

FINAL REPORT

“BEM DIVERSO”

BRA/14/G33

“Mainstreaming Biodiversity Conservation and Sustainable Use into NTFP and AFS production practices in multiple-use forest landscapes of high conservation value”

Project No. 000992021

GEF Project ID: 5091

Mid Term Review

Brazil: Amazon, Caatinga and Cerrado
GEF operational focal area: Biodiversity

Executing entity/Implementing partner: UNDP
Implementing entity: EMBRAPA (Brazilian Agricultural Research Agency)

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List of Acronyms and Abbreviations

AFS	Agro-forestry Systems
AGENHDA	Advisory and Management in Nature Studies, Human Development and Agro ecology
BD	Biodiversity
CAA-NM	Center of Alternative Agriculture – North of Minas Gerais
CO	UNDP Country Office
CONAB	National Food Supply Company
COOPERJAP	Cooperative of Small Farmers and Harvesters of Pequi
COPERACRE	Acre Central Cooperative for Trading of Extractive Products
COPPALJ	Small Producers Cooperative of Lago do Junco
CPAP	Country Programme Action Plan
CSO	Civil Society Organization
CT	Citizenship Territory
CU	Conservation Units
DIM	Direct Implementation Modality
EMBRAPA	Brazilian Agricultural Research Agency
EFA	Escola Família Agrícola
GEF	Global Environment Facility
ISPN	Society, population and Nature Institute
MAPA	Ministry of Agriculture, Livestock and Supply
MDA	Ministry of Rural Development
MDS	Ministry of Social Development and Fight against Hunger
MMA	Ministry of Environment
MTR	Midterm Review

M&E	Monitoring and Evaluation
MUL	Multiple Use Landscape
NGO	Non-Governmental Organization
NTFP	Non-timber Forest Products
PAA	Food Acquisition Program
PGPMBIO	General Policy of Guaranteed Minimum Prices
PIR	Project Implementation Review
PMU	Project Management Unit
PNAE	National School Lunch Program
PPR	Project Progress Review
PRODOC	Project Document
RBM	Results-Based Management
RESEX	Extractive Reserve
SDR	Sustainable Development Reserve
SFB	Brazilian Forest Service
SFM	Sustainable Forest Management
SISUC	Socioenvironmental Indicator System for Conservation
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

1. Executive summary

This document presents the main findings, conclusions and recommendations of the midterm review of the *“Mainstreaming Biodiversity Conservation and Sustainable Use into NTFP and AFS production practices in multiple-use forest landscapes of high conservation value”* - “BEM DIVERSO” project.

The evaluation addressed a period of 4 years of project execution (2015-2019), in which UNPD implemented the project under technical coordination of EMBRAPA together with stakeholders, and participated directly in the Amazonia, Cerrado and Caatinga. The project has expended 56.27% of its budget as of June 2019 (US \$3,083,468.45 / US \$5,479,452.00), when 80% of the total duration of the project has elapsed.

Project Information table

Table 1: General Project Information

Project Title:	Mainstreaming Biodiversity Conservation and Sustainable Use into NTFP and AFS production practices in multiple-use forest landscapes of high conservation value.		
Country	Brazil	GEF project ID:	5091
GEF Agency	United Nations Development Programme	GEF Agency Project ID:	4659
Other Executing Partners	EMBRAPA (Brazilian Agricultural Research Agency)	Submission Date:	January 10, 2013
GEF Focal Area	Biodiversity	Project Duration (Months)	60 months
Name of Parent Programme	N/A	Agency Fee (US\$):	520,548

Project Description

BEM DIVERSO was designed with the objective to conserve the biodiversity of Brazilian multiple-use forest landscapes of high conservation value, through a strengthened sustainable use management framework for non-timber forest products (NTFP) and agro-forestry systems (AFS). The expected project outputs are coherent with the UNPD Strategic Plan on Environment and Sustainability and with the country policy as well as the Country Programme Action Plan. It seeks to facilitate a shift from unsustainable agricultural practices to an approach that conserves biodiversity.

Both NTFP and AFS have been shown to produce conservation benefits but require upscaling to provide significant impacts at the landscape level. Currently this is limited by a number of governance and market constraints that the project seeks to overcome by developing safeguards for harvesting, production, and incentives that optimize the contribution of existing policies to the conservation of globally significant ecosystems. Additionally, by taking a market/trade-based

approach to improve returns from NTFP and AFS, and providing the incentive for adoption at scale, conservation dividends will increase.

Project Process Summary

Project Title:	Sustainable Forest Management and Multiple Global Environmental Benefits			
GEF Project ID:	5091		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	4659	GEF financing:	5,479,452	
Country:	Brazil	IA/EA own:		
Region:		Government (parallel funding):	27,500,000	
Focal Area:	Biodiversity	Other (UNPD parallel funding):	300,000	
FA Objectives, (OP/SP):	Biodiversity	Total co-financing:	27,800,000	
Executing Agency:	UNPD	Total Project Cost:	33,279,452	
Other Partners Involved:	EMBRAPA	ProDoc Signature (date project began):		June 12, 2015
		(Operational) Closing Date:	Proposed: December 2019	Actual: June 2020

Up to the time of the midterm review, the project presented adequate progress in terms of the indicators related to the surface area of forests in multiple use landscapes (MUL) with sustainable production of BD product: the heat foci have decreased in all territories; the project's work on restoration and management has guaranteed the propagation of populations of species targeted by extractivism; EMBRAPA increased its capacities for mainstreaming NTFP and AFS; and producers have been directly trained in management and sustainable production through workshops for the adoption of the practices promoted by BEM DIVERSO. Some implementation gaps were identified in the case of results related to the NTFP species that are under the General Policy of Guaranteed Minimum Prices (PGPMBio) in each biome and producers that adopt sustainable production of NTFP and AFS.

The application in high-conservation value forest landscapes of market and financial frameworks improved the production chains of species with the aim of increasing their market value and access, and families have reported an increase in the participation of socio-biodiversity products in their income. However, the challenges persist in the access to financing of producers (e.g. credits, grants) for NTFP and AFS production and management subject to environmental criteria, and some implementation gaps (products' quality and quantity) were identified in the associations/cooperatives that maintain contracts for supply of products with the same buyer(s) and increase in the share of BD products in family incomes.

By October 2019, the Project Management Unit plans to advance with some results, especially those linked to the market and financial frameworks. This progress will include the hiring of specialists in commerce and finance.

MTR Ratings & Achievement Summary Table

The following table presents the progress assessment for each of the project's outcomes.

Table 2: MTR Rating and Achievement Table for BEM DIVERSO

Measure	Score	Description of Achievement
Project Strategy	NA	The project is aligned with the main international and national instruments on biodiversity conservation.
Progress Toward Results	Moderately Satisfactory (MS) (4)	Up to the midterm review, the level of achievement of the project's objective was moderately satisfactory. In general, the observed progress is related to the increased surface area of forests in multiple use landscapes-MUL with sustainable production of BD products. In addition, the market and finance framework for up-scaling for NTFP and AFS production in high-conservation value forest landscapes has improved.
	Outcome 1	Progress linked to the achievement of outcome 1 is moderately satisfactory, since it is expected that the Project will achieve or surpass most of its end-of-project objectives, with some relevant drawbacks. Observed progress is related to the surface area of forests in multiple use landscapes-MUL with sustainable production of BD products; EMBRAPA's increased its capacities on mainstreaming NTFP and AFS; and producers have been directly trained in management and sustainable production and workshops for the adoption of the practices promoted by BEM DIVERSO. The SISUC tool will generate updated data regarding the adoption of sustainable practices as direct and indirect actions by the project, and up to now reports from partners show that targets have already been or are in the way of being achieved. The drawbacks identified mainly correspond to the NTFP species that have differentiated minimum prices (PGPMBio) since they have not been a priority within the new national government. In response, the project has focused efforts on improving product quality and on providing market information that resulted in better prices for producers.
	Moderately Satisfactory (MS) (4)	
	Outcome 2	Progress toward achieving outcome 2 is moderately unsatisfactory due to little progress with the market and financial frameworks for up-scaling NTFP and AFS production in high-conservation value forest landscapes. Progress towards this outcome depends on the achievement of outcome 1 targets, and in particular, the adoption of sustainable management practices. An important gap identified in the achievement of this outcome corresponds to the access to financing by producers (e.g. credits, grants) for NTFP and AFS production and management subject to environmental criteria, which has been heavily affected by the political instability and economic crisis.
	Moderately Unsatisfactory (MU) (3)	

Measure	Score	Description of Achievement
Project Implementation & Adaptive Management	Moderately Satisfactory (MS) (4)	The project has expended 56.27% of its budget in 4 years (US \$3,083,468.45 / US \$5,479,452.00). Management difficulties cannot be the sole reason for this, with currency devaluation being an additional contributing factor. The PMU monitoring and evaluation function needs to be strengthened.
Sustainability	Moderately Likely (ML) (3)	<p>Sustainability refers to the likelihood that project benefits (outcomes and impacts) will continue, within or outside the project domain, after GEF assistance has come to an end.</p> <p>There are moderate risks for the sustainability of the interventions, but there are also expectations of the successful continuity of some of the results. Two key aspects for sustainability correspond to the capacity of dissemination of good practices and feedback, and the advancement of the market and financial framework for up-scaling for NTFP and AFS production in high-conservation value forest landscapes. EMBRAPA is aware of the additional time required to consolidate ownership of best practices, and to ensure that practices are incorporated and managed by the communities themselves and disseminated among neighboring and adjacent communities.</p> <p>The project hired a consultancy that has already begun working on to creating a bridge between producers and credit institutions and expects to overcome delays caused by political instability and economic crisis, and Banco da Amazônia already recognizes the project's best practices as a prerequisite for granting credit.</p>

Concise Summary of Conclusions

Relevance and design

- The BEM DIVERSO Project has based its strategies on national and international priorities, instruments, laws, policies and commitments on biodiversity conservation.
- The targeted Citizenship Territories by the Bem Diverso Project are areas of very high importance for biodiversity conservation and sustainable use. Each CT in its own features host different plant species that require interventions for their conservation, proper management and utilization.
- The opinions of the actors consulted coincide in affirming the existence of a good degree of national appropriation of the project. Since it is executed and led by EMBRAPA, the intervention is considered a national effort that involves not only EMBRAPA, but also other institutions and organizations linked to biodiversity conservation. The project has provided response to national priorities, and it has also positioned Brazil on a good path to fulfill biodiversity commitments.
- EMBRAPA has taken the lead and developed ownership of the project's conceptual design and activities at the regional level, which is a required condition to contribute to sustainability.

- At the time of the Mid Term Review no formal exit strategy for the BEM DIVERSO Project was identified in the workplan, it would be recommendable to start planning the exit strategy that aims at continuing and sustaining the best practices adopted throughout the life of the project.
- The design of the productive activities did not include the consideration of a co-financing contribution in cash or in kind from the local communities. Such inclusion would have increased the level of appropriation of the activities and would have contributed to the sustainability of the intervention, as observed in good practices identified in different countries with community-based projects.
- It has been identified that both, the Project Board and the Project's Advisory Committee have difficulties communicating their influence in the project, therefore their role is uneven and unnoticeable. This situation can be attributed to the changes of national governments that occurred since the PRODOC was signed in 2015. This situation has not only reflected negatively at the local level, but it has also caused instability in the Project Advisory Committee (PAC) due to the major changes in the federal government structure and in the leadership of the ministries, which prevented greater participation of these bodies in the project strategic oversight.
- It is also important to recall the political instability¹ at the federal level, which has reflected negatively at the local level and in the project's progress. However, Direct Implementation Modality (DIM) has helped to secure implementation during politically unstable times.
- Many of the activities appeared to be stand-alone, therefore they only aggregate limited value to an overall strategy.
- Many NGOs with long-term presence are a good opportunity to the BEM DIVERSO project interventions and productive alliances, however the lack of specific experience in developing and implementing agribusiness can be adverse.
- EMATER has played a strategic role specially in the second half of the project life span. EMBRAPA has added value with the technical support provided by their regional teams/offices..

Effectiveness & Efficiency.

- The implementation of the project activities has proved to be moderately efficient in fulfilling the agreed project goals. The current project coordination has worked in seeking to promote better efficiency and effectiveness of its actions.
- There is a clear improvement in this last period efficiency and effectiveness wise, during the field work, the evaluator has evidenced very good communication and understanding in order to get to the expected outputs and outcomes set in the PRODOC. Only a field visit is the way to understand the difficult environment in which some of the activities take place.
- A series of externalities affected a normal Bem Diverso Project start up. Project delays were caused by political instability in the public sector, like the presidential impeachment², lack of

¹ <https://www1.folha.uol.com.br/especial/2015/protestos-15-de-marco/>

²² https://www.bbc.com/portuguese/noticias/2016/04/160414_outros_pedidos_impeachment_rb

official counterpart in the public entities. The initial period definitely was not the ideal scenario due to the externalities.

The Monitoring and Evaluation Function

- The Monitoring and Evaluation (M&E) function has been played at three levels: the Letters of Agreement signatories must report to EMBRAPA regional units-teams on the progress achieved vis a vis their workplans; EMBRAPA reports to UNDP Project Manager and Technical Advisor; and UNDP Reports to the GEF Regional Advisor via the PIR.
- The midterm review was delayed due to administrative issues, including lack of qualified applicants and change of government. In the inception report (2016), the MTR was scheduled for June 2017. Thereafter, the expected date was scheduled for the 1st quarter 2018, the revised date was 1st quarter 2019, and the current date is August 2019.
- Lessons learned and best practices must be systematized and reflected in the project activities to continuously improve. The Socio-environmental Indicator System for Conservation Units (SISUC³ by its acronym in Portuguese), despite arriving late, is still a good opportunity to systematize the BEM DIVERSO gains and weaknesses, and to understand better the major effects and possible impacts of the project.
- The Project Implementation Review (PIR) is an official M&E Progress Report prepared by the UNDP-GEF Supervision Missions, the project has prepared progress reports, though these reports have not been disseminated to all the project stakeholders.
- A good practice is to develop an M&E plan supported by a robust IT System since the beginning of the project, the information generation and dissemination across stakeholders contributes to have an integral approach to all the project activities/interventions, it is a mean to share good practices and lessons learned among key players..
- Although the existence of monitoring arrangements was verified during the fieldwork, it was not possible to confirm the existence of a monitoring and evaluation plan that includes specifications on regular collection of information (sources of information, registration systems), reporting levels and information flows, information management, mechanisms to ensure the quality of data, capacity building on monitoring and evaluation, indicator sheets at all levels of the results chain and a work plan funded for this function.
- The PRODOC mentioned the IDEARE platform (EMBRAPA Programs Management System) that was planned to be used to store information and monitor progresses at each CT and for each outcome/output, however, it was not clearly identified how IDEARE reports to the project stakeholders. The evaluator did not receive any report at the time of the midterm review.
- Training activities are measured quantitatively and not qualitatively, therefore evidence to assess the effects of training will not be easy to measure.

³ SISUC is a public and free system that has the objective to support the work of management councils, to strengthen participatory management, and to expand social control in the protected areas of the Brazilian Amazon. Source: <https://blogdosisuc.socioambiental.org/sobre-o-sisuc.html>

Management Arrangements

- UNDP and EMPBRAPA have a strong partnership. EMBRAPA, as a nationwide institution, facilitated the dialogue between all partners, and consequently the management could be open to suggestions.
- For instance, when EMBRAPA employees were overwhelmed with administrative work, the project hired people from the communities to volunteer in each territory and give technical and operational support. Volunteers were hired under the UN Volunteer Community Modality.
- Despite the change of Project Coordination in EMBRAPA and the Project Management at UNDP, the continuity of the Project Management Unit team has ensured the cohesion of the BEM DIVERSO budget planning, the focus of the interventions and the monitoring of the activities at the central and regional levels. It is important to mention that the current Project Coordinator of EMBRAPA has strong presence at the field level.
- There were difficulties from the beginning in the efficient execution of the project (different programming between the project and the government, on-site operation learning, staff turnover, vast territory).

Assessment of Progress on the Different Outcomes of the Project

- **Project Objectives**
 - 1,124,957 ha of forests in multiple use landscapes (MUL) of the Amazon, Cerrado and Caatinga biomes with sustainable production of BD products. The total target value has already been reached, however, it is due to the Amazon surpassing its target value. The Cerrado and the Caatinga areas have not yet reached their target values;
 - The project is still gathering data on surface area in MUL with sustainable production of BD products due to indirect effects of the project. Data (57,500 ha) has been registered for Marajó CT in the PIR 2019;
 - Despite of the difficulty to measure the direct impact of the project, heat foci have decreased in all territories, as determined by the project. The progress on this indicator has been registered with data gathered from the National Institute for Space Research database, which indicated that there was a reduction of more than 10% of heat foci in each CT, thus, the target has been achieved; and
 - The sustainability indices and effects of land use were determined for the following species: Pequi, Araticum, Baru, Coquinho Azedo, Castanha-do-Brasil and Licuri. For Umbu and Acai, the main problem was not related to the quantity of fruits harvested, therefore it is not necessary to determine the sustainable harvesting level. The Index measurement has been achieved for the proposed species, reporting that harvesting does not significantly affect long-term reproduction.
- **Outcome 1**
 - 34% increase in EMBRAPA's institutional capacity on mainstreaming NTFP and AFS into production systems since the beginning of the project;
 - Up to the midterm review, 9 technical guidelines of species (Licuri, Pequi, Coquinho Azedo, Araticum, Baru, Babaçu e Castanha-do-Brasil), biome (Caatinga

Management for multiple uses) and environmental services (water and restoration biodiversity) are being prepared and will be shared with those producers who have attended training sessions under the project;

- 3 biomes encompassed by the project (Amazon, Cerrado, and Caatinga) adopt AFS for restoration of degraded lands as a strategy for planning and implementation of the Forest Code;
- 2,275 people (42% women and 58% men) have been directly trained in management and sustainable production activities and workshops for the adoption of the practices promoted within BEM DIVERSO.
- 72 demonstration units have implemented and replicated the sustainable production activities, and as a result it has been indicated that at least 2,160 extractivists have adopted sustainable production systems;
- 678 extensionists in training, performance was reported as always being higher than 70%, and it is expected that their performance during the final evaluation will report similar scores.

- **Outcome 2**

- The production chains of 6 species (Brazil Nut, Açaí, Umbu, Pequi, Babassu, and Castanha-do-Brasil) improved with the aim of increasing their market value and access; and
- Initiatives supported by the project for the participation of BD products in producers' income are helping to guarantee an income increase for the communities involved, however this progress has not yet been quantified. In addition it is important to highlight that productive projects demand more than one year, to be developed and established in a productive and competitive market.

Sustainability

The social sustainability is ensured by capacity-building concerning biodiversity applied by farmers and technicians of the communities where the project is being implemented. The project aims to pressure public agencies to improve public policies concerning biodiversity. EMBRAPA is aware of the additional time required to consolidate ownership of best practices, and to ensure that practices are incorporated and managed by the communities themselves. In addition it is always recommendable to have a replicability strategy to have a multiplying effect among neighboring and adjacent communities.

In addition, raising awareness and training the stakeholders would add value to the biodiversity products, creating commercialization channels to contribute to social and economic sustainability. The project hired a consultancy that has already begun working to create a bridge between producers and credit institutions and expects to overcome some delays and barriers caused by

political instability and economic crisis. It is important to mention that Banco da Amazônia already recognizes the project's best practices as a prerequisite for granting credit. More dissemination on the credit scheme is desirable.

Recommendations Summary Table

The following table presents the main recommendations of the evaluation.

Table 3: Main Recommendations of the Evaluation

Rec #	Recommendation	Responsible Entity
A	Project Objective	
A.1	There should be a measurable and realistic strategy of sustainability operated by EMBRAPA. The Escola Família Agrícola (EFA) can be a strategic player in some territories to multiply the local capacity as a business incubator. Additional external expertise is advisable to build the capacity and expertise of at least 2 EFA professors (staff) and an initial group of 18-20 student leaders (selected competitively), on how to prepare and implement agribusiness plans. The adopted methodology would be replicated year after year. It would build a more sustainable approach. The approach recommended for territories where EFA has no presence is to use the teachers and students of EFA to replicate the methodology, which as well can generate some income to the EFA.	EMBRAPA and CAA-NM as implementer
A.2	EMBRAPA should plan an internal workshop to assess the Letters of Agreement and prepare an exit strategy from BEM DIVERSO and how EMBRAPA will keep supporting the existing initiatives and new initiatives.	EMBRAPA and UNDP
A.3	EMBRAPA is a key partner that should continue replicating and escalating the Bem Diverso good practices and methodologies adopted and provide additional investments to strengthen local capacities in the targeted CTs and other CTs.	EMBRAPA and UNDP
B	Outcome 1	
B.1	Prepare and disseminate training plans and not just isolated training activities. Every training activity should be part of a strategic training plan. Include qualitative indicators to assess training outcomes and how these add value to the overall project interventions, many productive activities in part can be improved thanks to new techniques learned during theoretical	EMBRAPA

Rec #	Recommendation	Responsible Entity
	and practical trainings. It is required through the SISUC to measure the added value of the trainings at the outcome level.	
B.2	A good practice is the formal inclusion from community co-financing, whether in kind or monetary, improves accountability, ownership and sustainability.	EMBRAPA
B.3	Primary and Secondary school Teachers should be part of the training related to biodiversity, to later disseminate among young students the importance of the local and global environment.	EMBRAPA
C	Outcome 2	
C.1	It is necessary to seek specialized expertise to ensure feasible agribusiness plans for all the economic initiatives. The existing attempts lack real expertise in such area. Consultants who have practical and proven experience in setting-up agribusiness, would make a difference	EMBRAPA
C.2	For some products, local partners have included the communities in the commodity market, a risk that should have been assessed better by taking into account the negotiating power of these communities. In some sectors, products have been introduced into large markets, but without a feasible business plan for the producers that would ensure competitive and sustainable participation.	EMBRAPA
C.3	It is recommended to enhance the insertion of products in the local market, with prospective operations at regional, national and international markets, since it has been proved to be more efficient for some of the partners' learning process of the market operation logic as part of a productive alliance.	EMBRAPA

Rec #	Recommendation	Responsible Entity
Specific recommendation	<p>It would be advisable to extend the closing date of the project for 12 months, to ensure the effective finalization of the work plan and some ongoing activities that demand more technical assistance to ensure their self-sustainability by exercising more productive and competitive agribusiness. To prepare a Project Strategy might demand around 6 months, the exit strategy include specific plans for each agreement to ensure good finalization of the Bem Diverso support, though more important the continuity of their business plans on their own.</p> <p>A well designed exit strategy is an opportunity to raise additional funds from other donors who can take the Bem Diverso project as a successful pilot and replicate and upscale the good practices and methodologies adopted under Bem Diverso</p> <p>Lessons learned and best practices must be systematized and reflected in the project activities to improve continuously. The Socio-environmental Indicator System for Conservation Units (SISUC) despite coming late, is still a good opportunity for it.</p> <p>There is a need to invest in the development of local capacities, so that they appropriate the necessary tools for the promotion of local development.</p> <p>The monitoring and evaluation function should be strengthened taking into account the following points: (I) Planning a monitoring strategy of the expected outcomes of the project from this point until the end of the intervention with a critical route that will follow the sequence of activities to be implemented to strengthen the monitoring process, and (II) Improvement of the descriptive and analytical content of the project progress reports.</p> <p>Training activities need to include qualitative indicators, that will contribute to better understand the added value of all training activities across the Bem Diverso project and how these activities have contributed to the project outcomes.</p>	UNDP, GEF & EMBRAPA

2. Introduction

Purpose of the MTR and Objectives

The midterm review seeks to evaluate from the beginning of the project, the overall performance of all activities undertaken, the progress achieved, the obtained outputs and identify some effects of the project in order to identify its success or failure according to the PRODOC (Project Document), and to propose potential necessary changes and adaptations.

The MTR intends to identify weaknesses and strengths of the project design and execution, and to come up with recommendations for any necessary changes in the overall design and orientation of the project and on the work plan for the remaining project period, after evaluating the adequacy, efficiency, and effectiveness of implementation, as well as assessing the project outputs and outcomes to date. It also assesses early signs of project success or failure and includes recommendations for adjustments. The MTR also analyses the strategy of the project and the risks to sustainability.

Scope & Methodology

The methodology complies with the Guidance for conducting Midterm Reviews of UNDP-supported, GEF- Financed Projects approved by UNDP-GEF Directorate in 2014.

The specific targets of the MTR are to measure the action's consistency with the GEF objectives as well as the current achievements of the project compared with the indicators and targets identified in the planning phase. It also reviews the initial results of the project, the quality of implementation and financial management, the project's current social and economic context, the challenges or damaging factors for the reaching of the targets and the monitoring and evaluation systems, included the lessons learnt.

The evaluation followed an approach that emphasized the participation of various key actors and focused on the usefulness and implementability of the evaluation results. Similarly, the evaluation sought to identify the alignment of activities with the strategies and policies of the GEF, UNDP and the main Brazilian policies that are key to NTFP and AFS production specified in the PRODOC. The consultant followed a collaborative and participatory approach that ensured the involvement of the EMBRAPA project team, other government counterparts, UNDP Country Office and other stakeholders.

In order to assess the results, the evaluator reviewed the logic framework's indicators and compared them to the effective progress of the project until the time of the MTR. Table 5 presents the tool used to measure the progress, based on the "traffic light system".

The evaluation also:

- Compared and analyzed the information with regard to the baseline values;
- Identified the remaining obstacles to reach the project's objective; and
- Identified the ways in which the project can expand upon the aspects that were successful in order to take advantage of their benefits.

The consultancy deepened the analysis of the project's monitoring and evaluation aspects, especially those identified in the PRODOC concerning:

- Project progress monitoring on the Results-Based Management platform;
- Update of the risk register on ATLAS;
- Progress Project Report (PPR); and
- Annual Reports and Project Implementation Reports.

Given that the quantitative and qualitative analysis of the monitoring and evaluation aspects are essential to this consultancy, it will emphasize the review of the baseline information as a key element to the results framework.

Structure of the MTR Report

Figure 1 presents the proposed methodology, based on a set of mixed methods.

Figure 1: Proposed Methodology



Source: Based on ToR information

The fieldwork was the most complex stage in terms of the number of activities required. It was based on the use of various data collection methods that included key informational interviews, in-depth interviews and field visits. The in-depth interviews had a duration between 1 and 1.5 hours. The evaluator used the interview forms developed and validated to inquire about the different topics/areas under consideration and evaluation.

The consultant conducted field visits in some of the municipalities and project locations, according to technical discussions with the counterparts and an agreed agenda for this purpose.

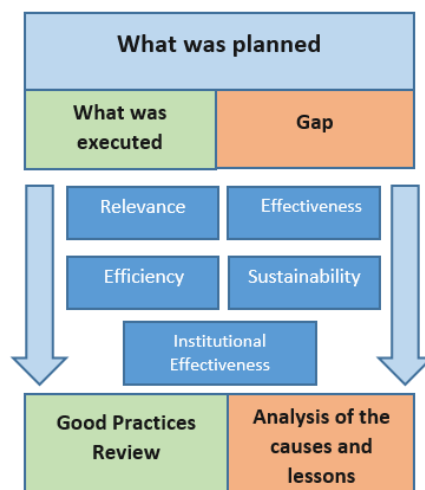
An essential aspect analyzed was the specific criteria for assessing and selecting activities that directly benefit communities. This was a point explored with project team members and actors from target communities.

The analysis and reporting stage included data analysis and preparation of the initial report and draft evaluation report according to the Terms of Reference. The information obtained through interviews and field visits was summarized and organized according to the different evaluation criteria. The following were also taken into account for the analysis of the data:

- Comparison of the baseline values in the main indicators related to each of the project results, the targets defined for the midterm of the intervention and the values observed during the midterm review.
- Comparison of the consistency between the planning of the different activities and the activity's effective execution.
- Identification of the lessons learned
- Identification and systematization of good practices

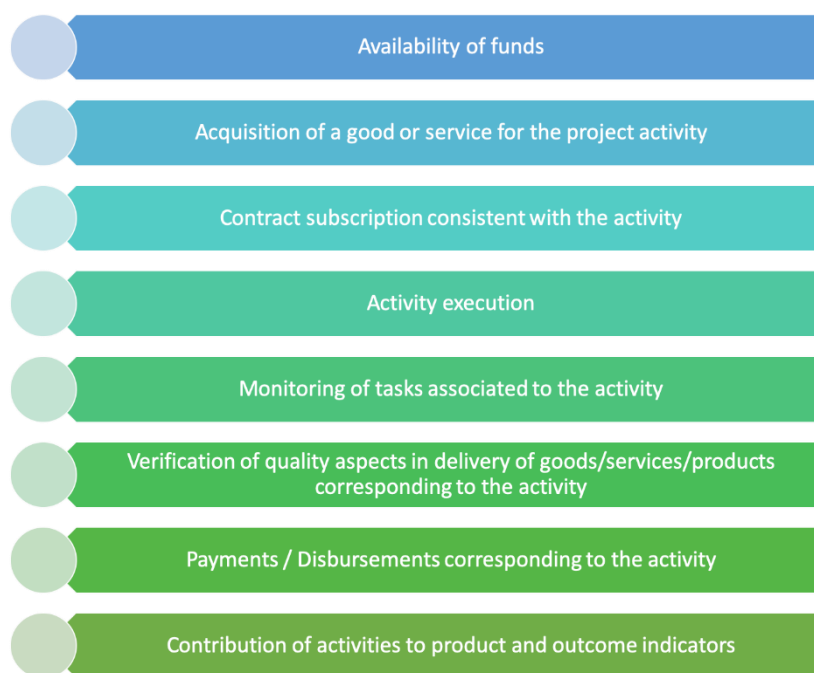
These comparisons were based on the conceptual framework presented in Figure 2, in order to analyze the information collected by fully describing it and addressing key aspects of the evaluation.

Figure 2: Analysis Scheme



As part of the additional value of the consultancy, the evaluator analyzed the cycle of the activities and their critical route/path (planned versus effective) to have evidence to compare, if possible, the duration of the activities, scope, budget and quality. This information will allow to complete the analysis and identify the causes that impede the progress of the activities. For this purpose, the consultant prepared a tool (annex 6.8) to map the activities, based on the letters of agreement of ASSEMA and the Cerrado Central Cooperative LTDA. Figure 3 depicts the analysis model used for this purpose.

Figure 3: Analysis Model



The evaluator interacted with key project stakeholders during the consultancy. The main responsibility of managing the midterm review lay with the Commissioning Unit, which is the consultant's counterpart. The Project Team was responsible for coordinating with the midterm review consultant to provide all relevant documents, set up interviews with stakeholders and arrange field visits.

3. Project Description and Background Context

Development Context

BD2—Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors.

Brazil is the largest country in South America and one of the world's richest megadiverse countries, containing several globally important ecosystems. Three of the six most important forest biomes include the Amazon, the Cerrado and the Caatinga, which are the project's intervention areas. The Amazon is the world's largest rain forest with more species of animals and plants than anywhere in the world, and 70% of it is located in Brazil. The Cerrado is the world's species-richest and most endangered savannah within the borders of Brazil, and spans across more than a dozen of States, comprising a great variety of unique ecosystems that are species-rich and essential for maintaining carbon stocks and water resources for the supply of products that are key for the livelihoods and incomes of the traditional populations of this biome. The Caatinga is a unique Brazilian ecosystem, and it is the world's most populated semiarid region where local populations explore its natural resources for livelihood and income generation. In Brazil, family agriculture employs nearly 75% of all agricultural labor according to the 2006 Agricultural Census.

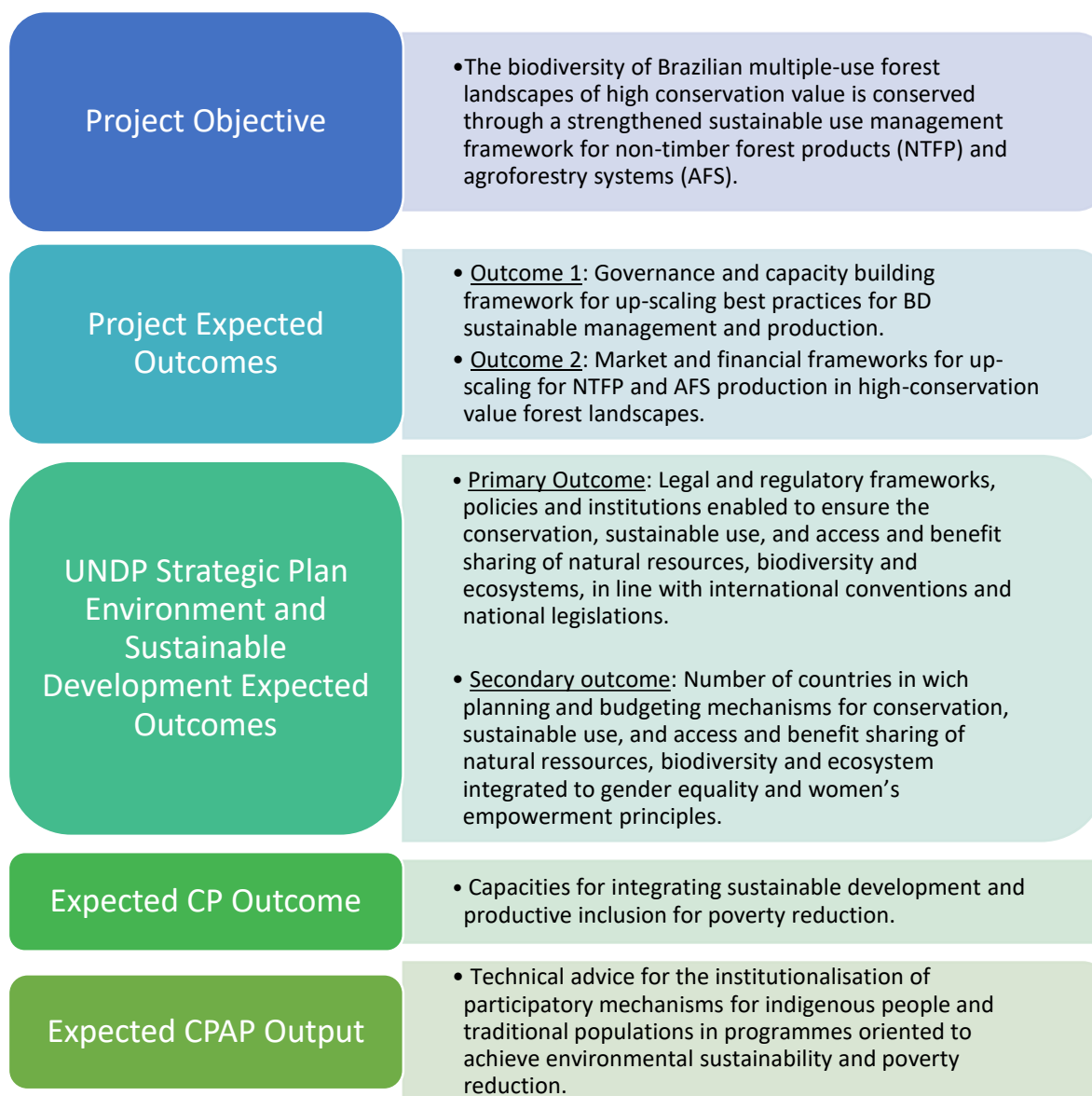
The Amazon, Cerrado and Caatinga are three biomes, which contain a large number of existent and potential wild plant species that need protection and could possibly contribute to local producers' livelihood. Currently Brazil's Conservation Unit separates the protected areas into two categories: integral protection and sustainable use, this last one being endangered by non-sustainable agricultural exploitation. The project aims to promote sustainable management and biodiversity conservation.

Problems That the Project Sought to Address

The project seeks to address one of the key land use threats to high conservation value forests in key forest landscapes - Amazon, Caatinga and Cerrado - all renowned for their outstanding global biodiversity significance but currently under threat from increasing land use pressures across production landscapes. Forest degradation is driven by small-scale farmers that employ traditional subsistence farming and extraction practices in and around forested areas throughout the landscape, including land clearing, poor fire and water management and insufficient soil coverage.

Project Description and Strategy

Figure 4: Project Expected Outcomes



Project Implementation Arrangements

The BEM DIVERSO project is implemented using the Direct Implementation Modality (DIM) by the United Nations Development Programme (UNDP) under the technical coordination of EMBRAPA (Brazilian Agricultural Research Agency) and is financed by the Global Environment Fund (GEF).

Project Timing and Milestones

	Plan	Actual
Project Start Date	12/06/2015	February 2016 (Inception Workshop)
Closing Date	June 2019	11/06/2020
Midterm Review	June 2018 - December 2018	August 26- September 30, 2019

Main Stakeholders

STAKEHOLDER	RESPONSIBILITY
Government	
EMBRAPA	GEF Executing Agency. Member of the Project Board. In charge of in charge of Project management, coordination, fostering partnerships, developing best practices, technologies, products and studies to improve biodiversity use in forest landscapes, as well as extension and capacity building.
MAPA (Ministry of Agriculture), MDA (Ministry of Agrarian Development), CONAB (Food Supply Company)	In charge of agriculture, livestock and forestry policies and programs. Involved in the planning of intervention areas, in piloted areas, and capacity development in piloted areas. Beneficiaries of project results to be mainstreamed in public policies related with production and marketing of biodiversity products. Provide extension and capacity development.
MMA (Ministry of Environment), ICMBio, IBAMA	In charge of environmental policy. Involved in the planning of intervention areas, in piloted areas, and capacity development in piloted areas. Beneficiaries of project results to be mainstreamed in public policies related with best practices for the production of biodiversity products, biodiversity conservation strategies and mechanisms within and outside protected areas. Main providers of environmental safeguards following project results.
Research Institutions (Universities, IPEA –Applied Economics Research Institute)	Support research, case studies and generation of information and knowledge on BD.
Extension Services (EMATER – Rural Extension and Technical Assistance Agency, SEBRAE – Brazilian Service for Assistance to Micro and Small Businesses)	Technicians receive capacity building to identify, disseminate and replicate best practices and train farmers, their organizations and local communities.
NGOs, CSOs	

ISPN (Institute for Society, Population and Nature)	Implements GEF Small Grant Project (SGP) in Brazil. Involved in the planning of actions and capacity development for communities in the selected high biodiversity areas targeted by the project. SGP Grant implementation in the project intervention high biodiversity areas can use project results and following monitoring expanded to other areas.
CSOs (Civil Society Organizations)	Partners in developing project activities in the field. Information sources for the project on NTFP and AFS production.
Private Sector	
Natura, Boticário, Carrefour, Pao de Acucar, among others.	Key role as commercialization channels for NTFP and AFS products. Partners in developing project activities in the field. In charge of sending market signals to stimulate adoption of sustainable practices among producers and in adjusting their purchasing policies to promote purchase of sustainable product from the target landscapes.
Farmer cooperatives and associations/ individual farmers / local communities	Key users and beneficiaries of BD in forests landscapes. Project stakeholders and beneficiaries.

Source: Project Identification Form (PIF) & PRODOC

4. Findings

4.1 Project Strategy

Project Design

According to the interviewees, and based on the documentary review, it is clear that the project is aligned with the relevant strategies, as well as with the legal and sectoral policy framework.

Specifically, the project is consistent with:

- The GEF Strategic Objective 2 of GEF 5⁴: *Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors*, and in particular Outcome 2.1: *Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation*. The project also has a secondary impact on Strategic Objective 1: *Improve Sustainability of Protected Area System*⁵.
- Aichi Biodiversity Targets, namely Targets 3 (*by 2020, at the latest, incentives, including subsidies, harmful to biodiversity are eliminated, phased out or reformed in order to minimize or avoid negative impacts, and positive incentives for the conservation and sustainable use of biodiversity are developed and applied, consistent and in harmony with the Convention and other relevant international obligations, taking into account national socio economic conditions*), 5 (*by 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced*) and 7 (*by 2020 areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity*)⁶.
- The National Biodiversity Strategy and Action Plan (NBSAP)⁷.
- CBD National Targets for 2020, in particular those directed towards sustainable use (1), local development and poverty reduction (2), pressures on biodiversity (3 and 4), habitat loss (5), sustainable agriculture (7), terrestrial areas conservation (11), minimization of genetic variability loss (13), environmental services provision (14), traditional knowledge and practices (18), and improvement of technology basis (19)⁸.
- Several national priority plans and programmes promoting the sustainable use of BD products:
 - The National Plan for Promotion of Chains of Socio-biodiversity Products;
 - The Food Acquisition Programme; and
 - The National School Food Programme.

⁴ https://www.thegef.org/sites/default/files/project_documents/PIMS%25204659%2520Brazil%2520BD%2520EMBRAPA%2520Revised%2520PIF%252010Jan13_0.pdf

⁵ https://www.thegef.org/sites/default/files/project_documents/PIMS%25204659%2520Brazil%2520BD%2520EMBRAPA%2520Revised%2520PIF%252010Jan13_0.pdf

⁶ <https://www.cbd.int/sp/targets/>

⁷ <https://www.unenvironment.org/resources/report/brazil-national-biodiversity-strategies-and-action-plans-nbsaps-status-and>

⁸ <https://www.cbd.int/doc/world/br/br-nbsap-v3-en.pdf>

- National Programs for Conservation and Sustainable Use of the Biomes (Cerrado, Caatinga and Amazon) and the Action Plans for the Prevention and Control of Deforestation and Burning of the Legal Amazon, the Cerrado and Caatinga Biomes.
- National Policy for Sustainable Development of Traditional Peoples and Communities.

The interviewees stated that the project responds correctly to national priorities in terms of biodiversity conservation. At the same time, the opinions of the actors consulted coincide in affirming the existence of a good degree of national appropriation and ownership of the project. Since it is executed and led by EMBRAPA, the intervention is considered a national effort that involves not only EMBRAPA, but also other institutions and organizations linked to biodiversity conservation. The project has allowed UNDP and Embrapa to respond to national priorities, and it has also positioned Brazil in a good path to fulfill biodiversity commitments.

The project was designed to address some existing gaps in the Citizenship Territories (CTs), that have been strategically targeted. In various Brazilian territories, among them the access to water, education of the communities, livelihood for the young, management of the species and the transformation, and commercialization of local agricultural products. The design has almost in every case been discussed with the community representatives and all the strategic partners of the project. In May 2016, for example, a regional seminar was held in Alto Rio Pardo, which united the regional stakeholders in order to create a work plan for BEM DIVERSO in Minas.

Creating ownership of the activities was the beginning of the dialogue, which were all inspired by the community's previous initiatives, improving especially the communication within the communities and to prioritize certain interventions that should help the communities in overcoming some of the existing challenges.

Furthermore, various socio-technical networks have been created in more than one municipality to propose and analyze some of the project activities. In general the communities have adopted the project quite well, today BEM DIVERSO has become a platform for other activities within community initiatives not related to agriculture, such as cultural festivals.

As part of the project design, some topics were treated with not much detail and without the definition of specific activities, though it was the start to better define and prioritize some of the interventions. Other like Gender and Human Rights to which the PRODOC refers mainly to Family farmers, where the only reference to gender is to remark on the bias in credit access. These issues were not in vogue in 2012 when the project was planned, however, during the initial implementation phase the project promoted a workshop to address these topics, bringing together local women leaders from the territories to discuss the importance of gender and human rights topics, and how to incorporate them throughout the project interventions and across its activities. Thus, the project has supported the participation of its leaders in local, regional, national and international events dealing with gender and human rights issues. By the end of 2018, the participation and promotion of these activities were disseminated with a more systemic approach

among the project stakeholders. During the field visit the evaluator witnessed and high participation and involvement of young women and men playing a leadership role in the Bem Diverso activities.

Although the planning of the project did not include a gender strategy, the PRODOC contains full acknowledgment of gender approach and women's contribution to NTFP, and guaranteed their right to information, knowledge, skills and decision-making. The project's direction has also been working in partnership with women's cooperatives in Agua Boa, and is working on a potential partnership with ASSEMA and AGENDHA. The Agua Boa Gender Analysis and Action Plan is in process of development and was not available at the time of the midterm review.

Moreover, and as planned, a gender specialist consultant was hired in 2018 to carry out an evaluation of the gender perspective in the implementation of the project. During this consultancy it has been identified that BEM DIVERSO lacks a "Gender Action Plan". The Gender and Human Rights Strategy of BEM DIVERSO can be qualified as insufficient, and the fact that women's participation is limited in comparison to men in regard to production practices is not a justification to neglect this global approach.

The lack of experience of the partners and the executing team with the methodology of Results-Based Management was a factor that contributed to a slow implementation. The ownership of the project by the communities and the other stakeholders has been a long process. The project coordination promoted a dynamic to illustrate the logical structure of the project in a diagram which contributed to the project's comprehension from part of the local partners. From establishing the project team to roll out the project at the community level usually takes over a year. The promotion/dissemination strategy has been one of the first exercises performed by the project team in order to facilitate the process of appropriation by the local partners.

As previously mentioned, the project start has been slower than what was planned, as a result the first Project Implementation Report (PIR) had not much progress to not reflected against the set targets for the first period. The GEF Grant Disbursed⁹ as of 30 June , 2016 was of (U\$S): \$ 241,267.91

Results Framework/Logframe

Out of 14 indicators only 4 did have a baseline value. Some of the Project results framework indicators were adjusted or established between the moment of inception and the present mid-term evaluation. After the consultation workshop, the original results framework included in the Project Document (PRODOC) - a document that is considered the conceptual element - incorporated some considerations related to the reality of implementation.

⁹ PIR 2016, A. Basicc Project and Finance Data, page 2

It is important to highlight that at the time of the mid term review, services to strengthen the M&E System have been contracted. Through the SISUC which is an M & E system information on a predetermined set of indicators (Annex 6.12) will be collected and systematized to have evidence on their progress and contribution to the planned outcomes and objectives of the Bem Diverso Project.

Some weaknesses have been identified in regard to the project indicators. For instance, the indicator 3 of outcome 2: *Number of associations/cooperatives that maintain contracts for supply of products with the same buyer(s) (public and/or private) over a period of time (O2.3)*, does not have a long-term vision and does not specify the circumstances in which associations should operate under the contracts, and the expected results, beyond the number of contracts. In the case of the indicator 5 of outcome 2: *Percentage of increase in the share of BD products in family incomes*, the indicator needs to have a baseline in order to determine the progress during the project implementation. The consultant does not have information whether SISUC will identify the baseline.

Although the design of the project indicated the need for institutional arrangements to carry out its monitoring and evaluation, the process of interviews and documentary review did not identify a monitoring and evaluation plan that had the necessary strength to support an adequate tracking of the progress of the activities.

Overall results

Some of the results already seen are:

- The involvement, commitment and ownership of the local communities in all activities of the project.
- Increased involvement of EMBRAPA units and key stakeholders in the project.
- Improved management of species and agro-ecosystems.
- Increased quality of products and access to markets.
- Self-valorization of the producers.
- The involvement in training by the technicians from local institutions.
- The inclusion of young people in the activities of the project, preparing them for the succession process of current community leaders.

4.2 Progress Towards Results

Table 5 presents the Progress Towards Results Framework indicators based on the “traffic light system”.

Progress Towards Outcomes Analysis

Table 4: Progress Towards Results Framework

Project Objective/ Outcome	Indicator	Baseline Value	Level on the First PIR	Mid-Term Target	Final Target	Value Reached by the Mid-Term	Achievement Classification	Justification for the Classification
PO1	Surface area (ha) of forests in multiple use landscapes-MUL- of the Amazon, Cerrado and Caatinga biomes with sustainable production of BD products through direct effect of the project.	Amazon a) A. Acre: 20 ha b) Marajó: 42,389 ha Cerrado a) A.R. Pardo: 0 ha b) Medio Mearim: 1,495 ha Caatinga a) S. Francisco: 0 ha b) Sobral: 60 ha Total: 43,964 ha	Total: 43,964 ha	(not set or not applicable)	Amazon a) A. Acre: 931,172 ha b) Marajó: 103,519 ha Cerrado a) A.R. Pardo: 38,419 ha b) Medio Mearim: 12,786 ha Caatinga a) S. Francisco: 2,000 ha b) Sobral: 5,000 ha Total: 1,092,896 ha	Amazon a) A. Acre: 970,172 ha b) Marajó: 105,000 ha Cerrado a) A.R. Pardo: 38,177 ha b) Medio Mearim: 10,000 ha Caatinga a) S. Francisco: 1,200 ha b) Sobral: 10 ha Total: 1,124,957,00 ha	On track to being achieved	Amazon The target value for the Amazon has already been reached. Cerrado 94% of target value has been reached and it is expected to be completed by the end of the project. Caatinga 17.2% of target value has been reached and it is expected to be completed by the end of the project. Total: Despite the set target value has already been reached, it is important to highlight that it is due to the Amazon surpassing its

								target values. The Cerrado and the Caatinga areas have not reached their target values yet, therefore the indicator is on its way to being achieved.
PO2	<p>Surface area (ha) of forests in MUL of the Amazon, Cerrado and Caatinga with sustainable production of BD products that can be potentially achieved through indirect effects of the project in:</p> <p>1) Conservation Units (CUs) and surrounding areas-CU is the name in Brazil for PA in the national protected area system; and</p> <p>2) Forested areas of 6 selected CTs (long-term).</p>	0 ha	0 ha	(not set or not applicable)	<p>1) In CUs and surrounding areas: Amazon a) A. Acre: 0 ha b) Marajó: 194,867 ha Cerrado a) A.R. Pardo: 600 ha b) Medio Mearim: 12,980ha Caatinga a) S. Francisco: 278 ha b) Sobral: 5,000 ha Total: 215,525 ha</p> <p>2) Forested areas of 6 selected CTs (long term): 14,959,566 ha</p>	<p>1) In CUs and surrounding areas: Amazon: a) Alto Acre e Capixaba: data collection ongoing. b) Marajó: 57,500.00 ha Cerrado: a) Alto Rio Pardo: data collection ongoing. b) Médio Mearim: data collection ongoing. Caatinga: a) Sertão São Francisco: data collection ongoing b) Sobral: data collection ongoing.</p> <p>The project's Technical Coordinator has chosen to use the SISUC methodology to record progress in this indicator, which will better engage local communities,</p>	On track to being achieved	<p>The project is implementing activities that contribute to the progress towards the indicator's target. The project is still gathering data for the Amazon and Caatinga areas, and 57,000 ha have been registered for Marajó CT.</p> <p>Data update August 2019.</p>

						empower beneficiaries through participatory workshops and safeguards development, with a view to the long-term sustainability of actions.		
PO3	Number of heat foci as a proxy indicator for the use of fire as a management technique and hence driver of deforestation.	<p>Amazon a) A. Acre: 464 b) Marajó: 29</p> <p>Cerrado a) A.R. Pardo: 81 b) Medio Mearim: 506</p> <p>Caatinga a) S. Francisco: 299 b) Sobral: 57</p>	N/A	(not set or not applicable)	10% reduction in each CT.	<p>Amazon a) A. Acre: 13 (97% reduction). b) Marajó: 0 (100% reduction).</p> <p>Cerrado a) A.R. Pardo: 0 (100% reduction). b) Medio Mearim: 155 (70% reduction).</p> <p>Caatinga a) S. Francisco: 168 (44% reduction) b) Sobral: 25 (64% reduction)</p> <p>Baseline and progress for this indicator have been established through geoprocessing work carried out by the project. The data registered for each area was collected in the National Institute for Space Research (INPE) database (satellites NOAA 15 and 18).</p>	Achieved	Despite the difficulty to measure as a direct attribution to the project, heat foci have decreased in all territories targeted by the project. The progress on this indicator has been registered based on data from the National Institute for Space Research database, which indicates decrease in the number of heat foci ; thus, the target has been achieved.

						<p>The dissemination of knowledge of the impacts that fire can cause could have contributed to the decrease in heat foci. Moreover, the project supported the creation of a firefighting brigade to avoid the impact of the fire on the “Nascente Geraizeiras” sustainable development reserve and its surroundings.</p>		
PO4	<p>Conservation and production security of 5 key species enhanced through maintaining population growth rates stable or increasing, measured through a population asymmetry index and size class distribution fit to the J reverse distribution model [Brazil nut, acai (Amazon), pequi, araticum (Cerrado) and umbu (Caatinga)].</p>	N/A	0	(not set or not applicable)	<p>Index > 0 (Inferred from population structure distribution models and the impact of anthropic variables)</p>	<p>The sustainability indices and effects of land use were determined for the following species: Pequi, Araticum, Barú, Coquinho Azedo, Castanha-do-Brasil and Licuri. For Umbu and Acai, the main problem in not related to the quantity of fruits harvested, therefore it is not important to determine the sustainable harvesting level. The preliminary analysis reports that harvesting does not significantly affect long-term</p>	Achieved	<p>The Index has been measured for the proposed species, reporting that harvesting does not significantly affect long-term production.</p>

						reproduction, since the current harvest level is well below the productive capacity of the species, however, monitoring of these populations should continue to avoid sharp breaks in population growth.		
O1.1	Improved institutional capacities of EMBRAPA to effectively influence the planning, implementation, monitoring and mainstreaming of NTFP and AFS into production practices at the landscape level as measured by a % of increase in the capacity scorecard.	0	0%	(not set or not applicable)	20 % increase	EMBRAPA's institutional capacity on mainstreaming NTFP and AFS into production systems increased by 34%. This percentage was calculated by EMBRAPA's research monitoring system.	Achieved	Since EMBRAPA'S institutional capacity on mainstreaming NTFP and AFS into production systems increased by 34%, the target has been reached and overpassed). The capacity scorecard is to be updated in the second semester of 2019 to have the evidence source.
O1.2	Number of NTFP species that have differentiated minimum prices (PGPMBio) in each biome.	6 species	Cerrado - Pequi (1 specie) Caatinga - Umbu e Babassu (2 species) Amazonia - Acai-, Castanha and	(not set or not applicable)	At least one species per biome.	Progress on the indicator has been delayed, since the presidential elections took place in 2018 and the conditions were not favorable for hiring consultancies. The project hired a	On track to being achieved	Despite of the delay on the progress of the indicator, the project has been implementing activities to overcome the delay and meet

			Andiroba (3 species).			<p>specialist in commercialization and financing, and it is expected that the delays caused by political instability will be overcome.</p> <p>The Banco da Amazônia already recognizes the project's best practices as a prerequisite for granting credit. The project is also devising actions to encourage financial governance within the beneficiary communities.</p> <p>In addition, the project created a WhatsApp group called "Coletivo da Castanha" where producers share information regarding prices negotiated in other territories, helping them to guarantee a fair minimum price of their products.</p>		the target, and it is expected that the targets will be met by the end of the project.
O1.3	Percentage of target population that makes use of the technical management guidelines prepared by the project.	0	2 technical publication about 2 species (Cagaita e Native passion fruit - Maracujá nativo)	Technical guidelines for at least 5 species.	15% of direct beneficiaries (2,980 producers).	9 technical guidelines of species (Licuri, Pequi, Coquinho Azedo, Araticum, Baru, Babaçu e Castanha-do-Brasil), biodiversity) are being prepared and	On track to being achieved	Technical management guidelines in the process of printing for publication. It is important to highlight that the guidelines

			produced and disseminated during the first semester of 2016 to at least 1,000 producers.			in process of publication.		prepared by the project have already been disseminated /promoted and adopted by the Bem Diverso target population. The estimated number of producers who will be users of the technical guidelines is likely to be surpassed.
O1.4	Number of Citizenship Territories and/or CUs that adopt AFS for restoration of degraded lands as a strategy for planning and implementation of the Forest Code.	0	0	(not set or not applicable)	At least 1 in each biome.	Amazon: CT Alto Acre e Capixaba and CT Marajó. - Cerrado: CT Alto Rio Pardo. Caatinga: CT Sertão do São Francisco and Sobral ("fundo de pasto"/traditional use communities).	Achieved	Three biomes encompassed by the project
O1.5	Number of producers that adopt sustainable production of NTFP and AFS through: a) Direct effect of the project b) Indirect effect of the project (replication).	a) 0 b) 0	a) 0 b) 0	(not set or not applicable)	Amazon a) Direct effect: A. Acre: 226 (AFS), 300 (NTFP) Marajó: 350 (AFS), 400 (NTFP) b) Indirect effect: A. Acre: 400 (AFS), 600 (NTFP) Marajó: 600	2,275 people (42% women and 58% men) have been directly trained in management and sustainable production activities and workshops for the adoption of the practices promoted within Bem Diverso. Specific data still needs to be collected, however, 72 demonstration units have	On track to being achieved	The replication of the training management and sustainable production activities is underway, and it is expected that these trainings will be replicated in all 6 CTs by the end of the project. It is recommendable

					<p>(AFS), 800 (NTFP)</p> <p>Cerrado a) Direct effect: A.R. Pardo:200 (AFS), 300 (NTFP) Mearim: 674 (AFS), 200 (NTFP) b) Indirect effect: A.R. Pardo: 300(AFS), 500 (NTFP) M. Mearim: 547 (AFS), 400 (NTFP)</p> <p>Caatinga a) Direct effect: S. Francisco:30 (AFS), 60 (NTFP) Sobral: 240 (AFS) b) Indirect effect: S. Francisco: 278 (AFS), 400 (NTFP) Sobral: 500 (AFS)</p> <p>Total direct effect: 1,720 (AFS) 1,260</p>	<p>implemented and replicated the sustainable production activities, and as a result it has been indicated that at least 2,160 extractivists have adopted sustainable production systems. To collect the information regarding this indicator, the project is in the process of hiring a consultancy team that will adapt the methodology of the SISUC and will be carried out in all 6 CTs.</p>		<p>that the Project Coordination sets some quality standards for the training, as well as a method to measure the effects/outcome that the trainees contribute with.</p>
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					(NTFP) Total indirect effect: 2,625 (AFS) 2,800 (NTFP)			
O1.6	Increased know-how of extensionists on NTFP and ASF as measured by the number that obtain at least 70% score in evaluations of project training on NTFP/AFS.	0	No progress towards target.	(not set or not applicable)	At least 540 extensionists obtain over 70% score in evaluations of project training on NTFP/AFS.	678 extensionists in training were assessed and their performance was reported as always being higher than 70%. The project plans to elaborate a survey of participant's level of learning at the end of the capacity building processes in order to report the level of progress of this indicator.	On track to being achieved	<p>Since the performance of the 678 extensionists in training has been reported to be higher than 70%, it is expected that their performance during the final evaluation will report similar scores. In this sense, the final target of this indicator is on the way to being achieved and could even surpass by 25%.</p> <p>It is recommendable that the Project Coordination sets some quality a method to measure the effects/outcome that the extensionists contribute with</p>

O2.1	Degree of improvement in production chains of 5 species for increased market value and access.	Value chains for Brazil nut and acai exist but are not adequately structured	Improvement process plan for 5 species developed.	(not set or not applicable)	<ul style="list-style-type: none"> • Brazil nut: sanitary quality of nut production • Açaí: sanitary quality of pulp production • Umbu: quality of processed pulp • Pequi: oil production cost • Babaçu: productivity in nut extraction 	<ul style="list-style-type: none"> • Brazil nut - sanitary quality of nut production: research in progress, currently under review by the project's technical team at EMBRAPA. • Acai - sanitary quality of pulp production: research in progress, 14 Health Quality Demonstration Units will be implemented and training was planned to start on September 2019. • Umbu - quality of processed pulp: research in progress by EMBRAPA Semiárid (CT Sertão do São Francisco), with results expected to be published by 2020. • Pequi - oil production cost: research underway by EMBRAPA, with results expected to be published by 2020. • Babassu - productivity in nut extraction: research in progress by EMBRAPA, with results expected to 	On track to being achieved	<p>The research for the improvement in production chains for the 5 species selected is in process, and the results are expected to be published by 2020 for the Umbu, Pequi and Babassu species.</p> <p>The research for the improvements of the sanitary quality process of the Brazilian nut and Acai is in process and under review of EMBRAPA'S technical team.</p>
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						<p>be published by 2020.</p> <p>Castanha-do-Brasil (Brazilian Nut): as a result of the project's influence, the Amazon Fund is currently supporting the development of a Brazilian nut dryer. The project organized a workshop in Brasilia, which resulted in the creation of the "Coletivo da Castanha" (producers' group) and supported a project of the EcoForte (Fundação Banco do Brasil) that was approved by the Amazon Fund</p>		
O2.2	Percentage of public purchases of BD products by key government programs such as the food acquisition program (PAA), the National School Lunch Program (PNAE) and PGPMBio[1]) based on NTFP and AFS best practices.	0%	0%	(not set or not applicable)	At least 20%.	0%	Not on track to being achieved	Processes that contribute to this indicator are delayed. There are concerns regarding the project's current potential to achieve this target given the dismantling of public policies targeting low income

								populations, which include PAA, PNAE and PGPMBio .
O2.3	Number of associations/cooperatives that maintain contracts for supply of products with the same buyer(s) (public and/or private) over a period of time.	List of associations/cooperatives for the three biomes	The project team has developed a survey of cooperatives and associations interested in being partners of the project.	(not set or not applicable)	At least 5 associations/cooperatives (1-2 per biome) for at least 3 years	Progress on this indicator will be boosted over the next few months as it is first necessary to resolve bottlenecks and disseminate sustainable management practices to guarantee the basic requirements for long term contracts: product quality and availability.	On track to being achieved	Additional technical assistance is provided by the project in order to strengthen the commercial capacity of the associations, a practice that increases the likelihood of having contracts signed.
O2.4	Increase in percentage of producers that access financing (e.g. credits, grants) for NTFP and AFS production and management subject to environmental criteria.	0	ToR elaborated and in process of approval for preparation of manuscripts related to opportunities and barriers to credit and finance access. It will take from PY-2, as soon as the government officers are defined.	(not set or not applicable)	0.2	No progress until the MTR, however, EMBRAPA's regional units are helping associations of producers to submit proposals to institutions with calls for public support to access grants. The project hired a consultancy on credit and financing access in October 2019, that will focus on assessing the current status of credit/financing access, and will also provide training for producers/multipliers as well as public officials on how to	On track to being achieved	Since the project already hired the consultant that will work on the credit and financing access, as well as on the capacity of producers on how to access financing for NTFP/AFS.

						access financing for NTFP/AFS in both decision-making and customer levels.		
O2.5	Percentage of increase in the share of BD products in family incomes.	N/A	No progress.	(not set or not applicable)	15% (average for different CTs and production systems)	<p>Families have reported an increase in the participation of BD products in their income. To formally register this progress, the project finalized the studies on the components of families' income in three CTs (Alto Rio Pardo, Marajó and Médio Mearim), including income from extractivism, agriculture, public programs, etc. Results have not been published yet. Alto Rio Pardo CT: coffee bag (60 kg) produced through AFS (with support of the project) went from a selling point of R\$ 380 to R\$ 3,000 at the international Coffee Week in Belo Horizonte (2018). Production volume and marketing of fruit pulps increased significantly, from 500kg to 7 tons. In addition, the project supported cooperatives and their products to</p>	On track to being achieved	<p>Since the initiatives supported by the project for the participation of BD products in producers' income are contributing to guarantee an income increase for the communities involved, it can be concluded that the indicator is on track and it should be achieved</p>

						formalize their existence and prove product adherence to sanitary regulations, while promoting marketing initiatives to facilitate their access to public and private markets.		
Reached			On the way to being reached			Not on the way to being reached		

Source: Field Work Interviews and PIR's.

Evaluation of Implementation of Activities

As mentioned in the methodology, the evaluator prepared a tool to map the activities (annex 6.8), based on the letters of agreement provided to the evaluator. This tool analyses the cycle of the activities and their critical route/path (planned versus actual) to provide evidence for comparing, if possible, the duration of the activity, scope, budget and quality, to assist with identifying potential flaws in the process of implementation, and to ensure that the activities are aligned with the project's expected outcomes.

For instance, Activity 1.1 *Participatory construction of work plan to agree on procedures, actors involved and methodologies for elaboration of products related to letter of agreement, containing action planning and work schedule* implemented by the Cerrado Central Cooperative was planned to start on February 9, 2018 and have a duration of 30 days, however, the actual starting date was on October 31, 2018, and had a duration of 89 days. Both, the estimated and actual cost remained the same, and the planned product was obtained.

Remaining Barriers to Achieving the Project Objective

The country's external scenario has changed dramatically with regard to issues related to public policies, the environment and women's rights, traditional people and communities, and minorities. Thus, the project had to go through several adaptations. The Brazilian government even asked to abolish gender, human rights and any social representativeness of the governmental action Agenda in 2017. However, after many discussions these subjects continue to be addressed, although dissimulated, to avoid compromising the project. Other risks for the project include the great number of producers who have difficulty trading due to the lack of official registers concerning sanity and commercialization licenses.

Finally, it is important to mention the existence of some conflict between partner organizations and cooperatives, as well as existing resistance to international help.

4.3 Project Implementation and Adaptive Management

Management Arrangements

The Project is planned for a five year and at the request of the Government , UNDP is the responsible entity to provide technical and fiduciary assistance during the implementation. UNDP has a well-established credibility with the Brazilian government given the high volume of projects that have been in its portfolio in different sectors. . A global experience with the Global Environment Facility (GEF) financed projects is an additional advantage that positions UNDP as a strong partner for the Bem Diverso Project. The project is being implemented under the Direct Execution Modality (DEX), thus UNDP is accountable to deliver the following tasks¹⁰:

- Financial and Audit services to the Project
- Overseeing financial expenditures against project budgets,

¹⁰ PRODOC Part III Management Arrangements, page 70

- Ensuring that activities, including procurement and financial services are carried out in strict compliance with UNDP/GEF procedures,
- Ensuring that reporting to GEF is undertaken in line with the GEF requirements and procedures,
- Facilitate project learning exchange and outreach within the GEF family,
- Contract the project mid-term and final evaluations and trigger additional reviews and/or evaluations as necessary and in consultation with the project counterparts.

Project Board¹¹

- Provides overall managerial guidance during project planning and implementation, their main duties:
- Analyze and discuss the development of the project activities and recommend changes based on on Project monitoring and evaluation processes and products in line with GEF and UNDP policies
- Discuss and approve the progress reports and Final Report for the Project
- Analyze project achievements and assure these used for performance improvement, accountability and learning
- Settle controversies arbitrating on any conflicts within the project or negotiating a solution to any problems with external bodies.

In order to ensure UNDP's ultimate accountability for the project results, PB decisions will be made in accordance to standards that shall ensure management for development results, fairness and integrity.

Project Management Unit(PMU)

The PMU has the main responsibility for coordinating and overseeing the project implementation.

The main MU tasks:

- Operational planning, managing and executing the project including the direct supervision of project activities sub-contracted to specialist and other institutions, as well as those that are to be implemented through the EMBRAPA if applicable.
- Coordinating the management of financial resources and procurement
- Reporting on the application of resources and results achieved
- Preparing Management Report for the EMBRAPA , PAC, the GEF and UNDP including annual reports (PIR) and any proposals for the adaptive management of the Project if required and based on inputs from the Project M&E Plan
- Promoting interinstitutional linkages and,
- Disseminating project results

The PMU is led by a Project Manager and has a team of specialists responsible for the key project areas.

¹¹ PRODOC, Paragraph 204, page 71

Project Advisory Committees

The Project Advisory Committee (PAC) is an additional technical body that provides technical advice during the project implementation. Ensuring the project alignment with the public policies is roles. Key public entities like the Ministry of Environment (MMA) , the Ministry of Rural Development(MDA) , the Ministry of Social Development (MDS) and the Ministry of Agriculture, Livestock and Supply (MAPA) and other key stakeholders of Civil Society organizations (CSO) will be coordinated by EMBRAPA. The PAC critical role is to provide advice and ensure that the stated outcomes by the Bem Diverso project are achieved.

Local Committees

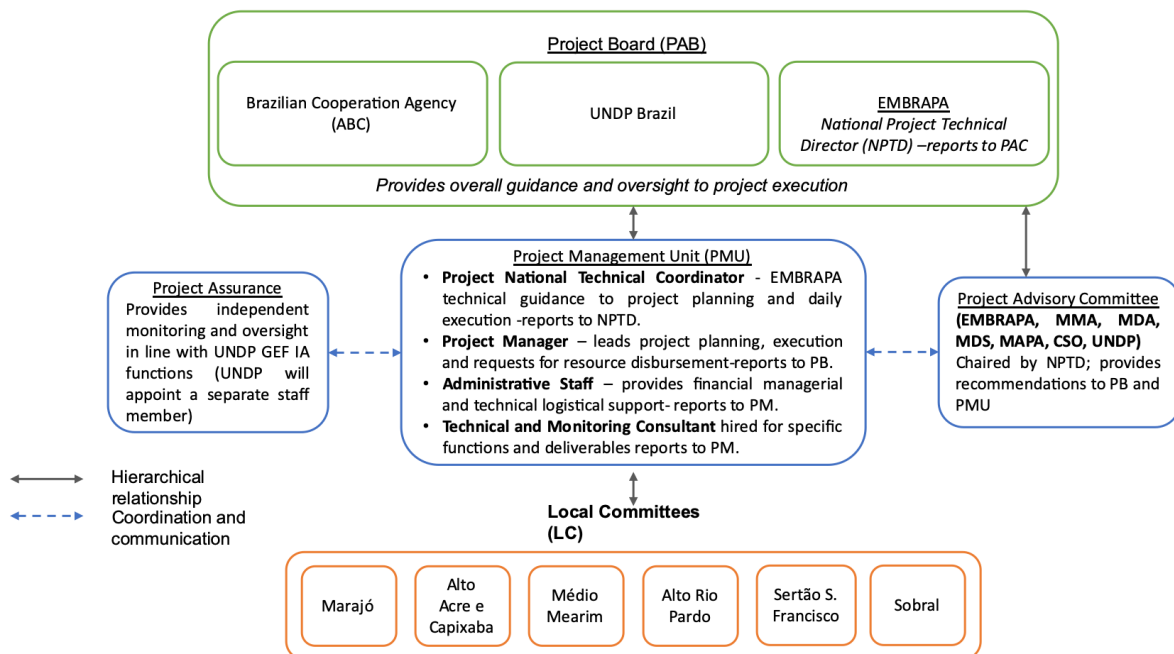
EMBRAA field units in Eastern Amazon, Acre, Cocaís , Goats and Sheeps, Semiarid, Cerrado, Genetic Resources and Biotechnology)CENARGEN)the play a critical role in the coordination of the project activities in the CTs (Marajó, Alto Acre e Capixaba, Médio Mearim, Sobral , Sertao do Sao Francisco, Alto Rio Pardo).

Different stakeholders are involved in the CTs to contribute to the good coordination and dialogue based on the project objectives and planned outcomes. Involvement varies from one CT to other, much of these Committees not only in the Bem Diverso Projects but in general depends on the good leadership that can get involved in the project activities.

EMBRAPA has appointed focal points for each CT and the number of staff involved in the project activities varies on the workplans prepared for the CT and targeted beneficiaries, in general the opinion of the different stakeholders is that during the last period EMBRAPA involvement and support has been more intense and more effective.

The following figure presents the general arrangements for the management and coordination of the project:

Figure 5: BEM DIVERSO Management and Coordination



During the fieldwork it has been identified that both the Project Board and the Project's Advisory Committee have not been able to communicate how they play their role in relation to the strategic oversight and how the Project Board feedbacks with a strategic advice their influence in the project, therefore their role is uneven and unnoticeable. This situation can be attributed to the changes of national governments that caused instability at the level.

It is important to mention that this flaw has been compensated by the strategic alliances at the community level, which open doors to productive initiatives with good ownership and commitment. Additionally, it is also important to recall that the Implementation Modality (DIM) has helped to secure the execution of the project during politically unstable times.

Adaptive Management (changes to the project design and project outputs during implementation)

Some adaptations were made along the way of BEM DIVERSO. For instance, when EMBRAPA employees were overwhelmed by administrative work, the project hired people from the communities to volunteer in each territory and give technical and operational support through the United Nations Volunteer's Community modality. All territories apart from Medio Mearim had volunteers, since a partner NGO provided managerial support for the project activities. Similarly, adaptations to the project were made necessary to accommodate the new needs of local communities, given that for many of their activities, what had previously been planned during the design phase did not make any more sense during the time of its implementation.

Planned Stakeholder Participation

Local partnerships are essential for the implementation of the project. They assure the trust of local communities, and without them, it would be difficult to execute the project.

The major partner of BEM DIVERSO is EMBRAPA. The project allowed EMBRAPA to diversify its activities and domains, since there was a lack of knowledge of small farming, as well as participate for its recognition by the communities. For BEM DIVERSO, EMBRAPA gives a centralized management of the activities with great technical and scientific quality and the teams at the regional level play a proactive.

Contradictorily, these local partnerships are also the reason for the lengthy development of several of the project's activities. Performance evaluation of the local partners is an ongoing task and based on good practices the M&E System should be the tool that generates information at the implementer level to assess how their plan vs the actual has been achieved. There have been variation from the plan vs the actual in this last stage of the program process monitoring has to be more frequent to avoid risky deviations. Hence the need to invest in the development of local capacities, so that they appropriate the necessary tools for the promotion of local development. To give an example of the different strategic partnerships, it can be noted the EFA School (Agricultural Family School) that provides the project with young students for the development of the activities. This school, built with participative funding by farmers, offers free education to teenagers, giving them a technical diploma in agriculture in the district of Alto Rio Pardo. It combines fieldwork (9 sessions of 15 days) with school time (10 sessions of 12 days) and contributes to the integration of young people into their communities.

UNDP and Implementing Partner implementation / Execution Coordination, and Operational Issues

Considering that the project started during a political scene with numerous changes, the role of UNDP has been key to guarantee the start of BEM DIVERSO by establishing the implementation unit and giving the necessary technical guidance to follow the fiduciary lines of the GEF. UNDP in Brazil has established a technical and facilitating role among the state entities for the preparation, planning and implementation of different financing that have given it credibility. The UNDP comparative advantage is the experience with GEF projects which has highly contributed to BEM DIVERSO.

Both UNDP and EMBRAPA have a strong partnership. EMBRAPA as an institution facilitated the dialogue between all the partners, and consequently the management could be open to suggestions. EMBRAPA, with the support of UNDP and the presence of its technical teams in the areas of intervention of BEM DIVERSO, has been a good choice for the facilitation, planning and implementation of the project activities. EMBRAPA has had the support of executives at the central level, and has played a key role through the technical coordinator to develop and implement activities at the community level, whose relationship with the communities have been strengthened

as technical assistance activities with other stakeholders have been obtaining the expected products.

The beneficiaries of the project were consulted, as well as the institutions that represent the communities in all territories of BEM DIVERSO. This approach was replicated in almost all territories at the time of the design of the project, with the exception of Sobral, because it joined the project as a result of the recommendation of one of EMBRAPA's researchers involved with the production of AFS (agroforestry systems) in that territory. Currently, those responsible for the activities in each of the territories are in charge of the communication with the Project Management Unit. The internal definition of responsibilities is clear, and the role of UNDP has been clearly implemented, with coordinators who have facilitated communication between EMBRAPA and UNDP.

With reference to the technical reports at the territory level, they are written by the UN young volunteers who follow a unique model elaborated by the project coordination in order to have a minimum control over the content, which has been identified as a good practice of the project. The decision-making process has been implemented in a participatory and transparent manner, seeking to involve all the actors in the decision-making processes. The project coordination aims to disseminate information to all territories with their communication tools and via its web pages (website, newsletters, Facebook, Instagram, Twitter, YouTube, WhatsApp groups, word-to-mouth, etc.). However, there are still groups/individuals isolated from the access to information.

Replication Approach

Based on the PRODOC, the replication approach of the BEM DIVERSO includes efforts to address the identified barriers at the systemic level that hinder management of NTFPs and AFS from fulfilling their contribution to biodiversity conservation, and to the strengthen of policy and regulatory frameworks for sustainable use and conservation of biodiversity that will enable conditions for replication at all levels (national, regional and local). The intervention areas were selected based on their biodiversity importance in order to generate several experiences that could be replicated in similar scenarios. In addition, collaboration and sharing of experiences with government institutions, private sector and NGOs is expected to be used to facilitate the dissemination of the project results.

During the fieldwork, it has been acknowledged that many municipalities have requested the replication of the project's activities. The experience of the creation of the Acai Berry Fund, which guarantees the sustainability of the project's actions in the territory of the Marajó, is being replicated in the creation of the Restoration Fund in the upper Rio Pardo territory, involving special coffee.

These exchanges of successful actions could promote the replication of actions in different territories. When a farmer talks to another farmer, the relationship can be straightforward and objective. However, every replication needs to be based on a sustainable approach, and BEM DIVERSO is still struggling with its exit strategy.

During the fieldwork, some interviewees mentioned that the current political situation of Brazil has conducted the project's direction to avoid the dissemination of activities, since there were anonymous complaints that BEM DIVERSO was involved in protests against the current governmental order¹², however, there is no concrete evidence to support this statement.

EMBRAPA has the objective of adopting the BEM DIVERSO experience and approach as part of its regular program, which would guarantee upscale to other regions and increasing the likelihood of sustainability of the good practices and methodologies developed by the BEM Diverso Project.

Agribusiness with a conservation and sustainable production approach don't operate by the same principles as other small to medium business do, it has several differences that make them more complex, though the investment cycle is longer, as explained in previous chapters the implementation pace of the project took longer for different reasons, one that is directly related to the Bem Diverso activities is the promotion and engagement process with the communities located in remote areas and not always easy to access. During the implementation as well procuring items required for the project activities was not easy as the suppliers close to the communities and they did not fulfill the legal requirements to supply the items, due to lack of legal registries among other., thus procuring required items many times became lengthy processes. The field visit done during the present evaluation was a real and tough test to reach some of the communities located in remote areas. In summary It's important to highlight the complexity of the implementation context of the project, in three different biomes, in several communities, and with vulnerable beneficiaries, in a continental country.

A 12-month project extension would ensure that the activities that are strengthening local capacities would ensure closing the strengthening of the local capacities and ensuring a better investment cycle. It also would necessary for EMBRAPA and the implementers to prepare a well planned exit strategy that includes sustainability and replicability. During this process it is important to prove and ensure that productive activities can be successful. The implementation of the SISUC tool to systematize the methodologies and generate information based on evidence will be a valuable tool for EMBRAPA to lead the preparation on an exit strategy. The strategy will not only contain the business plan for those beneficiaries that have been supported by Bem Diverso, but it will present systematized methodologies that can be taken by different public and non public entities to replicate these methodologies.

Effectiveness & Efficiency

The project implementation was not efficient at first, but gradually, both at the local and regional level, the project began a more efficient and effective implementation. Establishing credibility is not an easy task for a new project, an advantage was the EMBRAPA presence and involvement in the

¹² For more information on the issue, check BEM DIVERSO's formal answer:
<http://www.bemdiverso.org.br/not%C3%ADcias/comunicado-do-projeto-bem-diverso>

project activities, thus the links and relationships were established , which have been strengthened over the course of the project. The lack of a strong M&E System was a barrier to measure processes' efficiency for example or to systematize lessons learned since the project startup t.

The project has proved to be reasonably effective in fulfilling the set targets aligned to the project goals. The project coordination at the central level and the regional level has worked in seeking to promote better effectiveness of its actions. Once the project's monitoring system is installed, more efficiency and effectiveness are expected in the decision-making processes of the project. Given that the timeframe to the end of the project is short, and not knowing whether to not an extension will be granted, the implementation team has to prepare a strategy for each scenario. The current project coordination is working in seeking to promote better efficiency of its actions.

Work Planning

There was a first delay in relation to the release of financial resources at the beginning of the project. Although signed in mid-2015, the resources were only released in the second half of the second semester of 2015, when the process of hiring personnel was initiated. It is important to highlight that this projects can't not be copy and paste from a project in the Ecuadorian Amazon for example, even with the same components and activities and budget. The project started from zero and a slow development is expected as the promotion and dissemination level went from the Initiation workshop to a one to one visit to different communities in the targeted CTs. At that level every support is welcome, but that in itself is not a guarantee that the activities will make the expected difference. Key aspects like good dissemination, good ownership of the project activities, NGOs and other organizations with the proven capacity to deliver services with quality would make the difference. The evaluator attended many workshops delivered by the project beneficiaries and it was a pleasant surprise to find young leaders women and men leading the project activities, while the elder took a more passive role, though well involved in the activities as well. A good practice that has to be enhanced is making the project activities budget transparent.

A fact is that some externalities represented a major risk to the project, once again due to the change in government, some of the project activities scheduled during year 2019, several months of delay have been experienced. Another factor that seriously impacted the project were the delays in the acquisition of materials and equipment, some of them arriving more than six months late, a one to one case could be assessed but I general most of the delays were attributable to the complex logistics and limited suppliers within the project areas. This issue in itself was another challenge to overcome by the implementers. The critical path is a valuable method, especially for the remainder of the project to have better grasp of time management during the processes to get to the outputs in a timely manner.

Finally, the key personnel recruitment for the key positions was a lengthy process as well. Recruiting the Agro-industry (6 months), Monitoring (9 months) of the project (SISUC), geo-processing (8 months), also delayed the execution of the project. The delay took place mainly during the Terms of Reference preparation and approval , as well as during the contracting stage.

The project uses annual operational plans (POAs) following standard procedures and forms, in which the activities are detailed aligned to the expected products and results. Budget estimation for each activity line is as well defined. Every activity requires to have a detailed critical path that defines and estimated timeframe for each step of the process that will contribute to have a good management of the work-plans.

Finance and Co-Finance

The main budgetary revisions consisted of the resource allocation in activities that were aligned not only with the achievement of the goals and indicators of the project, but also contributed to the process of independence of the communities. Thus, instead of allocating resources to:

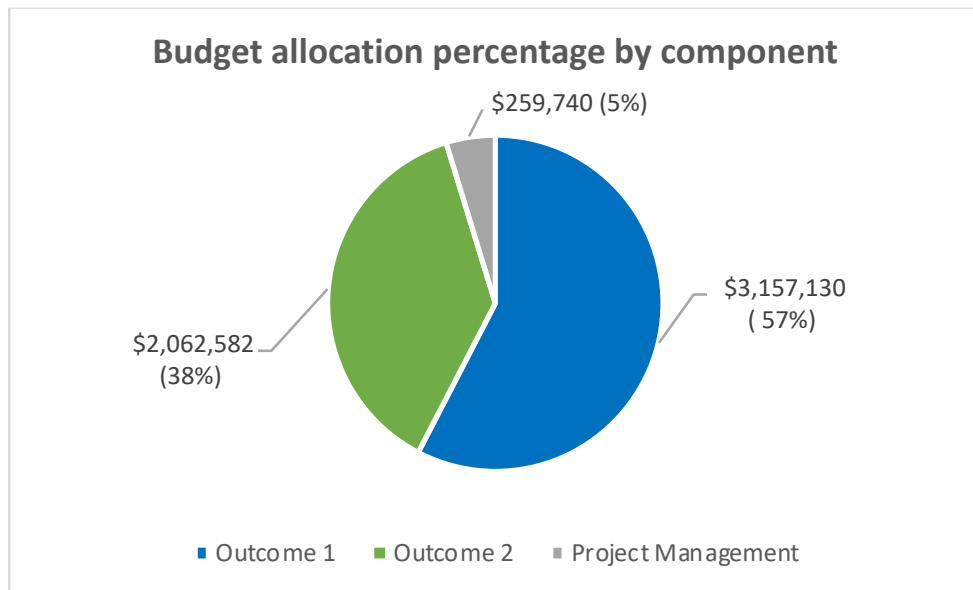
- (i) The purchase and planting of seedlings for the recovery of degraded areas, the project invested in the restoration of areas via direct seeding;
- (ii) Irrigation of SAFs with coffee, the project invested in the production of special coffee for sale with higher added value and reintroduction of endemic and endangered species in the intercropping plantations;
- (iii) Acquisition of equipment for the production of wine from the Uumbu, the project invested in improving the processes of artisan production of these wines traditionally produced for insertion and commercialization in markets;
- (iv) Acquisition of equipment for Agroindustry, the project invested in the internalization of good manufacturing practices of existing products for insertion in formal markets.

Within the territories there are different partners who had or have financial support from other projects, and some of this financing was also sought with the help of the BEM DIVERSO project. The EMBRAPA approach where other donors are financing is to avoid duplications and promote complementarity.

Budget Allocation

Figure 5 presents the budget allocation of the BEM DIVERSO project by component. Outcome 1 and 2 represent 95% of the total budget.

Figure 6: Budget Allocation by Component

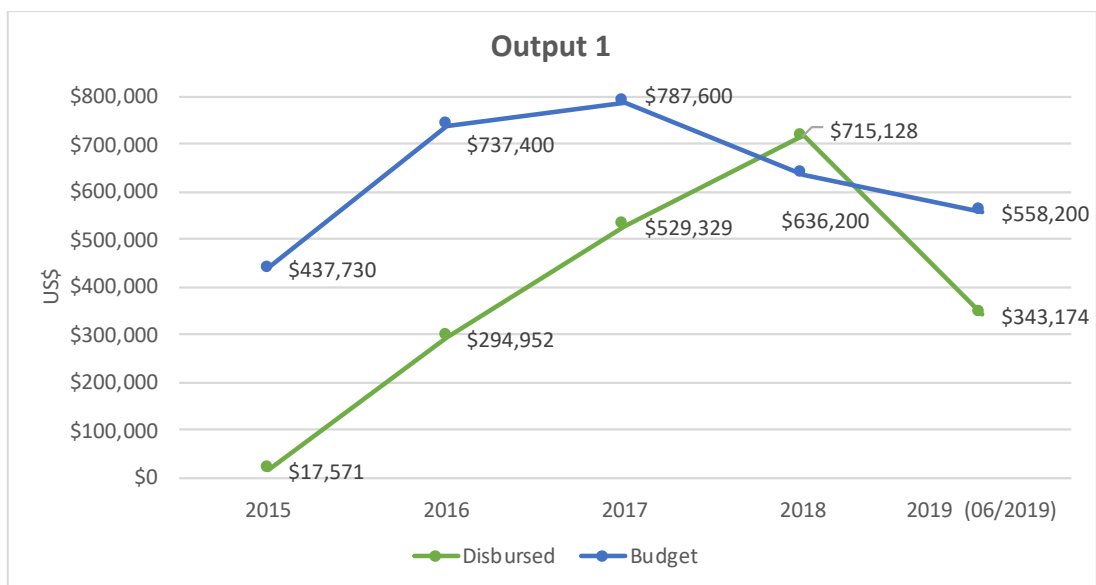


Source: BRA14G33 Execution & BRA14G33 Summarized

Output 1

The following figure presents the planned and actual disbursements between 2015 and 2019 for Output 1. It can be noted that the actual disbursements are below the planned amount, with a significant difference between the two in most of the years. Only in 2018 was the amount disbursed over the budget.

Figure 7: Output 1 Plan Compared to Actual Disbursement

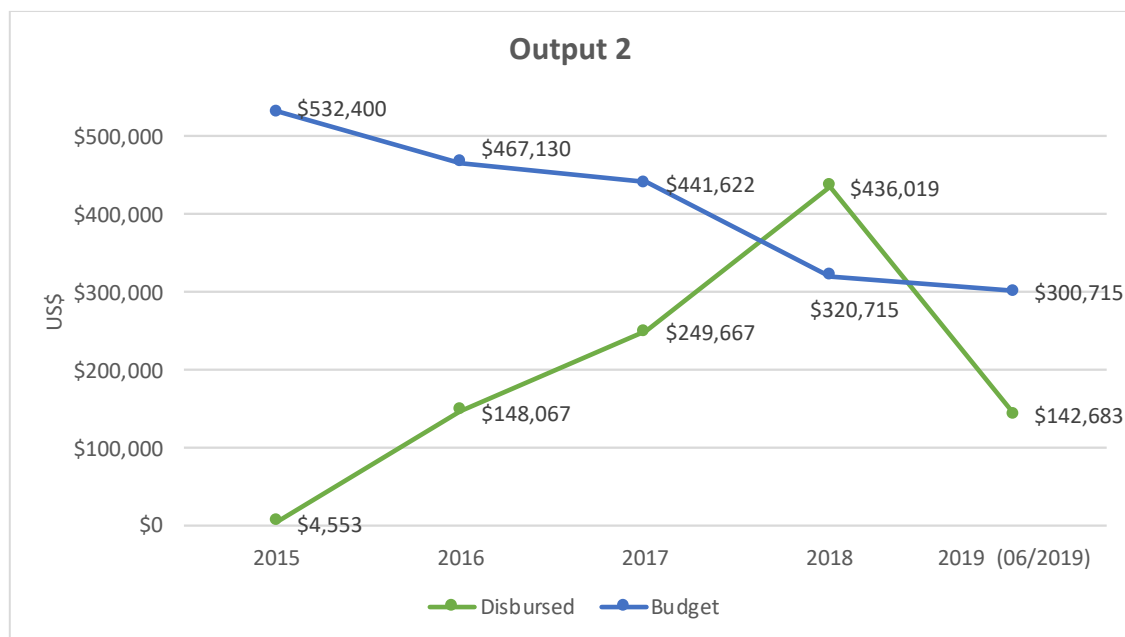


Source: BRA14G33 Execution & BRA14G33 Summarized

Output 2

Figure 7 presents the planned and actual disbursements between 2015 and 2019 for Output 2. The actual disbursements were below the planned amounts and there was a significant difference between the two, except for 2018, where the budget was US\$320,715 and US\$436,019 were disbursed.

Figure 8: Output 2 Plan Compared to Actual Disbursement



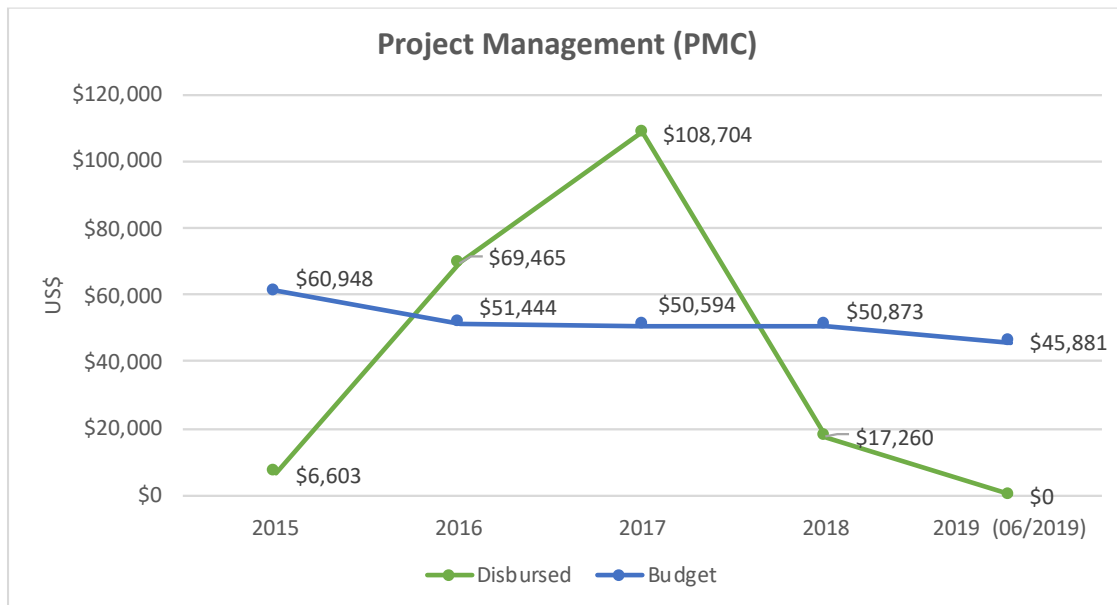
Source: BRA14G33 Execution & BRA14G33 Summarized

Project Management (PMC)

The following figure presents the plan and actual disbursements between 2015 and 2019 for Project Management. In 2016 and 2017 the actual disbursements were above the planned amount, in contrast to 2015, 2018 and 2019.

The budget for the Project Management accounts to US\$259,740. Up to the midterm review, US\$202,031.63 have been disbursed, leaving a remaining balance of US\$57,708.37. As shown in figure 9, US\$45,881 are planned to be disbursed in 2019, and this would leave a balance of US\$11,827.37 (US\$57,708.37- US\$45,881) at the end of the project.

Figure 9: Project Management Plan Compared to Actual Disbursement

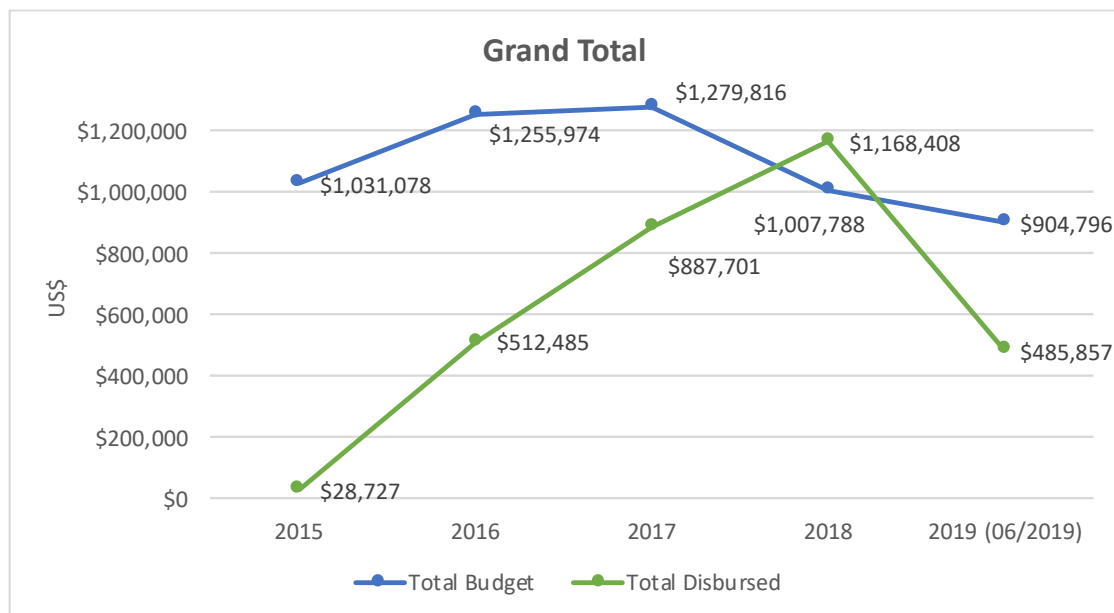


Source: BRA14G33 Execution & BRA14G33 Summarized

Grand Total

The following figure presents the total plan and actual disbursements between 2015 and 2019. It can be noted that the total actual disbursements are below the planned amount, with a significant difference between the two, except from 2018, where the total amount disbursed exceeded the planned amount. This difference between the plan and the actual disbursements can be partially accounted to the major devaluation of the national currency since the PIF approval.

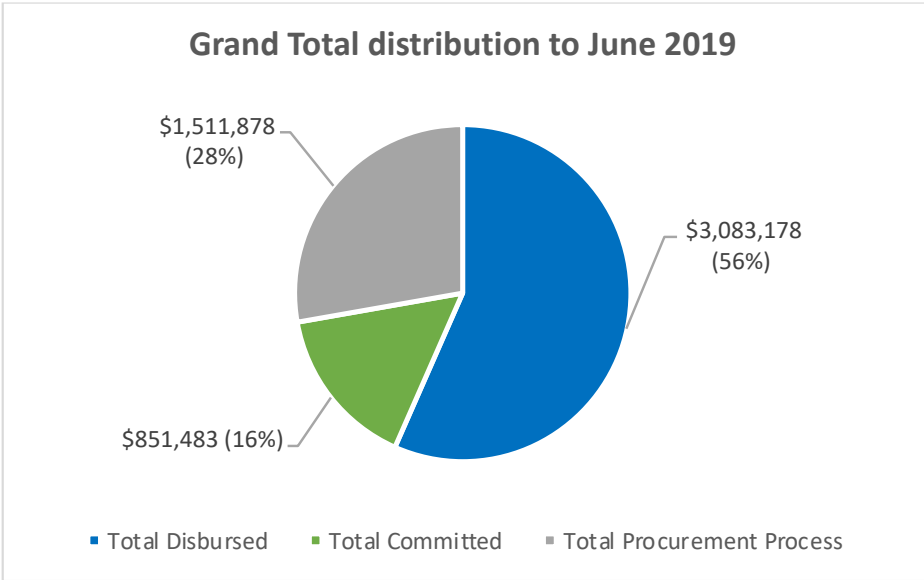
Figure 10: Grand Total Plan Compared to Actual Disbursement



Source: BRA14G33 Financial Delivery

Figure 10 presents the distribution of the grand total amount of the project. To June 2019, US\$ 3,083,178 were disbursed, US\$ 851,483 are committed, and US\$ 1,511,878 are in the procurement process.

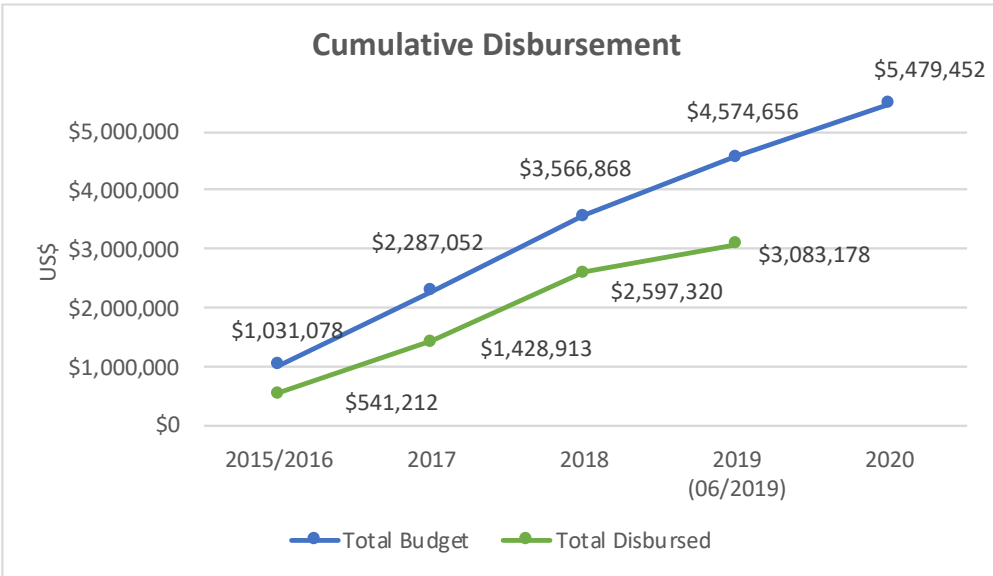
Figure 11: Grand Total Distribution to June 2019



Source: BRA14G33 Financial Delivery

The following figure presents the planned and actual cumulative delivery from 2015 to 2020. It can be noted that the actual cumulative disbursements are below the planned amount, with a significant difference between the total budgeted versus the disbursed budget.

Figure 12: Cumulative Disbursement Compared to Plan



Source: BRA14G33 Financial Delivery

Co-Financing Registered for the BEM DIVERSO Project

The BEM DIVERSO PRODOC foresees US\$ 27.8 millions of co-financing (grant/in kind), offered by EMBRAPA (US\$ 11.3 million), Conab (US\$ 4 million), Ministry of Social Development - MDS (US\$ 4.2 million), Ministry of Environment - MMA (US\$ 8 million) and UNDP (US\$ 300,000) over the five years of the project.

As indicated in table 6, due to the economic crises from 2014 onward and changes in Brazil's governance structure since the 2016 impeachment, among the agencies that should offer counterparts, only UNDP and EMBRAPA contributed to the BEM DIVERSO Project. However, the performance of the BEM DIVERSO team in the territories and in the formalization of new partnerships resulted in the mobilization of approximately R\$ 41 million (20.55 millions of US\$ at the official UN exchange rate, January/2013 of 1 = R\$ 1,999) in international and national resources for projects of communities supported by BEM DIVERSO project or for the implementation of activities of the project.

Table 5: Comparative Assessment of Sources and Amounts of Co-Financing at Time of MTR

Sources of Co-Financing (at time of CEO Endorsement)	Name of Co- Financier (source)	Type of Co- Financing	Co- Financing Amount at Time of Project Approval	Co-Financing Amount at Time of Project Approval	Actual Co- Financing Amount at Time of MTR (R\$)	Actual Co- Financing Amount at Time of MTR (US\$)**	Co-Financing Amount at Time of MTR If Considered Exchange Rate of Project Approval (US\$)*	Difference in Co-Financing Amount at Time of MTR If Considered Exchange Rate of Project Approval (US\$)
			(US\$)	(R\$)*				
National government	EMBRAPA	Grant	\$ 6,800,000	R\$ 13,593,200	R\$ 8,144,000	\$ 2,104,393	\$ 4,074,037	\$ - 7,225,963
National government	EMBRAPA	In kind	\$ 4,500,000	R\$ 8,995,500				
National government	Conab	Grant	\$ 4,000,000	R\$ 7,996,000	R\$ -	\$ -	\$ -	\$ - 4,000,000
National government	MDS	Grant	\$ 4,000,000	R\$ 7,996,000	R\$ -	\$ -	\$ -	\$ - 4,000,000
National government	MDS	In kind	\$ 200,000	R\$ 399,800	R\$ -	\$ -	\$ -	\$ - 200,000
National government	MMA	Grant	\$ 7,000,000	R\$ 13,993,000	R\$ -	\$ -	\$ -	\$ - 7,000,000
National government	MMA	In kind	\$ 1,000,000	R\$ 1,999,000	R\$ -	\$ -	\$ -	\$ - 1,000,000
International cooperation	UNDP	In kind	\$ 300,000	R\$ 599,700	R\$ 696,600	\$ 180,000	\$ 348,474	\$ 48,474
International cooperation	Fundo Amazônia	Grant	\$ -	R\$ -	R\$ 33,691,380	\$ 8,705,783	\$ 16,854,117	\$ 16,854,117
Other	Fundação Banco do Brasi(Ecoforte)	Grant	\$ -	R\$ -	R\$ 7,810,710	\$ 2,018,271	\$ 3,907,309	\$ 3,907,309
International cooperation	European Union	Grant	\$ -	R\$ -	R\$ 251,765	\$ 65,056	\$ 125,945	\$ 125,945
Total Co-financing			\$27,800,000	R\$ 55,572,200	R\$ 50,594,455	\$ 13,073,503	\$ 25,309,882	\$ - 2,490,118
* US\$ 1 = R\$ 1,999 (official UN exchange rate, January/2013)							91.04%	-8.96%

* US\$ 1 = R\$ 1,999 (official UN exchange rate,
January/2013)

** US\$ = R\$ 3,87 (official UN exchange rate, June/2019)

Currently, the BEM DIVERSO project has benefited from a total co-financing amount of R\$ 50,594,454.74, as recorded in Table 6.

If the project only takes into account the exchange rate of the reference month for the MTR, which is June 2019 (R\$ 3.87), that R\$ 50 million would represent only US\$ 13 million, i.e. just over 47% of the expected counterpart for the project. However, given that the exchange rate in Brazil has changed significantly since the approval of the PIF in January 2013, which is recorded in the file “BRA14G33_Exchange Rate Impact_2014-2019”, the use of the exchange rate to calculate the real value of the co-financing offered in national currency generates major distortions.

As shown in table 6, when calculating the co-financing offered in PRODOC, in local currency, using the exchange rate of January 2013 (R \$ 1,999), when the PIF was approved, there is a value of R\$ 55,572,200.00. Thus, the R\$ 50 million represents 91% of the initial amount recorded in the PRODOC. The co-financing mainly covers the development of value-added products, including the assessment and development of best practices, new technological products, processes and methods that enable high quality AFS and NTFP production, and advertisement and stimuli promoted for BD products).

As identified in Table 7, it should be noted that by updating the amount received against the inflation accumulated in Brazil since the approval of the PIF in 2013, the BEM DIVERSO project value continues to be significant in the local currency, and until the MTR it amounted 68% of the total co-financing registered in PRODOC, in the local currency.

Table 6: Simulation of Co-Financing Value in R\$, Updated by Exchange Rate and Inflation

Project Milestone (date, exchange rate)	Total Co-Fin in US\$	Total Co-Fin in R\$*	Total Co-Fin in R\$ (updated by inflation only)**
PIF Clearance (January/2013, R\$ 1,999)	\$ 27,800,000	R\$ 55,322,000	R\$ 55,322,000
CEO Endorsement (October/2014, R\$ 2,451)	\$ 27,800,000	R\$ 62,577,800	R\$ 59,134,378
PRODOC (June/2015, R\$ 3,127)	\$ 27,800,000	R\$ 86,930,600	R\$ 65,444,016
MTR (June/2019, R\$ 3,87)	\$ 27,800,000	R\$ 107,586,000	R\$ 74,292,775

*Does not consider inflation, only exchange rate of the referring month.

**Updated considering only mean annual inflation in the year before.

Finally, while the crisis in public accounts and the restructuring of the federal government prevented MMA and MDS from offering co-financing, the project team was able to provide support to communities and partners to mobilize sufficient resources to achieve the expected co-financing after three and a half years of implementation.

Monitoring and Evaluation Systems

The field work allowed to observe the monitoring dynamics at the project level. The process of evaluating and monitoring activities of the project is executed using the tools provided by GEF/UNDP. Those tools evaluate the goals and indicators of the project, but not in relation to the impacts of the project in the medium and long-term. It was not possible to verify the existence of a monitoring and evaluation plan that includes specifications on regular collection of information (sources of information, registration systems), reporting levels and information flows, information management, mechanisms to ensure the quality of data, capacity building on monitoring and evaluation, indicator sheets at all levels of the results chain and a work plan funded for this function.

The PRODOC mentioned the IDEARE platform (EMBRAPA Programs Management System) that was planned to be used to store information and monitor progresses at each CT and for each outcome/output, however, it was not clearly identified how IDEARE reports to the project stakeholders.

As mentioned before the technical reports at the territory level are written by the UN young volunteers who follow a unique model elaborated by the project coordination in order to have a minimum control over the content, which has been identified as a good practice of the project. The data from the different reports produced are considered by the Project Management Unit for the project management and decision-making. In fact, these reports point out how much deviations exist in relation to the goals and indicators of the project and what are the important points for correction/adjustment of directions that would enable the goals and indicators of the project to be achieved.

The project Director suggested the use of the SISUC tool to raise the effectiveness of the project's performance. The documents that contain information regarding M&E are the Annual Project Report (RAP) and the Project Implementation Review (PIR). During the MTR process the SISUC tool was presented to the stakeholders with the important objective to start systematizing data, as well as the lessons learned and the good practices, that will allow to prepare a more detailed analysis based on evidence. Due to the scope of the assignment, the implementation of the SISUC tool is delayed.

As part of the monitoring function, stakeholders hold periodic meetings every three months to discuss the progress of the project's activities. The monitoring reports are sent to each stakeholder individually and the evaluator. It is recommended to capitalize the information of the M&E and write a single report for all the stakeholders in a format that allows a comprehensive analysis of the progress of the project, in this way stakeholders identify themselves with their contribution towards the set targets. It can be noted that the Annual Project Report submitted by EMBRAPA does not have the financial information of each activity, information on the amounts budgeted and the amounts executed should as well be included. The description of each activity and output performance has to be more analytical, the output is the starting point to better understand how it

contributes to a given outcome or result, or in some cases how a set of activities add value and contribute to the project expected result. As of training activities a common gap is including only quantitative targets, it seems that quality is taken for granted. It is the Project's Coordination responsibility to ensure that qualitative indicators are as well included to contribute in a more effective way to the expected outcomes. Do the trainings add value Y/N ?

The activities do not have information about the execution process or its current status. In addition to the description, it is recommended that each activity includes: (I) Budget amount vs. Amount executed, (II) Estimated time vs actual time (for all the activity cycle) III) Planned product vs. Final product (for activities that have already been completed), and (IV) The effects/outcomes and how they contribute to the PRODOC component objectives and the project goal.

Reporting

Reports concerning the progress of the activities are submitted by the signatories of the Letters of Agreement (ASSEMA and the Cerrado Central Cooperative, IRPAA, CAA, Fundação Araripe, Agendha, all of which concluded activities during 2019). Previously, reports were submitted on a trimestral basis, and now they are submitted on a monthly basis. These reports are submitted to the regional offices of EMBRAPA, who is in charge of submitting these reports to the General Coordinator and to the UNDP Technical Adviser who analyzes the products, which is then approved by the Coordinator and sent to UNDP CO. Then all products are shared in a database in the cloud, called Teams.. A robust M&E would have been the database to collect all these reports/data, analyse it and generate reports to disseminate to all the stakeholders, thus the monitoring and evaluation of the processes to get to the outputs would have been done in a more systematic, efficient and effective way. The SISUS system should address this gap.

In addition to these reports, a Project Implementation Review (PIR) is submitted annually to the GEF Regional Advisor to present the progress of the project toward its objective/outcomes and implementation. Once received, the GEF Regional Advisor has the responsibility to revise, comment, and approve the report and submit it to GEF.

Communications

Frequency and Effectiveness of Communications

The strategy of communication with the partners is based on regular meetings in each biome and intervention areas, where the beneficiaries, the signatories of the Letters of Agreement of the project, EMBRAPA and the UNDP participate. These meetings have the purpose to discuss the progress of the project and to exchange information regarding the activities that were implemented.

External Communication

A website and social media platforms, including Facebook, Instagram and Twitter, were chosen as the channels to reach external audiences and to establish an active presence, and facilitate internal and external communication.

The website (<http://bemdiverso.org.br/>) and the social media accounts work as platforms to share important aspects of the project, including its description, activities implemented, news, territories of intervention, pictures and videos, and relevant documents regarding best practices. These platforms allow beneficiaries and key actors of BEM DIVERSO to follow the progress of the activities and the results.

4.4 Long-Term Sustainability

The interviews conducted during the fieldwork indicate that there is no defined exit strategy for the project that includes clear milestones and responsibilities once the project ends. In addition, it was not possible to identify the strategic role of the Project Board regarding the sustainability of the interventions. This challenge has to be presented to the Project Board to get their strategic feedback, at the end the Board members are accountable for the Bem Divero outcomes as well.

At the conceptual level, the project objective and activities to ensure long term sustainability are embedded as described below:

Outcome 2.1 : Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation.

Project Component 1: Governance and Capacity building framework for upscaling BD sustainable management and production.

Outputs:

- Environmental safeguards optimize inputs of NTFP and AFS production to BD conservation in multiple use landscapes.
- Improved decision-making support and strategies for policy makers at federal, state and local levels for mainstreaming and managing AFS and NTFP in production landscapes.
- Extension services deliver capacity building to small rural farmers on best practices, safeguards, and market access for NTFP and AFS.
- Resource Use Agreements incorporate new safeguards and guidance for mainstreaming NTFP.

Financial Risks to Sustainability

The PRODOC included considerations regarding the financial sustainability of the project, and mentioned that it will develop valuation studies to help understand the role of NTFP and AFS in livelihoods and economic activities. The studies would allow to develop and improve the policy and regulatory framework with the objective of achieve economically feasible use of biodiversity. The partnerships with the public purchasing programs, private sector and financial institutions to improve market access that would results in securing the incomes for producers is being supported by the project. In addition, the project planned to work on financial institutions to improve credit lines that would enable producers to access and securing funding for production, processing and value adding. At the time of the midterm review, these activities were at a very early stage and there

was no evidence that, thanks to the project support, credit lines would have been accessed by the producers' organizations.

A fact is that the Brazilian fiscal policy is tight and significant cutback and limitation in the project has occurred in the last couple of years and it has directly affected the funds allocation for the PAA, PNAE and PGPMBio. It has affected as well the allocation for public policies related to BD products. Another simulation exercise to calculate the exchange rate variation in these couple of months have to be performed. The rate back in June 2018 was R\$ 3.723¹³. 16 months later the exchange rate went up. Given the public financial context in which Brazil is transiting, and as part of the exit strategy, identifying possible sources of fund by multi and bilateral funds would be strategic to be able to upscale and replicate the Bem Diverso to other communities in the targeted CTs as well as identifying and targeting new CTs.

Until the midterm review, the activities related to the financial sustainability are still in progress. The persistent challenges are to achieve an understanding of the role of NTFP and AFS in livelihoods and economic activities, and in light of the achievements of the project, identify other financing options that will allow the continuity of the project activities. Shifting from unsustainable and traditional farming practices is a huge challenge and time consuming, transforming a model that has been inherited from one to another generation since last century, poses indeed a huge challenge. The project budget is limited, thus the challenge that the project team has to systematize what works and what does not work.

The mid term evaluation has many limitations in the regard, one is a short presence in the field to have a more accurate understanding of the activities approach and development.

EMBRAPA is the lead actor in the implementation of the work plans of BEM DIVERSO and is the catalyst for the different technical assistance activities in the Biome. It is important to highlight that there are personnel dedicated to BEM DIVERSO activities under EMBRAPA's budget. In the closing meeting with the EMBRAPA team, the interest in institutionalizing the approach and methodology of the project has been expressed, and provided that EMBRAPA adopts the BEM DIVERSO's experience and approach, some yearly budget can be planned and allocated for new interventions. This is an important practice, which would ensure the sustainability of the project, and it would be beneficial if the UNDP country office can obtain a written commitment of this intention.

Socio-Economical Risks to Sustainability

All the project activities related to raising awareness and strengthening the producers technical skills will also add value to the biodiversity products and establish commercialization channels to contribute to the social and economic sustainability.

Evidence of ownership has been observed during workshops and meetings with producers, in which there is a high involvement of young energetic producers that are eager to improve their "way of

¹³ PIR 2019, page 38.

doing things” and to collaborate with more experienced producers. This, in combination with the right technical assistance, improves the likelihood that socio-economical risks will be reduced for the beneficiaries.

Institutional Framework and Governance Risks to Sustainability

EMBRAPA plays a critical role in continuing the project approach and upscaling. During the fieldwork interviews, the project direct beneficiaries expressed their recognition of BEM DIVERSO and EMBRAPA’s technical support, and most of them had the opinion that if it was not for this project, they would not have had the opportunity to receive technical assistance in the short run.

Some beneficiaries mentioned the active participation by Chico Mendes Institute, national organization responsible for managing conservation units, in some informational workshops, and some producers knew of other initiatives supported by Centro de Agricultura do Norte (CAA), which is a project stakeholder under a letter of agreement.

During the midterm review, it was possible to identify the preponderant role of community authorities in the implementation of activities. The challenges identified from the point of view of governance include the lack of an active role of municipal authorities in the follow-up of the activities. Each community is playing the monitoring function, though it has not been established the link and method by which all the valuable information produced at the community level is integrated in to the Project M&E System. Ensuring the preparation of an exit strategy by EMBRAPA, with clear roles and responsibilities for the stakeholders, would reduce risk in the short run. All the signatories of the letters of agreement have a great responsibility in improving the associations’ organizational framework to establish feasible endeavors and also in connecting them to the existing state institutions that are responsible to provide ongoing technical support. Telling the real stories by the direct beneficiaries on how Bem Diverso is reaching some of the set targets in the PRODOC, is the evidence that many of the interventions are feasible, though due to limited resources the scope as well can be limited.

Environmental Risks to Sustainability

The project interventions present evidence that progress has been achieved towards biodiversity conservation by creating knowledge, raising accountability and promoting awareness not only by the project beneficiaries but by the local authorities and citizens. The EMBRAPA team, together with the implementing partners (letters of agreement signatories) and the project beneficiaries, must establish and foster a dissemination strategy to share the positive results of the project and how it contributes to the biodiversity conservation. All the BEM DIVERSO project stakeholders have the duty to raise awareness and become promoters of biodiversity conservation to improve its sustainability. Some Global Environment benefits that the project is producing need to be identified and quantified to share not only to key sector authorities at the national level, but to the international community. Environment is a global problem. A dissemination strategy to all levels is urgently needed to show the project positive results. It can influence at the political level, many CSOs who are involved with the project activities are witnessing and in some cases are part of a positive transformation in the targeted CTs and communities where the project intervenes, the scale is small but representative to argue that is a good investment to replicate the Bem Diverso positive experiences.

All these experiences systematized and presented to the Project Board on how the project outcomes and objectives are being met, are an input to feedback and influence on the continuation and upscaling of the good practices and methods applied by Bem Diverso.

5 Conclusions and Recommendations

5.1 Conclusions

Relevance and Design

- The BEM DIVERSO Project has based its strategies on national and international priorities, instruments, laws, policies and commitments on biodiversity conservation.
- The opinions of the actors consulted coincide in affirming the existence of a good degree of national appropriation of the project. Since it is executed and led by EMBRAPA, the intervention is considered a national effort that involves not only EMBRAPA, but also other institutions and organizations linked to biodiversity conservation. The project has allowed to respond to national priorities, and it has also positioned Brazil in a good path to fulfill biodiversity commitments.
- EMBRAPA has taken the lead and developed ownership of the project's conceptual design and activities at the regional level, which is a condition to contribute to sustainability.
- There is no evidence of a formal exit strategy for the BEM DIVERSO Project.
- The design of the productive activities did not include the consideration of a co-financing contribution in cash and or in kind from the local communities. Such inclusion would have increased the level of appropriation of the activities and would have contributed to the sustainability of the intervention, as observed in good practices identified in different countries with community-based projects.
- It has been identified that both, the Project Board and the Project's Advisory Committee have difficulties communicating their influence in the project, therefore their role is uneven and unnoticeable. This situation can be attributed to the changes of national governments that occurred since the PRODOC was signed in 2015. This situation has not only reflected negatively at the local level, but it has also caused instability in the Project Advisory Committee (PAC) due to the major changes in the federal government structure and in the leadership of the ministries, which prevented greater participation of these bodies in the project monitoring.
- It is also important to recall the political instability at the Federal level, which has reflected negatively at the local level and in the project's progress. However, the Direct Implementation Modality (DIM) has helped to secure implementation during politically unstable times.
- Many of the activities appeared to be stand-alone, therefore they only aggregate limited value to an overall strategy.
- NGOs with long-term presence are a good opportunity to the BEM DIVERSO project, however the lack of specific experience in developing and implementing agribusiness can be adverse.

- The number of activities set in the Letters of Agreement to develop the business plan is not realistic.
- EMBRAPA's taking on small size agricultural productive projects was a challenge itself as it required specific expertise and new culture within the institution.
- Development of local plans should have been expected to be time consuming given the specificity and particularity of the CTs.
- The extended territory and distances made the coordination's role and presence more challenging.
- Developing agribusiness requires a whole methodology and not only a couple of activities related to it.
- Committed groups of producers have welcomed BEM DIVERSO support since they find it strategic and opportune.
- EMATER has played a positive role as an additional project stakeholder by adding value to the project activities that participated in Pará and Minas Gerais states.

Effectiveness & Efficiency.

- The implementation of the project activities has proved to be moderately efficient in fulfilling the agreed project goals. The current project coordination has worked in seeking to promote better efficiency and effectiveness of its actions.
- The Project start-up coincided with high political instability¹⁴ which affected a normal development and it caused unplanned delays. These externalities did affect directly and negatively the Bem Diverso Project

The Monitoring and Evaluation Function

- The Monitoring and Evaluation (M&E) function has been played at three levels: The Letters of Agreement signatories must report to EMBRAPA on the progress achieved vis a vis their workplans; EMBRAPA reports to UNDP Project Manager and Technical Advisor; and UNDP Reports to the GEF Regional Advisor via the PIR.
- The midterm review was delayed due to administrative issues, including lack of qualified applicants and change of government. In the inception report (2016) the MTR was scheduled for June 2017. Thereafter the expected date was scheduled for the 1st quarter 2018, the revised date was 1st quarter 2019, and the current date is August 2019.
- Lessons learned and best practices must be systematized and reflected in the project activities to improve continuously. The Socio-environmental Indicator System for Conservation Units (SISUC¹⁵ by its acronym in Portuguese) despite coming late, is still a good opportunity to systematize the BEM DIVERSO gains and weaknesses.

¹⁴ <https://www1.folha.uol.com.br/especial/2015/protestos-15-de-marco/>
https://www.bbc.com/portuguese/noticias/2016/04/160414_outros_pedidos_impeachment_rb

¹⁵ SISUC is a public and free system that has the objective to support the work of management councils, to strengthen participatory management, and to expand social control in the protected areas of the Brazilian Amazon. Source: <https://blogdosisuc.socioambiental.org/sobre-o-sisuc.html>

- The M&E Progress Report dissemination to all stakeholders across the territories is a gap that needs to be addressed and it will contribute to a better a more integral understanding of the Bem Diverso activities, outputs and the contribution to the outcome level as well as exchanging good practices and lessons learned.
- Ideally the M&E System has to be developed and implemented since the early stage of the project, encompassing the project implementation and systematizing information supported by a robust M&E System will likely contribute to better planning and implementation.
- Although the existence of monitoring arrangements was verified during the fieldwork, it was not possible to confirm the existence of a monitoring and evaluation plan that includes specifications on regular collection of information (sources of information, registration systems), reporting levels and information flows, information management, mechanisms to ensure the quality of data, capacity building on monitoring and evaluation, indicator sheets at all levels of the results chain and a work plan funded for this function.
- The PRODOC mentioned the IDEARE platform (EMBRAPA Programs Management System) that was planned to be used to store information and monitor progresses at each CT and for each outcome/output, however, it was not clearly identified how IDEARE reports to the project stakeholders.
- Training activities are measured quantitatively and not qualitatively, therefore evidence to assess the effects of training will not be easy to measure.

Assessment of Progress on the Different Outcomes of the Project

- **Project Objectives**
 - 1,124,957,00 ha of forests in multiple use landscapes-MUL- of the Amazon, Cerrado and Caatinga biomes with sustainable production of BD products. The total target value has already been reached; however, it is due to the Amazon surpassing its target value. The Cerrado and the Caatinga areas have not reached their target values yet;
 - The project is still gathering data on surface area in MUL with sustainable production of BD products due to indirect effect of the project. Data (57,000 ha) has been registered for Marajó CT;
 - Despite of the difficulty to measure as a direct impact of the project, heat foci have decreased in all territories determined by the project. The progress on this indicator has been registered based on data gathered in the National Institute for Space Research database, which indicated that there was a reduction of more than 10% of heat foci in each CT ; thus, the target has been achieved; and
 - The sustainability indices and effects of land use were determined for the following species: Pequi, Araticum, Baru, Coquinho Azedo, Castanha-do-Brasil and Licuri. For Umbu and Acai, the main problem in not related to the quantity of fruits harvested, therefore it is not important to determine the sustainable harvesting level. The Index measurement has been achieved for the proposed species, reporting that harvesting does not significantly affect long-term reproduction.

- **Outcome 1**

- 34% increase in EMBRAPA's institutional capacity on mainstreaming NTFP and AFS into production systems since the beginning of the project;
- Up to the midterm review, 9 technical guidelines of species (Licuri, Pequi, Coquinho Azedo, Araticum, Baru, Babaçu e Castanha-do-Brasil), biome (Caatinga Management for multiple uses) and environmental services (water and restoration biodiversity) are being prepared and will be shared with those producers who have attended training sessions under the project;
- 3 biomes encompassed by the project (Amazon, Cerrado, and Caatinga) adopt AFS for restoration of degraded lands as a strategy for planning and implementation of the Forest Code;
- 2,275 people (42% women and 58% men) have been directly trained in management and sustainable production activities and workshops for the adoption of the practices promoted within BEM DIVERSO.
- 72 demonstration units have implemented and replicated the sustainable production activities, and as a result it has been indicated that at least 2,160 extractivists have adopted sustainable production systems;
- 678 extensionists in training, performance was reported as always being higher than 70%, and it is expected that their performance during the final evaluation will report similar scores.

- **Outcome 2**

- The production chains of 6 species (Brazil Nut, Açaí, Umbu, Pequi, Babassu, and Castanha-do-Brasil) improved with the aim of increasing their market value and access; and
- Initiatives supported by the project for the participation of BD products in producers' income are helping to guarantee an income increase for the communities involved, however this progress has not been quantified yet.

Management Arrangements

- UNDP and EMBRAPA have a strong partnership. EMBRAPA, as a nationwide institution, facilitated the dialogue between all partners, and consequently the management could be open to suggestions.
- For instance, when EMBRAPA employees were overwhelmed with administrative work, the project hired people from the communities to volunteer in each territory and give technical and operational support. Volunteers were hired under the UN Volunteer Community Modality.
- Despite the change of Project Coordination in EMBRAPA and the Project Management at UNDP, the continuity of the Project Management Unit team has ensured the cohesion of the BEM DIVERSO budget planning, the focus of the interventions and the monitoring of the activities at the central and regional levels. It is important to mention that the current Project Coordinator of EMBRAPA has strong presence at the field level.

- There were difficulties from the beginning in the efficient execution of the project (different programming between the project and the government, on-site operation learning, staff turnover, vast territory).

Sustainability

The social sustainability is ensured by capacity-building concerning biodiversity use by farmers and technicians of the communities where the project was implemented. The project aims to pressure public agencies to improve public policies concerning biodiversity. EMBRAPA is aware of the additional time required to consolidate ownership of best practices, and to ensure that practices are incorporated and managed by the communities themselves and disseminated among neighboring and adjacent communities. The sustainability of the project interventions, outputs and outcomes are more likely to happen, if the activity cycle is virtuous, meaning that value is added throughout the project activities' cycle.

In addition, raising awareness and training the stakeholders would add value to the biodiversity products, creating commercialization channels to contribute to social and economic sustainability. The project hired a consultancy that has already begun working on to creating a bridge between producers and credit institutions and expects to overcome delays caused by political instability and economic crisis. It is important to mention that Banco da Amazônia already recognizes the project's best practices as a prerequisite for granting credit.

5.2 Recommendations

Corrective Actions for the Design, Implementation, Monitoring and Evaluation of the Project

- A realistic and measurable sustainability strategy should be proposed, coordinated and overseen by EMBRAPA, in order to support existing and new initiatives.
- Leaders within the associations need to be identified, since not all producers can become agribusiness people.
- The monitoring and evaluation function should be strengthened taking into account the following points:
 - Planning a monitoring strategy of the expected outcomes of the project from this point until the end of the intervention with a critical route that will follow the sequence of activities to be implemented to strengthen the monitoring process. This includes the analysis of the variation of the scope of the indicators compared to the planned values, identifying indicators that show lags.
 - Improvement of the descriptive and analytical content of the project progress reports. Although the reports have specific format requirements, it is recommended to attach as an annex (i) a progress chart of activities (Annex 6.8) to identify gaps and comments on how the products of the activities contribute to the result and to identified achievement gaps.

- Enhancing the technical capacity of the associations does not necessarily guarantee to attain the expected result of getting contracts. As a result, each territory should prepare a sustainability plan for all investments made by BEM DIVERSO.
- It is necessary to seek specialized expertise to ensure feasible agribusiness plans for all the economic initiatives. The existing attempts lack real expertise in such area.
- It would be advisable to extend the closing date of the project for 12 months, to ensure the effective finalization of the work plan and some ongoing activities that demand more technical assistance to ensure their self-sustainability by exercising more productive and competitive agribusiness. To prepare a Project Strategy might demand around 6 months, the exit strategy include specific plans for each agreement to ensure good finalization of the Bem Diverso support, though more important the continuity of their business plans on their own.
- It is recommended to capitalize the information of the M&E and write a single report for all the stakeholders in a format that allows a comprehensive analysis of the progress of the project, in this way stakeholders identify themselves with their contribution towards the set targets.
- it is recommended that each activity includes: (I) Budget amount vs. Amount executed, (II) Estimated time vs actual time (for all the activity cycle) III) Planned product vs. Final product (for activities that have already been completed), and (IV) The effects/outcomes and how they contribute to the PRODOC component objectives and the project goal.

Actions to Follow up or to Reinforce Initial Benefits from the Project

- There should be a measurable and realistic strategy of sustainability operated by EMBRAPA. The Escola Família Agrícola (EFA) can be a strategic player in some territories to multiply the local capacity as a business incubator. Additional external expertise is advisable to build the capacity and expertise of at least 2 EFA professors (staff) and an initial group of 18-20 student leaders (selected competitively), on how to prepare and implement agribusiness plans. The adopted methodology would be replicated year after year. It would build a more sustainable approach. The approach recommended for territories where EFA has no presence is to use the teachers and students of EFA to replicate the methodology in other CTs, which as well can generate some income to the EFA for delivering this technical assistance.
- Exchanging good practices and lessons learned developed during the implementation of the projects adds more value to the overall project performance. Learning from error and sharing it as well is a proactive approach that contribute to better performance. The exchange of practices and lessons learned has to be shared across project stakeholders.

Proposals for Future Directions Underlining Main Objectives

- The Project Board has the challenge of strengthening its key and strategic role in the project, and should elaborate a strategy to improve the execution of the project.
- EMBRAPA should plan an internal workshop to evaluate the compliance of the Letters of Agreement and present the progress to the Project Board.

- It is recommended to prepare and disseminate training plans and not just isolated activities.
- Reporting activity budgets to local partners, beneficiaries, and relevant stakeholders improves accountability.
- The identification of a community co-financing is essential, which can be done in kind or with financial resources, as this promotes ownership, strengthens accountability and helps beneficiaries to consider sustainability from the beginning of the intervention.
- Young people involved in the territory of intervention can play community leadership roles by visiting schools to show younger students the importance of sustaining the environment.
- Primary and Secondary School Teachers should be part of the trainings related to biodiversity.
- Lessons learned and best practices must be systematized and reflected in the project activities to improve continuously. The Socio environmental Indicator System for Conservation Units (SISUC) despite coming late, is still a good opportunity for it.
- The endpoint of a Bem Diverso activity should be the intended output achieved. Many good experiences take it as the starting point to replicate based on evidence and the output attributes. Further similar investments and scaling up to continue strengthening local capacities based on this evidence can be the mean to raise and commit additional funds to replicate. The SISUC systematization of the Bem Diverso good practices can contribute to this end.
- It is advisable for EMBRAPA to prepare the exit strategy from BEM DIVERSO to plan the continuity of the existing initiatives and new initiatives. The exit strategy should include the following information:

Exit Strategy / Activity / Continuity	Responsible	Execution Date	Monitoring Plan	Cost of the Activity

Lessons Learned

- Good participatory processes guarantee more ownership and enhance commitment; however, they demand more time and work, as well as tailoring of the activities to the local context.
- The support and monitoring of the Local Committees and the beneficiaries is key to: (i) provide additional technical assistance to community organizations, (ii) align the activities of community organizations with local strategic and operational plans, (iii) commit local resources to monitor adaptation measures, and (iv) report the activities and budget of the project to improve accountability and transparency.

- The partnership with EMBRAPA has proven to be opportune and strategic, and BEM DIVERSO has revitalized local synergies, targeting strategically increases the likelihood of project activities ownership.
- Believing in young leadership is a good investment that has multiple effects not necessarily envisaged in the PRODOC.
- Assuming that there is an official regulation to pay better prices for biodiversity products, it still requires a marketing strategy to address specific niches that demand these products, a regulation in itself it is required, though a well-developed business plan can improve the likelihood to satisfy the demand.
- Local partners that include products of the communities in the commodity market should have assessed the risk better by taking into account the negotiating power of these communities/associations. The supply/commercialization of these products in larger markets should be part of a business plan, in which the producers have taken part and were trained in. The producers have to be engaged in productive and strategic alliances.
- Having a training plan is a good mechanism to formalize the capacity building of beneficiaries of an intervention. It is important to prepare and disseminate training plans and not just isolated activities.
- It is well known that M&E function and system have to be developed and implemented since the project start-up.
- Including only quantitative indicators for training activities is not sufficient. It cannot be taken for granted that all training activities are of a good quality. It is the Project Coordination responsibility to add qualitative indicators to ensure good outcome.
- The involvement and concern of the communities in the project allowed an improvement in the local economy.

Best Practices

- The valorization and appreciation of traditional culture (of traditional knowledge, farmers' work, communities, region, cultural identities) by young people allows to have a better sense of local ownership of the project.
- The insertion of products to the local market is a question of having it as part of a well-developed strategic agribusiness plan, with prospective operations at regional, national and international markets. Bem Diverso project has to look for good practices from different NGOs, Association who have been successful and learning from those experiences that have proved to be feasible and sustainable.
- The partnership with EMBRAPA has been strategic and the role played by their regional offices show high commitment and engagement with the communities.

6 Annexes

6.1 Midterm Review Terms of Reference

BACKGROUND

1. Project Title

BRA/14/G33 - Mainstreaming Biodiversity Conservation and Sustainable Use into NTFP and AFS production practices in Multiple-Use Forest Landscapes of High Conservation Value (BEM DIVERSO project).

2. Project Description

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled Sustainable Land Use Management in the Semiarid Region of Northeast Brazil (Sergipe) implemented through the UNDP and the Ministry of Environment, which is to be undertaken in 2019. The project started on June 8th, 2015 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated following the completion of the third Annual Project Review/ Project Implementation Report (APR/PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (attached1). The project's objective is to ensure that the biodiversity of Brazilian multiple-use forest landscapes of high conservation value is conserved through a strengthened sustainable use management framework for non- timber forest products (NTFP) and agro-forestry systems (AFS). It will support Brazil's goal of promoting the conservation and sustainable use of biodiversity while reducing

poverty and increasing resilience in the rural areas, which are governmental objectives stated in public policies and programs.

The project will conserve biodiversity in key forest landscapes - Amazon, Caatinga and Cerrado - all renowned for their outstanding global biodiversity significance but currently under threat from increasing land use pressures across production landscapes. It will address one of the key land use threats to these forests, which is forest degradation driven by small-scale farmers that employ traditional subsistence farming and extraction practices in and around forested areas throughout the landscape, including land clearing, over-exploitation of resources, and poor fire management. This is causing increased encroachment on forest habitats both in areas under conservation and in locations that are strategic for connectivity across the landscape with the result of gradual loss of the global environmental values in these areas. It will seek to facilitate a shift from these unsustainable agricultural practices to an approach that conserves the biodiversity of multiple-use forest landscapes of high conservation value while meeting important social priorities and development goals. The project will therefore focus on the development of a strengthened sustainable use management framework for sustainable NTFP and AFS production. This will be achieved through two Outcomes: 1) Governance and capacity building framework for up-scaling best practices for BD sustainable management and production, and 2) Market and financial frameworks for up-scaling for NTFP and AFS production in high-conservation value forest landscapes. By removing current risks and uncertainties, the project will contribute to the upscaling of sustainable NTFP and AFS production while at the same time enhancing the rights and roles of communities in the sustainable management of BD and improving their livelihoods. Up-scaling and integration of AFS production will provide more environmentally friendly forms of land use in a landscape-level mosaic, increasing connectivity of forest fragments and helping to maintain ecosystem services.

DUTIES AND RESPONSIBILITIES

3. Scope of the Work and Key Tasks

The MTR shall be conducted by one independent consultant that will first conduct a document review of project documents, such as PIF, Project Document, PIRs, Tracking Tools etc. provided by the Project Team and Commission Unit. Then they will participate in an MTR inception workshop to clarify objectives and methods of the MTR, producing the MTR inception report thereafter. Next, they will participate in a field mission to learn about the activities and actors in two Citizenship Territories, and finally a meeting in Brasilia to present the preliminary results.

The consultant will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document (PRODOC) and assess early signs of project success or failure with the goal of identifying the necessary changes to be made to set the project on-track to achieve results. The MTR will also review the project's strategy, its risks to sustainability and the project's preparation of a strategy for when UNDP-GEF project support ends (if they have one and if they don't, then assist them in preparing one at the midterm).

The MTR consultant will assess the following four categories of project progress and produce a draft and final MTR report. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (attached or hyperlinked) for requirements on ratings. No overall rating is required.

1. Project Strategy

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results.
- Review how the project addresses country priorities
- Review decision-making processes

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Examine if progress so far has led to or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.

2. Progress Towards Results

- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; color code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
- Compare and analyze the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

3. Project Implementation and Adaptive Management

Using the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; assess the following categories of project progress:

- Management Arrangements
- Work Planning
- Finance and co-finance
- Project-level monitoring and evaluation systems

- Stakeholder Engagement
- Reporting
- Communications

4. Sustainability

Assess overall risks to sustainability factors of the project in terms of the following four categories:

- Financial risks to sustainability
- Socio-economic risks to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

The MTR consultant will include a section in the MTR report setting out the MTR's evidence-based **conclusions**, in light of the findings.

Additionally, the MTR consultant is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTR consultant should make no more than 15 recommendations total.

4. Scope of the Work and Key Tasks

The MTR consultant shall prepare and submit:

- MTR Inception Report: MTR consultant clarifies objectives and methods of the Midterm Review no later than 2 weeks before the MTR mission. To be sent to the Commissioning Unit and project management. Approximate due date: March 1st, 2019.
- Presentation: Initial Findings presented to project management and the Commissioning Unit at the end of the MTR mission. Approximate due date: March 22nd, 2019.
- Draft Final Report: Full report, in English, with annexes within 3 weeks of the MTR mission. Approximate due date: April 12th, 2019.
- Final Report*: Revised report with annexed audit trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: May 3rd, 2019.
- Comments on the Management Response: Review the Management Response to the Final MTR report and provide comments. Timing: Within 1 week of receiving the Management Response. Approximate due date: May 17th, 2019.

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

5. Institutional Arrangement

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is the UNDP Country Office.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the MTR consultant. The Project Team will be

responsible for liaising with the MTR consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

6. Duration of the Work

The total duration of the MTR will be approximately 30 working days over a period of up to 15 weeks from signature of the contract and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

- February 13st, 2019: Application closes
- Selection of MTR Consultant.
- Prep the MTR consultant (handover of project documents)
- Document review and preparing MTR Inception Report.
- Finalization and Validation of MTR Inception Report.
- MTR mission: stakeholder meetings, interviews, field visits.
- Mission wrap-up meeting & presentation of initial findings.
- Preparing draft report
- Incorporating audit trail on draft report/Finalization of MTR report
- Preparation & Issue of Management Response
- Comments/ Feedback on the Management Response.
- Expected date of full MTR completion.

7. Duty Station

The MTR consultant will work mainly home based. The MTR mission encompasses travel do Brasilia/DF and to intervention areas in the Citizenship Territories of Alto do Rio Pardo (state of Minas Gerais) and Sertão São Francisco (state of Bahia).

Travel:

- Travel within Brazil will be required to during the MTR mission;
- The Basic Security in the Field II and Advanced Security in the Field courses must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

8. Qualifications of the Successful Applicants

The consultant will conduct the MTR with experience and exposure to projects and evaluations in other regions globally. The consultant cannot have participated in the project preparation,

formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The consultant must comply with the following:

Mandatory criteria:

- Minimum 10 years of relevant professional experience;
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the targeted focal area(s);
- Fluency in English with excellent writing skills.

Qualifying criteria:

- Post-Graduate in related areas of the TOR;
- Project evaluation/review experiences within United Nations system
- Experience of working on GEF evaluations;
- Work experience in field evaluations of with traditional peoples and communities;
- Experience working in Latin America;
- Working knowledge of Portuguese.

Consultant Independence:

The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

APPLICATION PROCESS

Individual consultants are invited to submit applications together with their CV for this process. The application should contain a current and complete CV in English with indication of the e-mail and phone contact, as well as a price offer (in US Dollars) indicating the total cost of the assignment.

The CV and the proposed price must be submitted in separate files. Noncompliance with this provision will cause the application to be disregarded.

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

The consultant shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

9. Schedule of Payments:

30% upon submission and approval of the draft MTR Report.

70% upon finalization and approval of the MTR Report.

10. Evaluation Procedure

The final criteria for this selection process will be **technical capacity** and **price**.

Individual consultants will be evaluated based on a cumulative analysis taking into consideration the combination of the applicants' qualifications and financial proposal. The award of the contract shall be made to the individual **consultant whose offer has been evaluated and determined as:**

CLASSIFICATION OF TECHNICAL QUALIFICATION (CV)

The maximum score in TECHNICAL QUALIFICATION is 100 points.

Analysis of the CV regarding compliance with the mandatory requirements specified in these Terms of Reference. Candidates who do not meet the minimum mandatory criteria described herein will be disqualified at this stage.

CRITERIA	SCORE	WEIGHT	SUBTOTAL
Post-Graduate in related areas of the TOR			
Doctorate: 05 points; Master: 03 points; Specialization: 02 points	0 to 5	1	5
Experience			
Project evaluation/review experiences within United Nations system 05 years or more: 05 points; Less than 05 years: 03 points; Less than 02 years: 01 point	0 to 5	3	15
Work experience in field evaluations with traditional peoples and communities 01 point per evaluation report	0 to 5	3	15
Experience of working on GEF evaluations, preferably with Biodiversity 01 point per evaluation report	0 to 5	5	25
Experience working in Latin America 04 years or more: 05 points; Less than 04 years: 03 points; Less than 2 years: 01 point	0 to 5	2	10
Interview*: - Expertise on project evaluation methodologies and tools; - Knowledge of GEF evaluations objectives, rules and procedures; - Understanding of issues related to biodiversity, especially in what regards its sustainable use by local/traditional communities; - Analytical and communication skills. - Working knowledge of Portuguese.	0 to 5	6	30
Total			100

CLASSIFICATION OF FINANCIAL PROPOSALS (PRICE) – FINAL

Only the financial proposals (price) of candidates who attain a **final Score of 70 points** or higher in the **TECHNICAL CLASSIFICATION** will be taken into consideration.

The Final Score—FS—of the process will be reached by the sum of the **final Technical Score—TS multiplied by a factor of 0.70**, and the **Price Proposal score—PS—multiplied by a factor 0.30**, i.e.:

$$FS = TS \times 0.70 + PS \times 0.30$$

The **PS** score will be calculated according to the following formula:

$$PS = 100 \times LPP / Ppe$$

Where:

PS = score of the price proposal

LPP = lowest price proposal

Ppe = price proposal under evaluation

The lowest price proposal will score one hundred (100).

The proposal achieving the highest final score will be selected.

6.2 MTR evaluative matrix

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
Project strategy			
Project design			
· Review the problem addressed by the project and the underlying assumptions.	Does the problem addressed coincide with the priorities of the intervention area?	PRODOC Theory of change Representatives of GEF, UNDP and AF	Documents review and interviews
· Review the effect of any incorrect assumption or change in context to achieve project results as described in the Project Document.	Analysis of the socio-economic context and public policies in the prioritized municipalities.	Technical reports of institutions and PRODOC Institutional Representatives	Documents review, interviews, consultations during field visit
· Review the relevance of the project strategy and assess whether it provides the most effective route to the expected results.	Consistency between the project strategy and the expected results Analysis of the achievements by the interviewees	Project strategy, PRODOC, Logical Framework, Theory of Change	Documents review
· Were the lessons of other relevant projects properly incorporated into the project design?	Lessons learned about the design of similar projects (e.g. target groups, consultations, social and environmental considerations, selected indicators, etc. ...)	Project strategy, PRODOC, Logical Framework, Theory of Change, Lessons from other relevant projects	Documents review

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· Review how the project addresses the country's priorities.	Priorities in environmental matters and biodiversity conservation in national strategies and legislation	National strategies for biodiversity conservation GEF, UNDP actors, participating institutions	Documents review, interviews, consultations during field visit
Country appropriation			
· Was the concept of the project in line with the priorities and development plans of the national sector of the country (or of the participating countries in the case of multinational projects)?	National Development Priorities	National strategies for biodiversity conservation GEF, UNDP, AF actors, participating institutions	Documents review and interviews
Review the decision-making processes			
· Were the perspectives of those who would be affected by the project decisions, those that could affect the results and those who could contribute information or other resources to the process, during the project design processes taken into account?	Approaches of actors consulted on possible effects due to project decisions	Reports on enquiries made Inception Workshop Report Actors interviewed	Documents review and interviews
· Review to what extent relevant gender issues were raised in the project design.	Gender strategy in the project	PRODOC UNDP gender representatives / specialists	Documents review, interviews, consultations during field visit
Results framework / logical framework			

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· Are the objectives, results or components of the project clear, practical and feasible within its time frame?	Clarity and relevance of the results and components Consistency between what is stated in the theory of change / PRODOC and verified until the middle of the project life cycle.	Theory of change, PRODOC Actors interviewed	Documents review and interviews
· Examine whether progress so far has led or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, better governance, etc.) that should be included in the results framework of the project and monitored on an annual basis.	Public policies on issues that, despite being considered a priority by the various actors, have not been included or monitored by the project.	Monitoring and evaluation reports Local public policy agendas	Documents review and interviews
· Ensure that the broader aspects of development and gender of the project are being monitored effectively.	Inclusion and monitoring of national / local gender and development strategies in monitoring processes.	National / local gender and / or development strategies Project monitoring and evaluation plan	Documents review and interviews
Project implementation and adaptive management			
Management arrangements			
· Review the overall effectiveness of project management as described in the Project Document.	Lessons learned about obstacles / catalysts in project management	PRODOC Organizational manuals	Documents review and interviews
· Have changes been made and are they effective?	Changes that have improved management	PRODOC Organizational manuals	Documents review and interviews
· Are the responsibilities and reporting lines clear?	Clarity of organizational management	PRODOC Organizational manuals	Documents review and interviews

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· Is the decision-making process transparent and is it carried out in a timely manner?	Clarity of organizational management	PRODOC Organizational manuals	Documents review and interviews
· Review the quality of the execution of the Executing Agency / Implementing Partner and recommend areas for improvement.	Effectiveness and efficiency in execution	PRODOC Organizational manuals Progress Reports	Documents review and interviews
· Review the quality of support provided by the GEF and recommend areas for improvement.	Effectiveness of the support	PRODOC Progress Reports Documents on specific support received (training minutes / meetings, technical discussions)	Documents review and interviews
Work Planning			
· Review team practice and strategic planning approach.	Effectiveness and efficiency in execution	PRODOC Organizational manuals Progress Reports Operational / Strategic Plans	Documents review and interviews
· Review the delays in the implementation and implementation of the project, identify the causes and examine whether they have been resolved.	Effectiveness and efficiency in execution	PRODOC Organizational manuals Progress Reports Operational / Strategic Plans	Documents review and interviews

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· Are work planning processes based on results? Otherwise, suggest ways to reorient work planning to focus on results.	Consistency between operational / strategic plans and the logical / results framework	Operating Plans / Results Framework	Documents review and interviews
· Examine the use of the project framework / results framework as a management tool and review any changes that have been made since the beginning of the project.	Consistency between operational / strategic plans and the logical / results framework	Operating Plans / Results Framework	Documents review and interviews
<i>Finance and co-financing</i>			
· Consider the financial administration of the project, with specific reference to the cost-effectiveness of the interventions.	Efficiency of budget execution and its relation to product / outcome indicators	Operating Plans / Results Framework Financial Progress Reports	Documents review and interviews
· Review changes in fund allocations as a result of budget reviews and assess the adequacy and relevance of such reviews	Efficiency of budget execution and its relation to product / outcome indicators	Operating Plans / Results Framework Financial Progress Reports	Documents review and interviews
· Does the project have the appropriate financial controls, including reports and planning, that allow management to make informed decisions regarding the budget and allow for a timely flow of funds?	What are the internal control mechanisms? Have external audits been performed?	Audit Reports	Documents review and interviews
<i>Informed by the co-financing monitoring chart to be filled in, provide comments on the co-financing</i>			
· Is co-financing used strategically to help project objectives?	Relationship between co-financing and results	Co-financing monitoring chart	Documents review and interviews
· Does the project team meet periodically with all co-financing partners to align funding priorities and annual work plans?	Relationship between co-financing and results	Co-financing monitoring chart	Documents review and interviews
<i>Project monitoring and evaluation systems</i>			
<i>Review the monitoring tools currently used:</i>			

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· Do they offer the necessary information?	Arrangements / monitoring and evaluation processes versus national / international standards / good practices / Do the indicators measure what they intend to measure? Are there unnecessary indicators?	M&E Reports PPR Actors in charge of M&E	Documents review and interviews
· Do they involve key partners?	Arrangements / monitoring and evaluation processes versus national / international standards / good practices / Existence of an M&E coordinator, M&E officers	M&E Plan M&E processes PPR	Documents review and interviews
· Are they aligned or integrated with national systems?	Arrangements / monitoring and evaluation processes versus national / international standards / good practices /	Documentation evidencing the integration of M&E arrangements, the project and national systems in this area	Documents review and interviews
· Do they use existing information? Are they efficient? Are they profitable? Are additional tools required? How could they be more participatory and inclusive?	Arrangements / monitoring and evaluation processes versus national / international standards / good practices /	M&E Reports Actors involved in M&E PPR	Documents review and interviews
· Does the set of M&E reports respond to the needs of the project?	Arrangements / monitoring and evaluation processes versus national / international standards / good practices / What are the information needs of the project team?	M&E Reports Actors involved in M&E Project coordinator	Documents review and interviews

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
	What are the information needs of the internal and external clients of the project?		
· Is the decision-making process supported by M&E reports?	Arrangements / monitoring and evaluation processes versus national / international standards / good practices /	M&E Reports Actors involved in M&E Project coordinator	Documents review and interviews
<i>Examine the financial administration of the project monitoring and evaluation budget:</i>			
· Are sufficient resources allocated for monitoring and evaluation? Are these resources being allocated effectively?	Percentage of funds allocated to M&E as part of the total budget. Good practices indicate that M&E should constitute between 5% and 10% of the total budget.	M&E budget as part of the total project budget	Documents review and interviews
· What are the 3 main weaknesses of the project's M&E processes?	Aspects that generate bottlenecks for the M&E function	Monitoring and evaluation reports Actors directly involved in monitoring and evaluation.	Documents review and interviews
· What are the 3 main strengths of the project's M&E processes?	Aspects that catalyze the processes of the M&E function	Monitoring and evaluation reports Actors directly involved in monitoring and evaluation.	Documents review and interviews

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· Is the Atlas M&E window systematically used to track project activities?	Effectiveness and frequency of use of the ATLAS M&E window	ATLAS reports ATLAS system Actors involved in M&E	Documents review and interviews
Stakeholder participation			
· Project management: Has the project developed and exploited the necessary and appropriate partnerships with the direct and tangential stakeholders?	Benefits of partnerships and alliances	Institutional Actors	Documents review and interviews
· Participation and country-driven processes: do local and national government actors support the objectives of the project? Do they continue to have an active role in project decision-making that supports the efficient and effective implementation of the project?	Level of participation / support of government actors	Local and national government actors	Documents review, interviews, consultations during field visit
· Participation and public awareness: to what extent did stakeholder participation and public awareness contribute to progress towards the achievement of project objectives?	Level of participation / support of different non-governmental actors	Non-governmental actors	Documents review, interviews, consultations during field visit
Reports			
· Evaluate how project management has informed about changes in adaptive management and shared them with the Project Board.	Changes in adaptive management	Actors of the Project Board Project Implementers Project Board Reports	Documents review, interviews, consultations during field visit

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· Evaluate how well the project team and partners are committed to and comply with the requirements of GEF reports (i.e., how have they approached low-grade PPRs, if applicable?)	Timeliness and completeness of the reports presented Approach of bottlenecks reflected in the reports	GEF actors Project team	Documents review and interviews
· Evaluate how the lessons derived from the adaptive management process have been documented, shared with key partners and internalized by the partners.	Documentation of adaptive management lessons	Key partners	Documents review and interviews
Communications			
· Review the internal communication of the project with the interested parties: is the communication regular and effective?	Regularity and effectiveness of internal communication	Project team and partners	Documents review and interviews
· Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to your knowledge?	Effectiveness of communication and feedback	Project team and partners	Documents review and interviews
Review the external communication of the project: Have the appropriate means of communication been established or established to express the progress of the project and the expected impact on the public? Is there a presence on the internet, for example? Or did the project implement public awareness and publicity campaigns?	Effectiveness of external communication Presence in web and social networks	Project team	Documents review and interviews
What is the progress of the project towards the results in terms of contribution to the benefits of sustainable development, as well as to the global environmental benefits?	Contribution to the benefits of sustainable development, as well as to the global environmental benefits	Project team	Documents review and interviews
Institutional effectiveness			

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· What are the main strengths of the project acquisition processes?	Aspects that generate bottlenecks for the procurement function	Procurement Managers	Documents review and interviews
· What are the main weaknesses of the project acquisition processes?	Aspects that catalyze processes for the procurement function	Procurement Managers	Documents review and interviews
· Is the stability of the team evidenced?	Gaps within the team since the beginning of the project	Project team	Documents review and interviews
· Are there any administrative obstacles that impede the progress of the project?	Administrative bottlenecks	Project team	Documents review and interviews
Sustainability			
Validate if the risks identified in the Project Document, the PPR and the Risk Management Module of ATLAS are the most important and if the applied risk classifications are appropriate and updated.	Main risks identified	PRODOC PPR ATLAS risk management module	Documents review and interviews
Financial risks for sustainability			
What is the probability that financial and economic resources will not be available once GEF assistance ends? (Consider the potential resources that can be from multiple sources, such as the public and private sectors, income-generating activities and other funds that will be adequate financial resources to sustain project results)?	Main financial and economic risks for the execution of activities	Project Team UNDP team GEF representatives Government institutions PRODOC Exit strategy	Documents review and interviews
Socio-economic risks for sustainability			

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
· Are there social or political risks that could threaten the sustainability of the project results? What is the risk that the level of ownership of stakeholders (including ownership by governments and other key stakeholders) is insufficient to allow the results / benefits of the project to be maintained?	Changes of national and local governments Modifications of public policy agendas	Project Team UNDP team GEF representatives Government institutions PRODOC Exit strategy	Documents review and interviews
· Do the various key stakeholders consider that the benefits of the project continue to flow? Is there sufficient public awareness / stakeholders to support the long-term objectives of the project?	Opinions on the suitability of the continuity of the benefits of the project	Project Team UNDP team GEF representatives Government institutions PRODOC Exit strategy	Documents review and interviews
· Lessons learned are being documented by the Project Team in a continuous and shared way.	Lessons learned about sustainability in similar projects	Project team	Documents review and interviews
<i>Institutional framework and governance risks to sustainability</i>			
Do legal frameworks, policies, government structures and processes pose risks that may threaten the livelihoods of project benefits? When evaluating this parameter, also consider whether the systems / mechanisms necessary for accountability, transparency and the transfer of know-how are in place.	Existence of necessary mechanisms for accountability, transparency and transfer of technical knowledge	Legal frameworks Public policies Exit strategy	Documents review, interviews, consultations during field visit
<i>Environmental risks for sustainability</i>			
· Is there any environmental risk that could threaten the sustainability of the project results?	Environmental risks for the sustainability of activities	Project team GEF actors UNDP team	Documents review, interviews, consultations during field visit

6.3 Questionnaire

Is the decision-making process transparent and timely?
Do you think the information flows well among all project actors?
Are there administrative bottlenecks that hinder project progress?
What is your opinion on the quality of execution by the project unit and implementing partners? ❖ EMBRAPA ❖ Outros
What is your opinion on the quality of UNDP support?
What can you say about project efficiency and effectiveness?
Do you participate in the Project Board or the Interinstitutional Support Committee? If so, how can you evaluate the performance of these instances?
Work planning
Were there delays in starting and implementing the project? If so, what can explain them?
Review the use of the project's logical structure / results framework as a management tool and review any changes that have been made since the project started .
Financing
Review changes in fund allocation as a result of budget reviews and assess the appropriateness and relevance of such reviews.
Does the project have adequate financial controls, including reporting and planning, that enable management to make informed budget decisions and allow for timely flow of funds?
Are there other financing that follow the same line of intervention? If so, is there complementarity or overlap?
Was there efficient planning and financial management?

Project level monitoring and evaluation systems
<i>Review of current monitoring tools</i>
How do you rate the project's M&E function?
Are they aligned or integrated with national systems?
Are they efficient, are additional tools needed?
<i>Use of monitoring data for management and decision-making actions (Section 4.4 of the Development Results Planning and Monitoring Manual).</i>
<i>Stakeholder involvement: What are the 3 main strengths of the project's M&E processes?</i>
<i>Project Management: Has the project developed and explored the necessary and appropriate partnerships with direct and indirect stakeholders?</i>
<i>Country-led participation and processes: do local and national government actors support the project objectives? Do they continue to play an active role in project decisions that support their efficient and effective implementation?</i>
<i>Public Participation and Awareness: To what extent did the participation of community associations / municipal authorities and central level authorities contribute to progress in achieving the project objectives?</i>
What has been the role of GEF besides being the funder?
What were UNDP's main technical contributions to project activities?
Communication
Is communication regular and effective?
Are there key actors left out of communication? Are there feedback mechanisms?
Review project external communication

Have appropriate media been established to express project progress and expected impact to the public?

Is there presence in the web?

Has the project implemented awareness campaigns?

Was the communication effectiveness measured ?

Sustainability

Financial risks to sustainability: How likely financial and economic resources will be unavailable when AF assistance ends ?

Socioeconomic risks to sustainability

Are there social or political risks that could compromise the sustainability of project outcomes? What is the risk that the ownership level of the actors will be insufficient to allow project results / benefits to be maintained?

Do the various key stakeholders realize that they are interested in the benefits of the ongoing project? Is there sufficient public / stakeholder awareness to support the long-term goals of the project?

Institutional structure and governance risks for sustainability

Do governmental legal frameworks, policies, structures and processes pose risks that could compromise the sustainability of project benefits?

Environmental risks for sustainability

Are there any environmental risks that could compromise the sustainability of project outcomes?

Lessons Learned and Best Practices

What are the main lessons learned so far?

What are the best practices identified so far?

6.4 MTR Rating Scales

Progress Towards Results Rating Scale: (a score for each result 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 / result has not achieved its intermediate objectives, and it is not expected to achieve any of its objectives at the end of the project.
Project Implementation & Adaptive Management Rating Scale: (a global score)		
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.
Sustainability Rating Scale		
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.

6.5 MTR mission itinerary

Summary of field visits

Território da Cidadania Alto Rio Pardo (Minas Gerais)
Montes Claros-MG (TC Alto Rio Pardo)
Comunidade Roça do Mato
Comunidade Vereda Funda (TC Alto Rio Pardo).
Taiobeiras-MG
Rio Pardo de Minas-MG
Comunidade Água Boa II (Município de Rio Pardo de Minas-MG)
Montes Claros-MG
Belém-PA
Breves-PA
Comunidade PAE Ilha dos Macacos
Portel-PA
Comunidade Santo Ezequiel Moreno
Brasília-DF

A tight agenda was prepared by the Project team, to be able to collect evidence on the field.
Cidadania Alto Rio Pardo Region (Minas Gerais).

Monday 26/08/2019

09:00 - 12:00 *Briefing meeting with PNUD.*

14:00 - 16:30 *Project Advisory Committee (CCP) Meeting.*

Tuesday 27/08/2019

05:00 - 14:00 *Travel by car to Montes Claros-MG (TC Alto Rio Pardo distance of 700 kms.*
14:30 *Meeting with the North Minas Alternative Agriculture Center - CAA /NM (Location: CAA Offices). An agreement letter was signed with the NGO for the implementation of the project in the Alto Rio Pardo TC.*

Wednesday 28/08/2019

08:00 *Visit to the Cooperative Grande Sertão.*
10:00 *Travel by car to Roça do Mato Community and Rio Pardo de Minas-MG.*
14:30 *Visit to the Roça do Mato Community with the RDS Geraizeiras Cerrado Restorer Group (Location: Roça do Mato Community, Montezuma-MG).*
16:00 *Visit to the Cerrado Restoration Demonstration Unit (Location: RDS Geraizeiras Springs - São Modesto Headlands.)*

Thursday 29/08/2019

08:30 *Meeting with members of the RDS Nasa Geraizeiras Management Council.*
13:30 *Interviews with local partners - Geraizeiros, ICMBio, Unions, IF Salinas, Emater, Consultants, other (Location: STRRP).*

Friday 30/08/2019

08:00 *Travel by car to the Vereda Funda Community (TC Alto Rio Pardo).*
09:00 *Visit to the Vereda Funda Agro-Extractivist Family Farmers Cooperative (COOPAV) and the Special Coffee SAF Demonstration Units and interviews with the producers (Location: Vereda Funda-MG Community).*
13:00 *Travel by car to Taiobeiras-MG.*
14:30 *Visit to the Nova Esperança Agricultural Family School - EFA (Location: Taiobeiras-MG). Space for continued formation of children of farmers of the territory.*
16:00 *Conversation Wheel with the Geraizeiros Young Communicators Network (Location: EFA Nova Esperança).*
17:30 *Travel by car to Rio Pardo de Minas-MG.*

Saturday 31/08/2019

08:00 *Travel to the community Boa Boa II (Municipality of Rio Pardo de Minas-MG).*
08:30 *Meeting of the Local Committee of the BEM DIVERSO Project (Location: Água Boa II Community). Discussion of project activities, monitoring and planning together with all territorial stakeholders involved in the Project.*
13:30 *Interviews with local partners - Geraizeiros, ICMBio, Unions, IF Salinas, Emater, Consultants etc. (Location: STRRP).*

16:00 Visit to the Agua Boa II Agro-Extractive Family Farmers Cooperative (COOPAAB). Cooperative that has been receiving follow-up of the Project to solve technological bottlenecks, visit to SAF Demonstration Units, Viveiro, environmental restoration activities.
17:00 -21:00 Travel by car to Montes Claros-MG.

Sunday 01/09/2019

15:00 Flight to Sao Paolo.
21:30-00:30 Flight from Sao Paolo to Belem-PA.

Cidadania Marajó Region (Pará)

Monday 02/09/2019

07:00 Travel by boat to Breves-PA.
16:00 Meeting with EMATER-PA Regional (Location: Breves-PA). Important Project Partner at TC Marajó.

Tuesday 03/09/2019

08:30 Visit to the PAE Community Monkey Island - Jupatituba River (river). Place of implementation of native Acai Demonstration Management Unit.
14:30 Travel to Portel-PA (river).

Wednesday 04/09/2019

08:00 Travel to the Santo Ezequiel Moreno Community (Location: Acutipereira River).
09:30 Visit to MANEJAÍ and Demonstration Units (Location: Community). Visit to the Acai Native Marajó Management Center (MANEJAÍ), an initiative of the riverine people in partnership with BEM DIVERSO and other stakeholders, as well as Demonstration Units, Agroindustry, etc.
13:30 Interviews with local and community partners (Location: Community).
16:30 Travel by boat to Portel-PA.

Thursday 05/09/2019

07:30 Travel by Catamaran to Belém-PA.
17:20 Flight to Brasilia-DF.

Friday 06/09/2019

09:00 Interview with Ms. Luana Assis de Lucena Lopes Project Officer and Ms. Saenandoah Tiradentes Project Manager UNDP.
10:15 Debriefing meeting with the EMRAPA Project Coordinator and UNDP Team.
14:30 Debriefing meeting with the EMBRAPA team.

6.6 List of persons interviewed

Name	Organization
Luana Assis de Lucena Lopes	UNDP Project Officer
Saenandoah Tiradentes Dutra	UNDP Gerente de Projeto a.i
Fernando Moretti	UNDP Technical Advisor
Anderson Sevilha	EMBRAPA Project Coordinator
Alexandra Fischer	UNDP/GEF Regional Advisor
Enio Egon Sosinski	EMBRAPA
Ronaldo de Almeida	CAA/NM
Álvaro Alves Carraca	CAA/NM
Francisco Pereira	Cooperative G. Sertão
Carlos Eduardo Mandelli	Grupo NSO/ BEM DIVERSO
Ênio Sosinski	EMBRAPA/ Cenargen
Elise Jose de Oliveira	CAA/NM
Mateus Emanuel Schea	Roca de Mato
Jose da Silva	Roca de Mato
Vagner Antonio de Sauso	Bonfim
Fabricia Santarém Costa	Roca de Mato
Nondas Ferreira da Silva	BEM DIVERSO
Wanderlândia da Silva	Cooperative G. Sertão
João Morgues Chiles	Pan Diarco/ BEM DIVERSO
Nely Soares Santos	Vale Go Guará
Maria Muricy de Sá	STT Rio Pardo. Agua Boa II
Zulma Ribeiro Costa	Agua Boa II Community
Antônio Jose A. Gortinzo	Agua Boa II Community
Roseane Pereira Costa	STR Tanbeiras

Edinho Pereira Ribose	Agua Boa II Community
Valdir Dias da Silva	BEM DIVERSO
Cleide Ana de Oliveira	UNV/PNUD/ Agua Boa II
Austides Mendes de Oliveira	Sitio Novo
Antonio de Brito	Vorgem da Salina
Claudine Pratus	ICMBio
Jose Ferreira do Brito	Agua Boa II Community
Mauro Braço	ICMBio
Suzane Guedes	ICMBio
Nélida Ferreira	ICMBio
Joseni de Oliveira	Association
Lívia Almeida Santos	Vereda Funda
Jose Rodriguez da Costas	Vereda Funda
João Almeida	COOPAN
Adenibon de Freitas	EMATER-MG
Edécio Oliveira Santos	EFA-Nova Esperanca
Valença Alves Pereira	EFA-Nova Esperanca
Roberto Almeida Santos	Ninheira
Maria do Carmen da Silva	Com. Moreira
Viviane Nascimento Carvalho	IFNMG/ Salinas
Ruy Galeão	EMBRAPA
Enilson Solano	EMBRAPA
Alcin Rodriguez	EMATER
Novato Teixeira	EMBRAPA
Tatiana de Sousa Santos	Ilha do Macacos
Agem das Santos	Ilha do Macacos
Donaldo Ferreira	ELSADAI
Alan dos Santos	Santa Izabel
Patrícia de Lima Batista	Santa Izabel
Salomão Goncalves	FILADELFIA
Odilon Ferreira Correa	ASMOGA
Gavionice Postadas Correa	STR ATAAP
Josinaldo Correa Barros	STR Ezequiel Moreno
Silmara Chaves dos Santos	S. Sebastião
Angeniro Gomes Sanchez	ICMBIO
Romário Pacheco Valente	ASMOGA
Sidney dos Santos	ACAMP
Manuel de Jesus Ramos	Santa Luzia
Marcos Palheta dos Santos	Multiplicador
Maria Alves Mendes	STR Ezequiel Moreno

6.7 List of documents reviewed

- ✓ Project Document (PRODOC)
- ✓ Terms of Reference Annex B: Guidelines in Content of the MTR
- ✓ UNDP Environmental and Social Screening Template
- ✓ Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5 Objective 1
- ✓ Project Implementation Screening
- ✓ Project Appreciation Committee (PAC) meeting report
- ✓ PAC List of participants
- ✓ Guidance for conducting midterm reviews of UNDP-supported, GEF-financed projects
- ✓ Project Implementation Review (PIR)s : 2016, 2017, 2018, and 2019
- ✓ Inception workshop report
- ✓ Alexandra Fischer Mission Report Summary
- ✓ BRA/14/G33 presentation for the tripartite Meeting
- ✓ Tripartite meeting Minutes
- ✓ Project Implementation Review (PIR) ALEXANDRA FISCHER
- ✓ One-page Mission Report Summary
- ✓ BRA/14/G33 Exchange Rate 2014-2019
- ✓ Key Project Formulation and Implementation Dates
- ✓ Financial Disbursement and Delivery (06/2015 – 06/2019)
- ✓ Letter of agreement between the PNUD and ASSEMA
- ✓ Letter of agreement between the PNUD and The Cerrado Central Cooperative LTDA
- ✓ CEO Endorsement approval
- ✓ CEO Endorsement Request
- ✓ PROJECT PREPARATION GRANT (PPG)
- ✓ GEF SECRETARIAT REVIEW FOR FULL/MEDIUM-SIZED PROJECTS
- ✓ Scientific and Technical screening of the Project Identification Form (PIF)
- ✓ PROJECT IDENTIFICATION FORM (PIF)
- ✓ BEM DIVERSO WORK PLAN 2016
- ✓ BEM DIVERSO WORK PLAN 2017
- ✓ BEM DIVERSO WORK PLAN 2018
- ✓ BEM DIVERSO WORK PLAN 2019
- ✓ Summarized 2015 POA for ASL Request
- ✓ POA PIMS 4659

6.8 Activities mapping

The Cerrado Cooperative LTDA

Activity 1: Planning for carrying out the activities of the letter of agreement and workplan.								
Activities Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
	Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
1.1 Participatory construction of work plan to agree procedures, actors involved and methodologies for elaboration of products related to letter of agreement, containing action planning and work schedule	2/9/18	10/31/2018	30 days	89 days	40,400	40,400	Product 1: Technical Report containing: I- work plan and planning to carry out the activities of the letter of agreement with the consolidated schedule	Product 1: Technical Report containing: I- work plan and planning to carry out the activities of the letter of agreement with the consolidated schedule

Activity 2: Mapping of socio-biodiversity products and collective trade strategy								
Activities Description	Starting Date		Duration (days)		Cost (thousands of \$)		Product	
	Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
2.1 Mapping of socio-biodiversity products, focusing on the priority species of the Bem Diverso project, coming from community productive organizations, with reference to the Sertao Sao Francisco and Sobral (Caatinga) TCs and Alto Rio Pardo and Medio Mearim (Cerrado) TCs, including market potential, volumes, seasonality, regularity, sanitation, adequacy of primary, secondary and transport packaging, compliance with labeling legislation and aesthetic and functional quality of packaging and labels. Resulting in a catalog of products enabled for insertion in specific markets and notes of nonconformities that need to be adjusted.	1/11/18	06/18/2019	90 days	319 days	32,244	32,244	Product 2: Technical Report containing: I-mapping of products and productive organizations from Cerrado to Caatinga	Product 2: Technical Report containing: I-mapping of products and productive organizations from Cerrado to Caatinga
2.2 Elaboration of a study for the construction of the product distribution logistics, coming from the Cerrado and Caatinga community productive organizations, to the markets of Sao Paulo and the Federal District, providing the most appropriate distribution models, shorter terms and lower operating cost.	1/12/18	8/11/19	120 days	462 days	55,400		Product 3: Technical Report containing: I-study for the construction of product distribution logistics, coming from the Cerrado and Caatinga community	pending

							productive organizations, for the markets of Sao Paulo and the Federal District	
2.3 Elaboration of the strategy of collective marketing of products from the Cerrado and Caatinga socio-biodiversity with focus in Sao Paulo (Feasibility/ Business Study).	10/4/19	08/26/2019	250 days	388 days	27,600	27,600	Product 5: Technical Report containing: I- collective trade strategy of products from the Cerrado and Caatinga socio-biodiversity	Product 5: Technical Report containing: I- collective trade strategy of products from the Cerrado and Caatinga socio-biodiversity

Activity 3: Access to Markets and Promotion of Socio-Biodiversity Products								
Activities Description	Starting Date		Duration (days)		Cost (thousands of \$)		Product	
	Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
3.1 Creation of a unique virtual store with products from the Cerrado and Caatinga, containing e-commerce structure and links for content.	01/30/2019	11/29/2019	180 days	483 days	30,600		Product 4: Technical Report containing: I- Online store for trade of Cerrado and Caatinga products	pending
3.2 Elaborate a promotion and marketing plan, jointly for Cerrado and Caatinga products, containing details of the promotion actions and marketing strategies to be undertaken.	07/29/2019	11/29/2019	360 days	124 days	38,700		Product 6: Technical Report containing: I- marketing and promotion plan for Cerrado and Caatinga products	pending

Activity 4: Socio-Biodiversity Market Strategy for Large Centers (Sao Paulo and Federal District)								
Activities Description	Starting Date		Duration (days)		Cost (thousands of \$)		Product	
	Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
4.1 Conduct market research and economic viability in Sao Paulo for key Socio-biodiversity products, identifying demand, prices, consumer profiles, competing product profiles and local distribution formats and trends.	1/12/18	11/29/2019	120 days	364 days	36,800		Product 3: Technical Report containing: II- Market research and economic viability in Sao Paulo for key Socio-biodiversity products	pending
4.2 Elaborate a study on the tax incidence and tax framework of commercial operations for Sao Paulo / SP and Brasilia / DF, guide the taxation to be applied, having as objective the fiscal regulatory performance of commercial operations and incidence of municipal, state and federal taxes, and their respective rates for the various categories of socio-biodiversity products (food, crafts, cosmetics, cleaning products, etc.).	1/11/18	06/18/2019	90 days	319 days	31,200	31,200	Product 2: Technical Report containing: II- study on the tax incidence and tax framework of commercial operations for Sao Paulo / SP and Brasilia / DF	Product 2: Technical Report containing: II- study on the tax incidence and tax framework of commercial operations for Sao Paulo / SP and Brasilia / DF
4.3 Elaborate a study and strategic planning for a joint initiative of collective distribution (logistics) of Caatinga and Cerrado products in large centers (Brasilia / DF and Sao Paulo / SP), sustained by the mappings,	07/29/2019	11/29/2019	360 days	423 days	26,200		Product 6: Technical Report containing: II- study and strategic planning for the joint initiative of	pending

diagnostics, research and elaborated plans.							collective distribution of Caatinga and Cerrado products in large centers (Brasilia and Sao Paulo)	
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Activity 5: Technical Advisory for Community Enterprises								
Activities Description	Starting Date		Duration (days)		Cost (thousands of \$)		Product	
	Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
5.1 Methodology for the elaboration of trade plans of products coming from social-biodiversity community enterprises	2/9/18	10/31/2018	30 days	119 days	33,600	33,600	Product 1: Technical Report containing II- Methodology for the elaboration of trade plans of the products coming from the socio-biodiversity community enterprises (activity 5.1)	Product 1: Technical Report containing II- Methodology for the elaboration of trade plans of the products coming from the socio-biodiversity community enterprises (activity 5.1)
5.2 Technical advice and marketing plans for 2 community enterprises of Caatinga and Cerrado, elected in a participatory manner between the Centrals and the project's technical team, focusing on the 12 priority species of the Bem Diverso Project. (Block I).	01/30/2019	09/30/2019	180 days	423 days	24,060		Product 4: Technical Report containing: II - Advisory and preparation of two trade plans for Caatinga and Cerrado community projects, elected in a participatory manner between the	Partially completed. Pending inclusion of activity 3.1.

							Central and the project's technical team, focusing on the 12 priority species of the Bem Diverso Project. (Block I)	
5.3 Technical advice and marketing plans for 2 community enterprises of Caatinga and Cerrado, elected in a participatory manner between the Centrals and the project's technical team, focusing on the 12 priority species of the Bem Diverso Project. (Block II).	10/4/19	08/26/2019	250 days	388 days	24,060	24,060	Product 5: Technical Report containing: II-consulting and preparing two trade plans for Caatinga and Cerrado community enterprises, elected in a participatory mean between the Centrals and the project's technical team, focusing on the 12 priority species of the Bem Diverso Project. (Block II) (activity 5.3).	Product 5: Technical Report containing: II-consulting and preparing two trade plans for Caatinga and Cerrado community enterprises, elected in a participatory mean between the Centrals and the project's technical team, focusing on the 12 priority species of the Bem Diverso Project. (Block II) (activity 5.3).

5.4 Technical advice and marketing plans for 2 community enterprises of Caatinga and Cerrado, elected in a participatory manner between the Centrals and the project's technical team, focusing on the 12 priority species of the Bem Diverso Project. (Block III).	07/29/2018	09/30/2019	360 days	423 days	24,060	Product 6: Technical Report containing: III- advisory and elaboration of two trade plans for community enterprises of Caatinga and Cerrado, elected in a participatory mean between the Central and the project's technical team, focusing on the 12 priority species of the Bem Diverso Project. (Block III)	Partially concluded. Pending conclusion of activities 3.2 and 4.3.
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Amendment Term 1 - deadline extension until 11/30/2018

Assema

Planning and Scheduling of Activities									
Activity	Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
		Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
Conduct participatory process and meeting with ASSEMA's technical, administrative and legal team. Mobilization and holding of meeting to form the Project Local Committee and agreement of the Activity Schedule with the actors involved		12/24/2016	2/6/17	30 days	190 days	14,565	14,565	Technical Document of the Strategic Plan for carrying out the activities of the BEM DIVERSO Project in the Territory of Médio Mearim/ Conformation of the local committee of the BEM DIVERSO Project and agreement of the Activity Schedule	Technical Document of the Strategic Plan for carrying out the activities of the BEM DIVERSO Project in the Territory of Médio Mearim/ Conformation of the local committee of the BEM DIVERSO Project and agreement of the Activity Schedule

Technological Units of Babassu Processing									
Activity	Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
		Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
Elaboration of technical study in partnership with Embrapa to collect necessary technologies and studies for the proper functioning of the 2 technological processing units of babassu		12/24/2016	09/20/2017	30 days	300 days	10,973	10,973	Technical Document of the Baseline current state of 2 Babassu Processing Technological Units (babassu soap factory and mesocarp flour factory) with proposed actions for suitability	Technical Document of the Baseline current state of 2 Babassu Processing Technological Units (babassu soap factory and mesocarp flour factory) with proposed actions for suitability
Monitoring, follow-up and training of the implementation of Babassu Technological Processing Units		05/23/2017	cancelled	530 days	cancelled	3,710	cancelled	Technical Document on the implementation of the modernization actions of the units	Assema formalized the non-delivery of the product and termination of the contract, because it carried out the modernization actions with its own resources

Licensing of two babassu processing technological units									
Activity	Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
		Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
Conduct environmental impact assessment of the 3 Babassu Processing Technological Units		02/22/2017	4/12/18	530 days	740 days	26,251	26,251	Environmental Control Plan for 3 Babassu Processing Technological Units (soap factory, mesocarp flour factory, and babassu oil factory)	Environmental Control Plan for 3 Babassu Processing Technological Units (soap factory, mesocarp flour factory, and babassu oil factory)
Address the licensing of operation and function of 3 Technological Processing Units		03/24/2017	1/6/19	530 days	919 days	23,251	23,251	Environmental Licensing of 3 Technological Processing Units	Environmental Licensing of 3 Technological Processing Units

SAF Demonstration Units (Babassu with Sabia) implemented to be utilized as a model and replication of good practices of the use and management of species									
Activity	Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
		Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
Evaluate the productive potential of SAFs including babassu palm and legume thrush		12/24/2016	11/24/2017	30 days	365 days	24,535	24,535	Technical Document of Baseline Assessment and Methodological Proposal for the Implementation of 4 SAF Demonstration Units	Technical Document of Baseline Assessment and Methodological Proposal for the Implementation of 4 SAF Demonstration Units
Monitor and provide technical advice for the implementation of SAF demonstration units in partnership with Embrapa		02/22/2017	4/12/17	90 days	375 days	14,115	14,115	Technical Document regarding the implementation of the 4 SAF Demonstration Units	Technical Document regarding the implementation of the 4 SAF Demonstration Units

Systematization of Successful Agroforestry Management Initiatives in Babassu Occurrence Areas									
Activity	Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
		Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
Elaboration of methodological proposal for the systematization of agroforestry management initiatives in babassu occurrence areas in Médio Mearim		01/23/2017	2/6/17	60 days	190 days	11,683	11,683	Technical Document with Methodological Proposal for Systematization of Agroforestry Management Initiatives for the Médio Mearim Territory	Technical Document with Methodological Proposal for Systematization of Agroforestry Management Initiatives for the Médio Mearim Territory
Systematize agroforestry management initiatives in babassu occurrence areas in Médio Mearim		06/22/2017	08/15/2018	450 days	629 days	12,683	12,683	Technical Document with information on successful agroforestry management initiatives	Technical Document with information on successful agroforestry management initiatives
Elaboration of 24 issues of successful agroforestry management initiatives in the Citizenship Territory		10/20/2017	10/12/18	510 days	746 days	4,243	4,243	Technical Document on Systematization and Analysis of Successful Agroforestry Management Initiative	Technical Document on Systematization and Analysis of Successful Agroforestry Management Initiative

Estimation of Babassu Production in Municipalities of the territory of Médio Mearim									
Activity	Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
		Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
Development of protocols to monitor municipal babassu production in Médio Mearim		12/24/2016	02/24/2017	30 days	92 days	12,443	12,443	Methodological proposal of the activity in the municipalities of the Territory of Médio Mearim	Methodological proposal of the activity in the municipalities of the Territory of Médio Mearim
Implementation of protocols to monitor municipal babassu production in Médio Mearim		07/22/2017	02/24/2017	240 days	92 days	13,143	13,143	Technical Document on the Estimation of Municipal Babassu Production in the Territory	Technical Document on the Estimation of Municipal Babassu Production in the Territory
Elaboration of Work Plan that contains analysis of the methodology used and preliminary comparative analysis		10/20/2017	11/22/2017	330 days	363 days	4,243	4,243	Technical Document with the Proposed Work Plan for Continuity of the Activity	Technical Document with the Proposed Work Plan for Continuity of the Activity

Characterization of the importance of babassu extractivism and agricultural production for local livelihoods in the territory of Médio Mearim									
Activity	Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
		Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
Evaluate the importance of babassu extractivism and agricultural production for local livelihoods in Médio Mearim		01/23/2017	3/3/17	60 days	99 days	44,703	44,703	Methodological proposal of the activity and platform for data entry	Methodological proposal of the activity and platform for data entry
Implementation of 1,050 questionnaires and data analysis		6/22/17	4/12/17	210 days	375 days	41,783	41,783	Digital database obtained from the application of socioeconomic questionnaires	Digital database obtained from the application of socioeconomic questionnaires
Analysis of First Results		10/20/2017	08/15/2018	480 days	629 days	4,243	4,243	Technical Document with descriptive statistics of municipal babassu production of the Territory and preliminary livelihoods analysis	Technical Document with descriptive statistics of municipal babassu production of the Territory and preliminary livelihoods analysis

Systematization and Sustainability Strategies									
Activity	Description	Starting Date		Duration (days)		Cost (thousands of R\$)		Product	
		Plan	Actual	Plan	Actual	Estimate	Actual	Plan	Actual
Elaboration of technical document with the Systematization of Experiences and Lessons learned, and strategy of sustainability of actions.		9/11/17	08/22/2019	530 days	1000 days	6,364	6,364	Technical Document with the Systematization of Experiences and Sustainability Strategy	Technical Document with the Systematization of Experiences and Sustainability Strategy

- Amendment Term 1 - updating the execution schedule
- Amendment Term 2 - deadline extension until 12/31/2018
- Amendment Term 3 - deadline extension until 03/31/2019
- Amendment Term 4 - deadline extension until 06/30/2019
- Amendment Term 5 - deadline extension until 09/30/2019

6.9 MTR Work Plan

The total duration of the midterm review shall be approximately ninety days, over a period of five months. The proposed timetable is presented below:

Number	Task	Start date	End date
1	Work Plan of the Midterm review	15/08/19	16/08/19
2	Contract Signature	15/08/19	16/08/19
3	Preparation of the MTR (handover of project documents)	16/08/19	9/9/19
4	Document review/analysis	16/08/19	9/9/19
5	MTR mission	1/9/19	4/9/19
6	Consultant's trip to Brasilia	1/9/19	1/9/19
7	Inception meeting	2/9/19	2/9/19
8	Stakeholders meetings/ interviews in Brasilia	2/9/19	4/9/19
9	Field visits	5/5/19	11/9/19
10	Citizenship Territories of Alto do Rio Pardo (state of Minas Gerais)	5/9/19	9/9/19
11	Sertão São Francisco (state of Bahia)	10/9/19	11/9/19
12	Mission wrap-up meeting & presentation of initial findings	13/9/19	13/9/19
13	Preparation and presentation of preliminary findings, conclusions and recommendations	13/9/19	13/9/19
14	Return trip to consultant's home base	14/9/19	14/9/19
15	Deliverables	11/9/19	23/10/19
16	MTR Inception Report	11/9/19	24/9/19
17	Preparation and submission	11/9/19	16/9/19
18	Review and comments	17/9/19	19/9/19
19	Fine tuning/ correction and submission for approval	20/9/19	24/9/19
20	Draft of the final report	18/9/19	22/10/19
21	Preparation and submission	18/9/19	1/10/19
22	Review and comments	2/10/19	15/10/19
23	Fine tuning/ correction and submission for approval	16/10/19	22/10/19
24	Final Report	23/10/19	23/10/19
25	Delivery of the final report revised with annexed audit trail	23/10/19	23/10/19

6.10 Exchange rate Impact document

“BRA14G33_Exchange Rate Impact_2014-2019” attached to the report.

Annex 6.11 Comments Audit trail

Page #	Comment/Feedback on the draft MTR report	MTR team response and actions taken
7	As registered in “BRA14G33_Financial delivery_Sep17.doc”, budget execution as of June/2019 was US\$ 3.083.468,45 - 56,27% of PRODOC budget.	Modified amount.
8	Specify- fire hotspots?	Specified
9	Please use the ratings defined in the 6-point scale available at Box 4 of the “Guidance for conducting midterm reviews of UNDP-supported, GEF-financed projects” (pp. 16-17).	Ratings modified
9	Please note that progress towards Outcome 2 depended on advancing Outcome 1 targets, especially regarding the adoption of sustainable management practices. It also depended on public policy on credit, which, due to political instability and economic crisis, have been heavily reduced.	Progress toward achieving outcome 2 is moderately unsatisfactory due to little progress reached in the market and financial framework for up-scaling NTFP and AFS production in high-conservation value forest landscapes. Progress towards this outcome depends on the achievement of outcome 1 targets, particularly in the adoption of sustainable management practices. An important gap identified in the achievement of this outcome corresponds to the access to financing by producers (e.g. credits, grants) for NTFP and AFS production and management subject to environmental criteria, which has been heavily affected by the political instability and economic crisis.
10	And to the currency devaluation?	The project has executed 56.27% of its budget for 4 years (US\$3,083,468.45/US\$5.479.452), this cannot be accounted to management difficulties, but also to the currency devaluation.
11	Please note that, as stated in p. 72 of the PRODOC, the Project Advisory Committee consist of Embrapa as chair and MMA, MDA, MDS, MAPA, CSO, and UNDP.	Both the Project Board and the Project’s Advisory Committee (composed by Embrapa as chair, MMA, MDA, MDS, MAPA, Civil Society Organizations, and UNDP)

11	Please note that the Project, to this date, does not have MoUs (memorandum of understanding) signed with partners, but LoA (letter of agreement).	Changed to LoA
11	Lack of qualified applicants was a key problem (and also change of government, I think).	Added
12	Add a footnote as to what this is.	SISUC is a public and free system that has the objective to support the work of management councils, to strengthen participatory management, and to expand social control in the protected areas of the Brazilian Amazon. Source: https://blogdosisuc.socioambiental.org/sobre-o-sisuc.html
12	But this has not yet been quantitatively confirmed.	Initiatives supported by the project for the participation of BD products in producers' income are helping to guarantee an income increase for the communities involved, however this progress has not been quantified yet.
12	Please note that the volunteers were hired under the UNV Community Modality.	Added: Volunteers were hired under the UN Volunteer Community Modality.
13	Please note that, as registered in the 2019 PIR, the project is still gathering data on surface area in MUL with sustainable production of BD products due to indirect effect of the project. Data (57,000 ha) has been registered for Marajó CT.	57,500.00 ha reached for the Marajo Citizenship Territory (CT) of the Amazon in the CUs and surrounding areas - data gathering ongoing for Cerrado, Caatinga and Alto Acre e Capixaba CT in the Amazon
14	But this has not yet been quantitatively confirmed.	Initiatives supported by the project for the participation of BD products in producers' income are helping to guarantee an income increase for the communities involved, however this progress has not been quantified yet.
15	¿ teachers in primary or secondary schools? Is that what you mean?	Added : Primary and Secondary school Teachers
15	What exactly is the recommendation?	It is recommended to enhance the insertion of products in the local market, with prospective operations at regional, national and international

		markets, since it has been proved to be more efficient for some of the partners' learning process of the market operation logic.
15	Not clear what you mean to say and English needs to be revised.	For some products, local partners have included the communities in the commodity market, a risk that should have been assessed better by taking into account the negotiating power of these communities. In some sectors products have been introduced into large markets, but without a viable business plan.
15	This is not formulated at all as a recommendation.	It is necessary to seek specialized expertise to ensure feasible agribusiness plans for all the economic initiatives. The existing attempts lack real expertise in such area.
16	What about the recommendation (p. 11) regarding "Lessons learned and best practices must be systematized and reflected in the project activities"?	Added.
19	What do you mean by "analysis of the causes" below?	This information will allow to complete the analysis and identify the causes that impede the progress of the activities.
19	Duration of the activities?	Added: duration of activities.

20	<p>This is not a description of the development context... Please summarize based on information in the ProDoc.</p>	<p>According to the PRODOC, Brazil is the largest country in South America and one of the world's richest megadiverse countries, containing several globally important ecosystems. Three of the six most important forest biomes include the Amazon, the Cerrado and the Caating, which are the project's intervention areas. The Amazon is the world's largest rain forest with more species of animals and plants than anywhere in the world, and 70% of it is located in Brazil. The Cerrado is the world's species-richest and most endangered savannah within the borders of Brazil, and spans across more than a dozen of States, comprising a great variety of unique ecosystems that are species-rich and essential for maintaining carbon stocks and water resources for the supply of products that are key for the livelihoods and incomes of the traditional populations of this biome. The Caatinga is a unique Brazilian ecosystem, and it is the world's most populated semiarid region where local populations explore its natural resources for livelihood and income generation. In Brazil, family agriculture employs nearly 75% of all agricultural labor according to the 2006 Agricultural Census.</p>
22	<p>Please adjust below. Project Outcome 1 is missing .It is: Outcome 1- Governance and capacity building framework for up-scaling best practices for BD sustainable management and production</p> <p>Outcome 2 (Market and financial frameworks for up-scaling NTFP and AFS production in high-conservation value forest landscapes.) is fine but should be labeled as Outcome 2.</p>	<p>Figure 4 adjusted</p>
23	<p>It would be useful to elaborate a bit more on this table by included a column with the main responsibilities of each stakeholder.</p>	<p>Added description of main responsibilities of each stakeholder.</p>

26	Can you expand on what you mean by this?	The project coordination promoted a dynamic to illustrate the logical structure of the project in a diagram which contributed to the process of understanding of the project from part of the local partners. This should have been one of the first exercises performed by the project in order to facilitate the process of appropriation by the local partners.
26	¿ I thought the Project design phase did not address gender with any detail. Was this gender equality strategy developed during project design or implementation?	Although the planning of the project did not included a gender equality strategy, the PRODOC contains full acknowledgment of women's contribution to NTFP, and guaranteed their right to information, knowledge, skills and decision-making.
26	What exactly do you mean by that? Increased involvement of Embrapa units in the project?	Increased involvement of EMBRAPA units and key stakeholders in the project.
26	Do you refer to new products being processed and traded or to the fact that the project has fostered increased quality of products and access to markets?	Increased quality of products and access to markets
28	So if you look only at the total rather than the targets per biome, the total target has already been exceeded, right?	Despite the total value has already been reached it is important to mention that it is due to the Amazon surpassing its target values. The Cerrado and the Caatinga areas have not reached their target values yet, therefore the indicator is on its way to being achieved.
29	When will all this data collection be done?	Data update scheduled for August 2019.
29	As a result of Conservation Units or forested areas?	1) In CUs and surrounding areas:
31	What was the methodology used to determine that this Index has been achieved?	Despite of the difficulty to measure as a direct impact of the project, heat foci have decreased in all territories determined by the project. The progress on this indicator has been registered in the National Institute for Space Research database, which indicated that the number of heat foci has decreased; thus, the target has been achieved.
33	Check English of original indicator.	That is the indicator of the PRODOC, PIR in the English version.

33	Achieved? You mean measured? Was there population growth or increase? Was the index calculated for all the proposed species- I thought for some of them, it was deemed unnecessary because populations were healthy...	The preliminary analysis reports that harvesting does not significantly affect long-term reproduction, since the current harvest level is well below the productive capacity of the species, however, monitoring of these populations should continue to avoid sharp breaks in population growth.
34	When was the capacity scorecard applied?	The capacity scorecard has been updated in the second semester of 2019.
37	Why is this information not given here? It is applicable and the number of people who actually adopt the sustainable production practices will need to be measured... The project can't just report on the number of people trained.	The replication of the training management and sustainable production activities is underway, and it is expected that these practices will be replicated in all 6 CTs by the end of the project
37	But were evaluations actually applied to the extensionists?	The project plans to elaborate a survey of participant's level of learning at the end of the capacity building processes in order to report the level of progress of this indicator.
40	Please provide classification and justification of classification instead of N/A and inappropriate assessment.	The research for the improvement in production chains for the 5 species selected is in process, and the results are expected to be published by 2020 for the Uumbu, Pequi and Babassu species. The research for the improvements of the sanitary quality process of the Brazilian nut and Acai is in process and under review of EMBRAPA'S technical team .
43	What will this consultancy do? Investigate the issue, devise a plan or actually work to increase access to credit and financing?	The project hired a consultancy on credit and financing access in October 2019, that will focus on assessing the current status of credit/financing access, and will also provide training for producers/multipliers as well as public officials on how to access financing for NTFP/AFS in both decision-making and customer levels.
44	Contributions of NTFPs to family incomes?	Families have reported an increase in the participation of BD products in their income. To formally register this progress, the project finalized the studies on the components of families' income in three CTs (Alto Rio Pardo, Marajó and Médio Mearim), including income from extractivism, agriculture, public programs, etc. Results have not been published yet.

44	So what were the results of this assessment?	Results have not been published yet.
46	When?	The Brazilian government even asked to abolish gender, human rights and any social representativeness of the governmental action Agenda in 2017.
46	Do you mean due to the change in government?	Due to the change in government
46	Even though the elaboration of territories work plans for 2019/2020 had to undergo a lengthy consolidation process and implementation tools and process were reviewed to foster execution improvement, implementation of field activities did not stop and have been executed since January. Also, the execution of activities in letters of agreement and individual consultancy contracts were not affected by the processes of work plans consolidation and processes reviewing.	some of the project activities scheduled for this year (2019) have experienced several months of delay
47	Through the UN Volunteers modality?	NGO's internal volunteers modality
48	This recommendation does not seem to have been included in the recommendation section of this document.	Added.
49	Please rewrite, as there is no concrete evidence to support this statement. Embrapa received an anonymous complaint that Bem Diverso was involved in protests against the current government.	During the fieldwork, some interviewees mentioned that the current political situation of Brazil has conducted the project's direction to avoid the dissemination of activities, since there were anonymous complaints that BEM DIVERSO was involved in protests against the current governmental order , however, there is no concrete evidence to support this statement.
50	What do these numbers represent? It took 6 months	Finally, the hiring of personnel in key fields took a few months, such as Agro-industry (6 months), Monitoring (9 months) of the project (SISUC),

	to hire this person? When? At the project outset?	geoprocessing (8 months), also delayed the execution of the project.
51	Please note that the total budget for project management is US\$ 259,740.00	Figure updated
52	Please note that the major devaluation of the national currency since PIF approval partially accounts for the fact that project disbursement has been lower than that of the PRODOC.	This difference between the plan actual disbursements can be partially accounted to the major devaluation of the national currency since the PIF approval.
53	Please provide percentages in addition to dollar figures so it is easier to get a sense of the cumulative delivery so far.	Percentages added
54	Please use “co-financing”, as this is the wording used in the PRODOC.	Modified.
54	Please also add USD amount and date of exchange rate use for external readers.	(20.55 millions of US\$ at the official UN exchange rate, January/2013 of 1 = R\$ 1,999).
57	What was the co-financing mainly used for? i.e. What was supported with this co-financing?	The co-financing mainly covers the development of value-added products, including the assessment and development of best practices, new technological products, processes and methods that enable high quality AFS and NTFP production, and advertisement and stimuli promoted for BD products).
58	Unclear.	Those tools evaluate the goals and indicators of the project, but not in relation to the impacts of the project in the medium and long-term.
58	we do have a single annual report, i.e. the PIR that should be shared with all the partners. What is your suggestion and was it included in the list of recommendations at the end of this report?	The monitoring reports are sent to each stakeholder individually and the evaluator. It is recommended to capitalize the information of the M&E and write a single report for all the stakeholders in a format that allows a comprehensive analysis of the progress of the project.

58	Not clear.	During the MTR process the SISUC tool was presented to the stakeholders with the important objective to start systematizing data, as well as the lessons learned and the good practices, that will allow to prepare a more detailed analysis based on evidence. Due to the scope of the assignment, the implementation of the SISUC tool is delayed.
59	The project also has a website and an active presence in social media. Shouldn't it be registered here?	Added: External communication A website and social media platforms, including Facebook, Instagram and Twitter, were chosen as the channels to reach external audiences and to establish an active presence, and facilitate internal and external communication.
61	What exactly do you mean? Are you referring to both project board and advisory committee? The project board is comprised by UNDP, Embrapa and the Brazilian Cooperation Agency, while the Advisory Committee (as stated in p. 72 of the PRODOC) consist of Embrapa as chair and MMA, MDA, MDS, MAPA, CSO, and UNDP. Please note that since the PRODOC was signed (2015), Brazil has had 3 different national governments, which has not only "reflected negatively at the local level...", but also caused instability in the project advisory committee as we had two major changes in the federal government structure and in the leadership in the ministries.	It has been identified that both, the Project Board and the Project's Advisory Committee have difficulties communicating their influence in the project, therefore their role is uneven and unnoticeable. This situation can be attributed to the changes of national governments that occurred since the PRODOC was signed in 2015. This situation has not only reflected negatively at the local level, but it has also caused instability in the Project Advisory Committee (PAC) due to the major changes in the federal government structure and in the leadership of the ministries, which prevented greater participation of these bodies in the project monitoring.
61	What are the recommendations for corrective action here, if any? It is formulated as a comment.	Moved to the conclusions section
61	This conclusion is not relevant for this project.	Removed

63	Contributions from community counterparts?	Yes. The identification of a community counterpart is essential, which can be done in kind or with financial resources, as this promotes ownership, strengthens accountability and helps beneficiaries to consider sustainability from the beginning of the intervention.
63	Middle/high school teachers? College teachers? Please specify.	Primary and Secondary School Teachers
63	How is the project to contribute to that, in addition to what has already been done?	Young people involved in the territory of intervention can play community leadership roles by visiting schools to show younger students the importance of sustaining the environment.
63	Please distinguish below which are best practices employed by the project versus worst practices (or lessons learned). This section needs to be strengthened.	Separated into 2 sections.
65	¿ not clear. From the beginning obviously there were M&E activities. Which function and tool are you referring to?	<p>The monitoring and evaluation function should be strengthened taking into account the following points:</p> <ul style="list-style-type: none"> o Planning a monitoring strategy of the expected outcomes of the project from this point until the end of the intervention with a critical route that will follow the sequence of activities to be implemented to strengthen the monitoring process. This includes the analysis of the variation of the scope of the indicators compared to the planned values, identifying indicators that show lags. o Improvement of the descriptive and analytical content of the project progress reports. Although the reports have specific format requirements, it is recommended to attach as an annex (i) a progress chart of activities (Annex 6.8) to identify gaps and comments on how the products of the activities contribute to the result and to identified achievement gaps.
65	To who? Local partners? Embrapa units? Reporting on budget is included in the PIRs.	To local partners, beneficiaries, and relevant stakeholders
65	What is the recommendation for corrective action here, if any? It is formulated as a comment.	Enhancing the technical capacity of the associations does not necessarily guarantee to attain the expected result of getting contracts. As a result, each territory should prepare a sustainability plan for all investments made by BEM DIVERSO.

66	This does not make sense in English.	Local partners that include products of the communities in the commodity market should have assessed the risk better by taking into account the negotiating power of these communities. In addition, the sectors that have promoted the insertion of products in larger markets should have included a viable business plan.
67	This doesn't make sense either.	The insertion of products to the local market, with prospective operations at regional, national and international markets, has proved to be more efficient for some of the partners' learning process of the market operation logic.
67	How are long distances either a best practice or a worst practice??	Rewritten and moved to conclusions section.

Annex 6.12 Set of indicators to be monitored by SISUC

Indicadores do Projeto Bem Diverso (BRA/14/G33) que serão atendidos pelo SISUC (destacados em amarelo)

Objetivo do Projeto: O valor de conservação da biodiversidade das paisagens florestais de múltiplo uso no Brasil é preservado pelo fortalecimento da gestão do uso sustentável de produtos florestais não madeireiros (PFNM) e sistemas agroflorestais (SAF)

1. A área da superfície (ha) das florestas nos biomas de múltiplo uso da Amazônia, Cerrado e Caatinga com produção sustentável de produtos de BD (*) por efeito direto do projeto

2. A área da superfície (ha) das florestas de múltiplo uso da Amazônia, Cerrado e Caatinga com produção sustentável de produtos de BD por efeito indireto do projeto

3. Número de focos de calor como aproximação indicativa sobre o uso de fogo como técnica de manejo

4. Segurança de conservação e produção de cinco espécies melhoradas com a manutenção das taxas de crescimento da população estáveis ou aumentando, medidas por um índice de assimetria de população e distribuição de classe de tamanho adaptada ao modelo de distribuição J reverso [castanha-do-pará, açaí (Amazonas), pequi, araticum

Resultado 1: Marco de governança e capacitação para aumentar as boas práticas de gestão e produção sustentável da BD

1.1. Capacidades institucionais da EMBRAPA melhoradas para realmente influenciar o planejamento, a implementação, o monitoramento e a incorporação de PFNM e de SAF às práticas produtivas em nível de paisagem, medidas por um % de aumento na tabela de capacidade

1.2. Número de espécies de PFNM com preços mínimos diferenciados (PGPMBio) em cada bioma

1.3. Percentual da população alvo que utiliza as diretrizes de gestão técnica preparadas pelo projeto

1.4. Número de Territórios da Cidadania e/ou UCs que adotam o SAF para restauração de terras degradadas como uma estratégia de planejamento e implementação do Código Florestal

1.5. Número de produtores que adotam a produção sustentável de PFNM e SAF por:

a) Efeito direto do projeto

b) Direito indireto do projeto (replicação)

1.6. Maior conhecimento dos extensionistas sobre PFNM e SAF, medido pelo número que atinge pelo menos 70% nas avaliações do treinamento do projeto sobre PFNM/SAF

Resultado 2: Marcos de comercialização e financeiros para aumentar a produção de PFNM e SAF em paisagens florestais de alto valor de conservação

2.1. Grau de melhoria das cadeias de produção de cinco espécies para maior valor e acesso ao mercado

2.2. Percentual de compras públicas de produtos de BD pelos principais programas do governo (PAA, PNAE e PGPMBio), com base nas boas práticas de PFNM e SAF

2.3. Número de associações/cooperativas que mantêm contrato de fornecimento de produtos com o(s) mesmo(s) comprador(es) (públicos e/ou privados) em um determinado período

2.4. Aumento do percentual de produtores que acessam financiamento (por exemplo, créditos, doações) para a produção e manejo de PFNM e SAF, sujeito a critérios ambientais

2.5. Percentual de aumento na parcela de produtos de BD nas rendas familiares