

**Project evaluation series**

**Terminal evaluation of  
“Strengthening National Policy and  
Knowledge Framework in Support of  
Sustainable Management of Brazil’s  
Forest Resources”**

**GCP/BRA/079/GFF**

**GEF ID: 3767**

**MANAGEMENT RESPONSE**

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS**

**Rome, 2020**

### General Observations

- FAO REP and its executive partner BFS acknowledge the high quality of the final evaluation, in our vision directly deriving from the skills and excellent combination of expertise within the evaluation team on one side, and the attention deserved from the Project Management and key partners on the other side.
- The main difficulty in managing the corporate response stems from the political changes in place since January 2019. Changes within the federal administration include, among others: i) the transference of BFS from the Ministry of Environment, where it was born in 2006, to the Ministry of Agriculture (MAPA), historically not involved in forest-related programmes and policies; and ii) the exoneration of important executing partners such as the National Project Director.
- In consequence of this situation, which has been shedding a negative perception on the BFS management on the future prospects of a continuity of large scale efforts initiated with the GEF/FAO project, the NPD did not reply to FAO draft of corporate response, and in fact left the leading NFI institution some time after FAO sent the draft to him for approval and internal circulation.

## Response by recommendation

### Management response matrix<sup>1</sup>

Management response to the Terminal Evaluation of the Project “Strengthening National Policy and Knowledge Framework in Support of Sustainable Management of Brazil’s Forest Resources”					Date
Evaluation Recommendation (a)	Management response (b) <b>Accepted,</b> <b>Partially Accepted</b> or <b>Rejected</b>	Management plan			Further funding required (Y or N) (f)
		Actions to be taken, and/or comments about partial acceptance or rejection (c)	Responsible unit (d)	Time frame (e)	
<p><b>Recommendation 1 - To FAO:</b></p> <p>In case of development/implementation of similar activities, the allocation of human and financial resources to the different components must consider the skills, roles and competencies needed to perform each type of task. This is fundamental when planning to act in different fronts such as technical information survey (field NFI), institutional articulation of distinct spheres and actors (federal and state</p>	<b>Accepted</b>	Actively participate in the design of the FIP/IDB project.	FAO Brazil, LTO	April-August 2020	N

<sup>1</sup> Each column is cross-referenced to the bullet letters above.

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institutions, research institutions etc.) and definition of public policies (at federal and state levels).					
<p><b>Recommendation 2 – to GEF and BFS:</b></p> <p>Given the current set of laws, future activities in the country should avoid incorporating international funds into national financial management systems or to seek legal exemption of these resources from the application of restrictive orders on the use of public funds to ensure their application in project activities.</p>	Partially Accepted	The current scenario in Brazil is not favourable to incorporate budgets of projects into government financial system, due to the restrictions imposed by the Federal Constitution. Despite of this the incorporation is still an option if the restriction is cancelled.	MAPA	NA	N
<p><b>Recommendation 3 – to FAO:</b></p> <p>In order to ensure the continuity of NFI, the BFS, with support from FAO, should:</p>					

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<p>i. carry out strategic discussions with all states or state commissions on the implementation of the NFI as well as on the results obtained and their applicability;</p> <p>ii. reassess, along with relevant sectors, the feasibility of carrying out the NFI in the country on a five-year basis and the possible impacts of its execution on a ten-year basis;</p> <p>iii. qualify the selection process of providers to guarantee adequate and necessary skills and competencies, weighing technical quality against price;</p> <p>iv. strengthen the original role of the NFI Quality Control.</p>	Partially Accepted	At this stage, only BFS has the possibility and institutional mandate to start and hold strategic negotiations with States. However, the NFI is not a priority for the MAPA.	BFS	N/A	N (using resources of current IBD project)
	Partially Accepted	If there is interest, FAO will support BFS to organize a technical meeting to discuss the significance and implications of having a NFI cycle of 5 or 10 years	BFS	N/A	
	Partially Accepted	If there is demand, FAO could support BFS to improve the specifications and details of ToR for firm and individual consultants for a better efficiency and quality.	BFS	N/A	
	Accepted	BFS is consolidate the QC methodology and perform a good capacitation of the professional that will perform the QC activities.			



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implementation of a monitoring system with the provision of regular feedback, and the implementation of corrective measures from the beginning of the intervention.	Accepted	A service contract of a highly reputed expert in M&E shall be alunched at the first quarter of Y1 of the FIP-IDB project	FAO	Last quarter 2020	Y (new IDB project)
<b>Recommendation 6 – to FAO and BFS:</b>  Carry out concrete short-term actions to demonstrate the usefulness and necessity of the NFI for federal and state governments in order to enhance the sustainable use of forest resources, and to continue guaranteeing the NFI's continuity in the country.	Accepted	Organize a public hearing in the National Congress (Environment and Agriculture Committees) to enhance awareness on NFI	FAO and BFS	2 <sup>nd</sup> semester 2020	N