Nivel de acuerdo sobre estrategias de producción sustentable, incluyendo cadenas de suministro libres de deforestación, estándares de certificación internacional, mejores prácticas para producción y conservación, criterio de ordenamiento territorial para los corredores, bioseguridad. | 0 | <p>23,000 ha de soja certificada RTRS en el Departamento de San Pedro (fuera del BAAPA) – 65,000 ha bajo el esquema ISCC por ADM</p> <p>a) Con relación a este indicador, aún no se han validado los estándares mínimos. Se estableció una mesa interinstitucional para cumplir con este requisito. La actividad está liderada por COPRONAR y participan la municipalidad de Naranjal, la SEAM, el INFONA, el VMG, el SENAVE y RTRS. Se espera implementar las buenas prácticas de los estándares mínimos como fase piloto con productores de COPRONAR en Naranjal. Avances de este indicador serán reportados en el año 4.</p> <p>b) LDC ha reportado 80.000 ha de soja certificada bajo el esquema 2BSvs. Esto es adicional a las 287.386 ha globales reportadas durante el 2016.</p> | <p>AÑO 3: estándares ambientales mínimos para producción de soja y ganado, acordados por las plataformas de multiactores.</p> <p>a) 500,000 ha</p> <p>b) 250,000 ha (50%)</p> |

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| | <p>Porcentaje de adquisiciones de soja en las áreas de prioridad por parte de los compradores de commodities que vienen de productores que cumplen con mejores prácticas.</p> <p>El grado en el cual los criterios de sustentabilidad ambiental han sido incorporados en las operaciones crediticias de soja y carne de las instituciones financieras (IF), medidos por:</p> <ul style="list-style-type: none"> a) % de cumplimiento del requisito de presentación de planes de manejo ambiental de acuerdo con las disposiciones de la ley EIA. b) Número de IFs (y por lo tanto volumen de créditos) que incorporan mejores prácticas en los procedimientos de aprobación de préstamos). <p>Número de IF (y planes financieros) otorgando préstamos a largo plazo para proyectos de reforestación/forestación</p> | <p>Los compradores de commodities tienen diferentes políticas de compra, principalmente basadas en oferta y volumen.</p> <p>a) 3 bancos (Continental, Regional y Bancoop) han comenzado a solicitar licencias ambientales a mediados de 2013 (dentro del sector público y privado de bancos, estos bancos cubren el 42% de cartera de la soja y 36% de la cartera de ganado)</p> <p>b) 0</p> | <p>Considerando el sobredendeudamiento del productor, la depresión de los precios de los commodities en los últimos años y la falta de exigencia de estándares ambientales de la mayoría de los mercados, aún no se ha podido avanzar en este indicador.</p> <p>Luego de sufrir ajustes técnicos, se ha publicado el análisis del costo/beneficio de la certificación de la soja en Paraguay. Este material será utilizado como herramienta de difusión y sensibilización sobre este proceso.</p> <p>En este periodo también se logró la incorporación de Louis Dreyfus Company (LDC) como cofinanciador del Proyecto.</p> <p>Se ha consolidado el relacionamiento con la Cámara Paraguaya de Procesadores de Oleaginosas y Cereales (CAPPY), de manera a unificar los criterios de las políticas de compra de las empresas socias. Fue contratada una técnica como coordinadora de la agenda de sustentabilidad de CAPPY, para apoyar la discusión y llevar adelante acciones asociadas.</p> <p>a) 100% de la cartera de crédito de soja y carne de los socios plenos de la MFS aplican el análisis de gestión ambiental y social y el requisito de plan de gestión ambiental.</p> <p>b) 6 IFIs analizan a 6.869 clientes por el sistema de gestión ambiental y el volumen de créditos analizados es de 7.240.990.922 US\$ (100% de la cartera de estos 6 bancos).</p> <p>Si bien existen, en el mercado financiero, préstamos con tasas ventajosas para promover la reforestación y con 10 años de gracia para el pago del capital, no se ha logrado aún que el Banco Central permita la exoneración (año de gracia) del pago de los intereses del capital. Por esta razón y considerando los altos montos que debe desembolsar el productor por el pago de los intereses, es que se vuelven muy poco atractivos estos créditos.</p> | <p>AÑO 3: 10%</p> <p>AÑO 4: 30%</p> <p>AÑO 5: 50%</p> <p>a) AÑO 4: 80% de las carteras de préstamos de soja y ganado.</p> <p>a) AÑO 5: 4 IFs y por lo menos 50% de su cartera de préstamos.</p> <p>4 IF financiando al menos 100 planes</p> |
| | | | | |

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| | <p>Número de transacciones y flujo de recursos derivados de:</p> <p>a) Certificados forestales de SEAM bajo la ley de servicios ambientales.</p> <p>b) Crédito de carbono de REDD+</p> | <p>a) 0 b) 0</p> | <p>Con relación a la meta del indicador (a) podemos informar que se han transaccionado, durante el periodo informado, por 2.688 has de bosques certificados por un valor de 1.585.920 US\$ (promedio de 590 US\$ por ha) en el área del BAAPA, superando la meta prevista.</p> <p>Con relación al indicador (b), asociado a los proyectos pilotos REDD+ de FCPF cuyo inicio se prevé en el próximo semestre, se espera poder informar en el año 4.</p> <p>Igualmente, el Programa de Pequeñas donaciones (PPD) iniciará pilotos REDD+ durante el año 2018 en el departamento de Caazapá con apoyo del proyecto.</p> | <p>a) Transacciones correspondientes a 2,000 ha x 70 US\$/ha/año (US\$140K/año) dentro del BAAPA.</p> <p>b) 1 acuerdo por transacción x 4-5 US\$/ton/CO2eq/ha/año</p> |
| Resultado 3: Implementación fortalecida del sistema de reservas legales y prácticas de producción sustentables. | <p>Grado de adopción de mejores prácticas por parte de los productores en las 3 áreas de prioridad, medido por:</p> <p>a) Número de hectáreas de siembra directa siguiendo los Manuales de BP.</p> <p>b) % de aumento en el uso de cercas vivas.</p> <p>c) Número de procedimientos que adoptan prácticas de mejor manejo de agroquímicos.</p> <p>d) Número de hectáreas de sistemas de silvo-pastoril establecidos.</p> | <p>Uso generalizado de siembra directa pero no necesariamente realizado siguiendo recomendaciones técnicas (manejo de suelos y agroquímicos).</p> | <p>Actualmente se encuentra en fase de diseño el manual de estándar mínimo para ser aplicados en 180 productores de manera piloto.</p> <p>c) Se conformó una mesa de trabajo interinstitucional, donde participan la SEAM, el SENAVE, la Municipalidad de Naranjal, CAFYF y SIGEV, para la instalación de depósitos de envases vacíos de productos fitosanitarios de uso agrícola en el municipio de Naranjal.</p> <p>d) Se ha iniciado el proceso de licitación para la adquisición de parte de los insumos para la instalación de 120 ha de sistemas silvopastoriles en fincas de productores de la ARP en Caazapá.</p> | <p>Alto Paraná: a) 175,000 ha b) 10% c) 700 d) 300 ha</p> <p>Amambay: a) 5,000 ha b) 5% c) 100 d) 50,000 ha</p> <p>Canindeyú a) 40,000 ha b) 10% c) 200 d) 10.000 ha 350 Ha</p> |
| | <p>Número de hectáreas en asentamientos de pequeños productores en Caazapá con reservas forestales continuas que tienen planes de manejo (uso de tierra, control de incendios, monitoreo de BD) bajo implementación y con certificados ambientales emitidos.</p> | <p>0</p> | <p>Durante el 2018 se trabajará con familias asentadas en las zonas de amortiguamiento de los parques Caazapá y San Rafael. En Caazapá se trabajará la implementación de sistemas agroforestales de manera a conservar y manejar los bosques existentes e incorporar un rubro de renta como la yerba mate.</p> <p>En Caazapá también se han realizado tres visitas a comunidades Mbya Guaraní ubicadas dentro del Tokoha Guasu (parte de lo que actualmente es el Parque San Rafael en Itapúa y el Parque Nacional Caazapá de Caazapá) con el objeto de presentar a los líderes de las comunidades los beneficios de los Servicios Ambientales.</p> <p>Las comunidades visitadas en Itapúa fueron:</p> <p>Arroyo Moroti (Kangue Kua) con 1000 has de extensión, tituladas a nombre de</p> | |

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| Aumento en el índice de conectividad en: a) áreas de alta fragmentación (Alto Paraná) a través de la restauración de bosques protectores; b) áreas con mayores remanentes forestales (Caazapá) a través del incremento en reservas legales y reservas privadas. | 0 (El índice será definido en el AÑO 1) | | <p>la Comunidad y Taguato Sauco, con 1000 hás de extensión, tituladas a nombre de la Comunidad. En Caazapá: Karumbey, con 1270 hás de extensión, aseguradas a la comunidad. En el caso de San Rafael se trabajará con familias asistidas por la organización PROCOSARA. Aún no se tiene definido el tipo de actividad.</p> <p>a) Se ha determinado el índice de conectividad funcional de los remanentes boscosos del departamento de Alto Paraná. La línea de base para el mencionado departamento es de 92,58. Sobre esta unidad se tendrá que trabajar para aumentar un punto.</p> <p>Actualmente, se aguarda el registro y mapeo de los bosques protectores de cauces hidránicos, elaborado por el INFONA, de manera a planificar con el municipio y COPRONAR los trabajos de restauración de cauces hidránicos, basados en el índice de conectividad. Si bien no se tiene aún bien identificado el ancho de la franja de bosques de protección de todos los cauces en Naranjal, de acuerdo a los primeros análisis geoespaciales, se estima que unas 1500 hás de bosques protectores deberán ser restauradas.</p> | <p>a) Alto Paraná: la distancia entre los fragmentos se redujo en 1 punto. b) Canindeyú: la distancia entre los fragmentos se redujo en 2 puntos.</p> |
| Mejora en la eficacia del monitoreo y control en las áreas de prioridad, medida por el número de eventos de monitoreo y procesos finalizados de conformidad con el Manual Interinstitucional para la Aplicación de las Leyes Forestales y Ambientales. | 0 (Base de Datos a ser establecido en el AÑO 1) | | <p>Se han realizado Evaluaciones Ecológicas Rápidas en 3 remanentes boscosos importantes de los distritos de Naranjal y Los Cedrales - Alto Paraná. Esta actividad fue desarrollada para tener un diagnóstico de la biodiversidad en las áreas boscosas remanentes.</p> <p>Para finales de enero e inicios de febrero del 2018 se hará la entrega del Informe correspondiente a las actividades realizadas en los lugares mencionados por los Técnicos de la SEAM. Se tiene previsto a partir del mes de marzo realizar los trabajos de EER en Itapúa y posteriormente en Caazapá. Fueron creadas las unidades ambientales en los 6 distritos pilotos (Los Cedrales, Naranjal, San Pedro del Paraná, Natalio, Avaí y Tavaí) del Proyecto. Sus técnicos realizan actividades vinculadas a la gestión ambiental del territorio y colaboran con la generación de información geoespacial.</p> <p>Este indicador será reportado al final del proyecto.</p> <p>Las encuestas del índice CAP fueron aplicadas a productores/as de los municipios pilotos del Departamento de Alto Paraná. Los trabajos de planificación serán realizados de manera conjunta con municipios y productores, apuntando a atender a las necesidades de los productores y sugeridos en el informe de la consultoría.</p> <p>Se han realizado las encuestas CAP a productores del departamento de Itapúa. Falta realizar el procesamiento estadístico de los mismos.</p> <p>En tal sentido, durante el periodo informado se han capacitado a 148 hombres y 52 mujeres en temas relacionados a la ganadería sustentable; 455 hombres y 110 mujeres en temas relacionados a la producción de soja sustentable; 560</p> | <p>50% en 4 Municipalidades piloto</p> <p>30% en las Municipalidades restantes</p> |
| Número de productores de soja y ganado que han mejorado sus conocimientos, actitudes y prácticas para la implementación de mejores prácticas a fin de conservar la biodiversidad, reducir la degradación de suelo y planificar el uso de tierra en MUL de las áreas de prioridad (medidas por los índices de | Los índices de KAP serán determinados en el inicio del Proyecto. | | | 4,000 productores y 100 mujeres (los índices de KAP serán determinados en el inicio del Proyecto) |

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| | KAP ¹⁴ incluyendo el desglose por género) | | hombres y 143 mujeres en temas relacionados a la implementación de buenas prácticas agropecuarias; 305 hombres y 186 mujeres en sensibilización ambiental. | |

¹⁴El estudio KAP mide los cambios en Conocimiento, Actitud, y Prácticas de una comunidad. La primera encuesta de KAP no fue realizada durante PPG pero será realizada en el AÑO 1 una vez que los productores sean identificados, para elaborar un diagnóstico educativo y será realizado de nuevo en el AÑO 5 para medir los cambios como resultado de la capacitación del proyecto e intervenciones de alcance.

