

Ministry of Environment – MMA
Inter-American Development Bank–IDB
Brazilian Biodiversity Fund– Funbio

**Conservation, Restoration and Sustainable Management Strategies to
Enhance Caatinga, Pampa and Pantanal Biodiversity: GEF Terrestre
GEFID:4859
(BR-G1004)**

Term of Reference # 2020.1218.00028-6

Product 3: Final Midterm Evaluation Report for the GEF Terrestre Project

Consultant: Rogério Bittencourt Cabral

Brasília, September 16, 2021.



MINISTÉRIO DO
MEIO AMBIENTE



INDEX

EXECUTIVE SUMMARY	3
MAIN FINDINGS	3
SUMMARY OF LESSONS LEARNED	4
1. DESCRIPTION OF THE METHODOLOGY APPLIED	7
2. PROJECT DESIGN	10
2.1 SOCIAL SUPPORT, PARTICIPATION MECHANISMS, AND GENDER MAINSTREAMING	12
2.2 INSTITUTIONAL ARRANGEMENT	15
2.3 SAFEGUARDS ANALYSIS	19
2.4 INTERNALIZATION AND ENGAGEMENT	21
INITIATIVES TO RENEGOTIATE THE GEF TERRESTRE PROJECT DURING THE MIDTERM EVALUATION	24
3. STRATEGIC RELEVANCE OF THE PROJECT	27
STRATEGIC IMPORTANCE OF GEF TERRESTRE IN THE POST 2020 SCENARIO	29
4. RESULTS ANALYSIS	31
OVERALL RANKING OF THE RESULTS	31
OVERALL ANALYSIS OF THE OUTCOMES	32
5. PROJECT EFFECTIVENESS	36
5.1 COMPONENT 1 – ESTABLISHMENT OF NEW PROTECTED AREAS	36
5.1.1 SUBCOMPONENT 1.1. ESTABLISHMENT OF NEW PAS	37
5.1.2 SUBCOMPONENT 1.2 – FINANCIAL SUSTAINABILITY	41
5.2 COMPONENT 2 – MANAGEMENT OF PROTECTED AREAS AND ADJACENT AREAS	41
5.2.1 SUBCOMPONENT 2.1 – STRENGTHEN THE MANAGEMENT OF PROTECTED AREAS	42
5.2.2 SUBCOMPONENT 2.2 – FIRE MANAGEMENT	50
5.2.3 SUBCOMPONENT 2.3 – MANAGEMENT OF PRODUCTIVE LANDSCAPES	52
5.3 COMPONENT 3 – RESTORATION OF DEGRADED AREAS	54
5.4 COMPONENT 4 – EVALUATION OF THE RISK OF FAUNA AND FLORA EXTINCTION	62
5.5 COMPONENT 5 – INTEGRATION AND RELATIONSHIP WITH COMMUNITIES	64
6. EFFICIENCY OF PROJECT IMPLEMENTATION	67
6.1 IMPLEMENTATION	67
EVALUATION OF EFFICIENCY AND IMPLEMENTATION – COMPONENT 3	70
6.2 FINANCIAL MANAGEMENT AND IMPLEMENTATION CONTROL	71
6.3 FUNDING STRUCTURE	73
6.4 CO-FINANCING	73
6.5 TEAM AND CAPACITY-BUILDING	75
6.6 FLEXIBILITY AND AGILITY IN EMERGENCY SITUATIONS	76
6.7 COMMUNICATION	76
7. MONITORING AND EVALUATION	79
8. GOOD PRACTICES IDENTIFIED	81
9. MAIN CHALLENGES AND BOTTLENECKS	82
10. LESSONS LEARNED	83
11. RECOMMENDATIONS	84
12. CONCLUSION	90
13. REFERENCES	91
14. ANNEXES	92
ANNEX 1 – EVALUATION QUESTIONS	92
ANNEX 2 – INSTITUTIONS AND PEOPLE INTERVIEWED	94
ANNEX 3 – REVISION OF THE RISK MATRIX	95
ANNEX 4: STRATEGIC COMMITTEE TIMELINE	99
ANNEX 5: GEF TERRESTRE PROJECT TIMELINE	100
ANNEX 6: SUBPROJECTS FOR THE RESTORATION OF DEGRADED AREAS – COMPONENT 3	101
ANNEX 7: PROJECT PROGRESS MONITORING REPORT – PMR	103

Executive Summary

The Conservation, Restoration and Sustainable Management Strategies to Enhance Caatinga, Pampa and Pantanal Biodiversity – GEF Terrestre Project was conceived by the Brazilian Federal Government to promote the conservation and sustainable use of biodiversity in the Caatinga, Pampa and Pantanal biomes with funding from the Global Environment Facility (GEF) Trust Fund. Its implementation, planned to take place between 2018 and 2023, has the Inter-American Development Bank (IDB) as its Implementing Agency and the Brazilian Biodiversity Fund (Funbio) as the Executing Agency.

The Project was designed with a comprehensive scope that considered support for the establishment and strengthening of protected areas, for integrated landscape and fire management, and for the ecological and productive restoration of territories in the Caatinga, Pampa and Pantanal.

This midterm evaluation of the GEF-Terrestrial Project was conducted in a context of sanitary measures resulting from the COVID-19 pandemic, from March to August 2021, in line with GEF's Guidelines on the Project and Program Cycle Policy and the Project's Monitoring and Evaluation Plan.

This final report records the observations, findings, and conclusions of the midterm evaluation, presents, and substantiates the overall rating of execution and results, recognizes key lessons learned and good practices, and presents some recommendations for improving the Project's efficiency and effectiveness.

Main Findings

In an analogy with the main conclusions about humanity's performance in achieving the biodiversity conservation objectives and goals assumed under the Convention on Biological Diversity (CBD) and reported in the Global Outlook on Biodiversity (GBO 5), the midterm assessment of the GEF Terrestre Project found that its performance is highly unsatisfactory and that most of the midterm goals and targets established were not achieved, despite presenting some localized results.

Considering the parameters established by GEF's Guidelines on the Project and Program Cycle Policy, the midterm evaluation found that:

- The strategic importance of its design (scope) has increased since it was planned, but the relevance of the few results achieved until the midterm is evaluated as highly unsatisfactory (HU);
- Its effectiveness is also evaluated as highly unsatisfactory (HU) considering the lack of progress in most results;
- The efficiency of the execution structure was severely compromised by the lack of implementation of most components, making the balance between the results presented and the resources allocated unable to be fully evaluated (UA); and
- Although the sustainability of the localized results is being considered by the implementation of the restoration subprojects (Component 3), the absence of

advances in the main outcomes makes the evaluation of this dimension of performance unfeasible (UA).

The findings of this midterm evaluation corroborate and contextualize the highly unsatisfactory performance rating of the GEF Terrestre Project considering the structural character of the conflict between the assumptions and objectives incorporated in its design and the political guidelines of the Federal Government, mainly on the expansion of the National System of Protected Areas. This misalignment compromised the articulation and internalization of the Project and, consequently, the formalization of the participation of the operating units – ICMBio, Rio de Janeiro Botanical Garden (JBRJ) and State Environmental Agencies (OEMAs) – which made the total or partial implementation of four of the five components unfeasible.

Summary of Lessons Learned

The institutional arrangement planned for the Project was not to build solutions, although the flexibility and commitment of some instances made it possible to carry out the component for the restoration of degraded areas, curiously due to an execution modality that was not foreseen in its original implementation structure.

The difficulties noted in the GEF Terrestre Project in its first half should lead to important lessons learned about the need to improve the analysis of political risks and the challenges of building resilience in institutional arrangements.

On the other hand, we also found that support for the implementation of ecological and productive restoration subprojects in more than six thousand hectares involving communities in the vicinity of protected areas in the Caatinga, Pampa and Pantanal has been contributing to the establishment of an agenda and a narrative about restoration just as the planet begins its decade of restoration.

List of Acronyms

APA	Environmental Protection Area
ARPA	Amazon Protected Areas Program
CDB	Convention on Biological Diversity
CNUC	National Registry of Protected Areas
COVID	Corona Virus Disease
CONJUR	Legal Advice
DAP	Department of Protected Areas
DECO	Department of Ecosystems
DESP	Department of Species
DIBIO	Directory of Biodiversity Research, Evaluation, and Monitoring
DIMAN	Directory for the Establishment and Management of Protected Areas
DIPLAN	Directory for Planning, Management, and Logistics
DPIN	Department of International Policy
EMBRAPA	Brazilian Agricultural Research Corporation
ESEC	Ecological Station
ESMP	Environmental and Social Management Plan
FUNBIO	Brazilian Fund for Biodiversity
GEF	Global Environment Facility
IBAMA	Brazilian Institute for the Environment and Renewable Natural Resources
ICMBio	Chico Mendes Biodiversity Conservation Institute
IDB	Inter-American Development Bank
JBRJ	Rio de Janeiro Botanical Garden
MAPA	Ministry of Agriculture, Livestock, and Supply
MMA	Ministry of Environment
MP	Management Plan
NAP	National Action Plans for conservation
NGI	Integrated Management Nucleus
OEMA	State Environmental Agency
OP	Operational Plan
OPM	Project Operational Manual
PA	Protected Area
PARNA	National Park
PES	Payment for Environmental Services
PI	Full Protection
PMR	Progress Monitoring Report
PNAP	National Strategic Plan for Protected Areas
PROBIO	National Project for Integrated Public-Private Actions for Biodiversity
REBIO	Biological Reserve
RESEX	Extractive Reserve
REVIS	Wildlife Refuge
SAMGe	Management Analysis and Monitoring System
SBio	Biodiversity Secretariat
SEMA	State Environmental Secretariat
SNUC	National System for Protected Areas
TCA	Technical Cooperation Agreement
ToR	Term of Reference
TT	Tracking Tool
UCP	Project Technical Coordination Unit
UO	Operational Unit
US	Sustainable Use
WG	Working Group

List of Tables

Table 1: Correlation between Overall Objective, Specific Objective and Components.....	10
Table 2: Correlation between Outcomes and Components.....	11
Table 3: Stakeholder Engagement Analysis.....	14
Table 4: Correlation between Specific Objectives and Outcomes.....	31
Table 5: List of Pre-Selected Establishment Processes.....	38
Table 6: List of Selected Establishment Processes – Initial Stage.....	39
Table 7: New Federal PAs established in the Caatinga.....	40
Table 8: List of PAs Selected for support during the Project Preparation.....	43
Table 9: List of PAs Selected for support under Subcomponent 2.1.....	44
Table 10: List of Pre-Selected PAs to support Component 3.....	55
Table 11: List of PAs Selected for Subprojects to Restore Degraded Areas.....	56
Table 12: Summary of Subprojects supported by Component 3.....	56
Table 13: Status of Restoration Plans.....	57
Table 14: Monitoring of Cofinancing Resources (Components) – Amount in US\$.....	74
Table 15: Monitoring of Cofinancing Resources (Sources) – Amount in US\$.....	74
Table 16: Analysis of Scenarios and Recommendations.....	88
Table 17: Scenario Analysis: Timing of Recommendations.....	89

List of Figures

Figure 1: Approach to the Midterm Evaluation	7
Figure 2: Strategic Biodiversity Framework Post 2020	29
Figure 3: Image of the former MMA website.....	77
Figure 4: Information on the GEF Terrestre Project on the SEMA-RS website.....	77
Figure 5: Communication initiatives by the Subprojects for the Restoration of Degraded Areas - Component 3.....	78

List of Graphs

Graph 1: Change in area of PAs per Biome.....	44
Graph 2: Average Effectiveness of the PAs supported by the GEF Terrestre Project.....	46
Graph 3: Comparative Analysis of PAs supported by the GEF Terrestre Project.....	47
Graph 4: Situation of Resources in the PAs supported by the GEF Terrestre Project.....	48
Graph 5: Percent Disbursements Subprojects – Data Consolidated up to 03/31/2021.....	60
Graph 6: Percent Implementation of GEF Terrestre Project.....	67
Graph 7: Percent Funding Implemented per Component.....	68
Graph 8: Percent Implementation of Components per Phase.....	69
Graph 9: Volume Funds Implemented per Category.....	69
Graph 10: Disbursements Subprojects for Restoration of Degraded Areas.....	70
Graph 11: Percent Disbursement Subprojects.....	71

1. Description of the Methodology Applied

The Term of Reference #2020.1218.00028-6 specifies that the scope of the midterm evaluation of the GEF Terrestre Project should focus on two main aspects (Figure 1): project management (including financial monitoring, institutional arrangement and disclosure and transparency of the project) and the implementation of the project strategy through the five technical components.

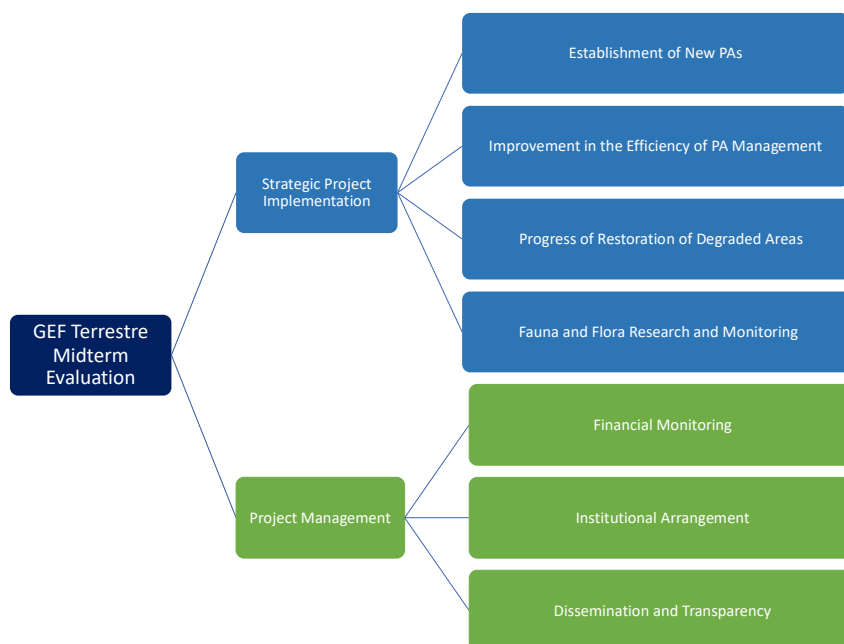


Figure 1: Approach to the Midterm Evaluation

The midterm evaluation is also guided by the GEF Guidelines on the Project and Program Cycle Policy (2020 version) to rank the overall results of the Project considering the dimensions of relevance, efficiency, and effectiveness, as well as sustainability, quality of monitoring and evaluation, quality of implementation and quality of execution.

We also used information resulting from the application of the Tracking Tools in May 2021, adopted by GEF to measure the Project's progress in achieving the impacts and results at the portfolio level in the following focal areas, as input for this midterm evaluation:

- Biodiversity (BD): Biodiversity Projects in GEF-3, GEF-4, and GEF-5;
- Climate Change Mitigation (CC): Climate Change Mitigation Projects – For Mid-Term Evaluation; e
- Sustainable Forest Management (SFM): SFM/REDD Plus Projects.

The findings and conclusions of this evaluation were guided by the evaluation questions (Annex 1) and elaborated based on the triangulation of the information obtained by the data collection techniques:

- Analysis of documents;
- Analysis of monitoring indicators and data;
- Analysis of reports and records generated by the implementation;

- Analysis of the minutes and memories of the meetings and events promoted; and
- Interviews and meetings with representatives of strategic partners.

We used the records made available by Funbio in the form of electronic spreadsheets that include the data from the protocols (requests) of the demands of the executing bodies, data from the disbursement mechanisms, and the data on the allocation of resources according to the products provided for in the Progress Monitoring Report, including parallel funding. The records used refer to consolidated data up to 03/31/2021.

We also used information from the Management Analysis and Monitoring System (SAMGE), an effectiveness analysis tool developed by ICMBio, through the tool's platform, as well as the most recent data from the National Registry of Protected Areas (CNUC), a platform managed by the Department of Protected Areas of the Ministry of Environment (DAP/MMA).

Interviews Implemented

Interacting with the actors of the GEF Terrestre Project, as well as with the territory, is of fundamental importance for the construction of hypotheses, verifying assumptions, and learning from the evaluation process.

However, considering the context of the health recommendations resulting from the COVID-19 pandemic, we were forced to carry out all data and information collection through long-distance interviews and meetings using videoconferences or even voice calls and exchange electronic messages with questions or requests for additional information.

It is important to note that, from the point of view of the evaluation process, compulsory adaptation entails losses in data collection and in verifying assumptions, bearing in mind the importance of face-to-face contacts and interactions for obtaining more subjective perceptions about the Project's elements. Especially in the case of monitoring the implementation of Component 3 subprojects for restoring degraded areas, where the field visit in the selected areas and interaction with the actors involved would provide relevant information for the conclusions of the assessment.

All key actors appointed and sought after by this evaluation have shown great interest and commitment to contribute to the evaluation.

The list of people interviewed with the respective dates and the institutions they represent within the scope of the Project are presented in Annex 2.

Adjustments in Direction of the Midterm Evaluation

The Work Plan and the schedule built to guide the midterm assessment initially established May 2021 as the date for the completion of the process and presentation of the final report.

However, considering the proximity of a Project portfolio review scheduled for the end of May and an ongoing process of dialogue and negotiation between the Ministry of the Environment, the IDB and Funbio, an adjustment was made in the deadlines for the conclusion of the final report of the midterm evaluation with the objective of:

- Incorporating in the final report the most recent decisions and next steps agreed between the parties arising from the portfolio review and a possible mission to unlock the execution of the Project; and
- Using the space and opportunity of the midterm evaluation to contribute to reflections and re-planning resulting from decisions and next steps.

As the negotiations on the continuity of the GEF Terrestre Project did not progress as expected – the report and analysis of the negotiations are presented in a specific chapter of this report – the midterm evaluation process was concluded considering the most updated information available.

2. Project Design

The Project design established a coherent causal relationship between its components, results, objectives, and impacts. Supporting the establishment and improvement of the effectiveness of protected areas and the implementation of measures to improve the conservation status of ecosystems and species, ensuring people's involvement in these efforts, translate a successful strategic hypothesis for the conservation and sustainable use of biodiversity.

We assessed that the proposed theory of change has been adequately translated into how the Project Components connect with the specific objectives and consequently with the general objective (Table 1).

The way in which the results (outcomes) planned for the GEF Terrestre Project were guided towards its general objective was also assessed as adequate, since its scope has a significant capacity to impact the conservation of priority threatened species, avoid carbon emissions, and increase Caatinga, Pampa and Pantanal areas that use sustainable management.

Table 1: Correlation between Overall Objective, Specific Objectives and Components - Prepared by the Evaluation Team

OVERALL OBJECTIVE	Contribute to the long-term viability of priority threatened species, avoid carbon emissions, and increase the area - forest and non-forest - under sustainable management practices in the three biomes.		
COMPONENTS	SPECIFIC OBJECTIVES		
	Expand the coverage and effectiveness of the protected areas system in these biomes	Improve the management of priority habitats and priority species	Promote community practices of sustainable use in productive areas associated with the protected area (PA) system
1: New PAs Established	✓	✓	
2: Management of PAs and adjacent areas	✓	✓	✓
3: Restoration of degraded areas	✓	✓	✓
4: Monitoring of the risk of fauna and flora extinction	✓	✓	
5: Communication and integration of communities	✓		✓

The evaluation team found that the GEF Terrestre Project has not yet been able to confirm the strategic hypothesis expressed by its design due to the lack of implementation in most components.

The partial implementation of the GEF Terrestre Project makes it impossible to confirm the theory of change proposed as it does not provide the necessary interactions during the execution of the components, the benefits arising from the respective outputs of the planned products, and the effective involvement of actors from the federal, state, and public spheres and civil society with the initiatives supported by the Project.

The correlations between the components and the results of the GEF Terrestre Project indicate that the lack of implementation of components 1, 2, 4 and 5 significantly

compromises the achievement of these results (Table 2), which justifies a sense of urgency in the implementation of structural changes in its implementation strategy.

Table 2: Correlation between Outcomes and Components - Prepared by the Evaluation team

COMPONENTS	OUTCOMES			
	Improved management of protected areas	Effectiveness of biodiversity conservation, ecosystem services, and endangered species in PAs	Territorial National Action Plans (NAPs) being implemented in the supported biomes	Participatory approach to landscape management adopted in selected areas
1: New PAs Established	✓	✓		
2: Management of PAs and adjacent areas	✓	✓	✓	✓
3: Restoration of degraded areas	✓	✓	✓	✓
4: Monitoring of the risk of fauna and flora extinction	✓	✓	✓	
5: Communication and integration of communities	✓	✓		✓

*The Progress Monitoring Report (PMR) is an internal IDB system where the Results Framework is registered and monitored.

During the implementation of the first half of the GEF Terrestre Project, we noted adjustments in its initial design, already incorporated in its execution, resulting from the decisions and approaches adopted. We highlight the adjustment incorporated into the theme of financial sustainability.

Originally designed to work at two levels based on two different components: financing plans for newly established PAs under component 1 and broader sustainability plans that encompass groups of PAs or even entire states under component 2.

In the initial discussions of the Strategic Committee and the Implementation Committee, the adoption of a more comprehensive approach to financial sustainability was discussed, replacing the individual sustainability plans, considering previous experiences and similar initiatives in progress.

"Regarding the 3rd agenda item, financial sustainability, Ricardo Brochado stated that an internal discussion at ICMBio had already raised that it would be unfeasible to make sustainability plans for each PA, for them it would be more interesting to be per biome."

Minutes of the Strategic Committee Meeting - 09/06/2018

"The Technical Coordination of the Project (UCP) presented the goal to be achieved within the scope of the Project, of having sustainability plans for 24 PAs (19 from component 2 and 5 from component 1) and informed that the Strategic Committee, in a meeting held on Sept. 6, advised that the plans be designed according to biome or subsystems (states or other form of aggregation)."

Minutes of the Executing Committee Meeting - 09/24/2018

"(...) It was also decided to work on two parallel and complementary 'fronts': systemic opportunities and local or regional opportunities. In addition, it must be defined whether the construction and implementation of the strategies will use the States or the PAs as a spatial reference – initially, this must follow the specific needs of each stage of the project."

Minutes of the Financial Sustainability Working Group Meeting - 12/13/2018

The adjustments incorporated in the design of the GEF Terrestre Project during the first half of its implementation are understood as adaptations to the context and as alternatives proposed to face the difficulties of implementation, and it is assessed that they do not compromise the original theory of change and contribute to a more systemic approach and coordinated with SNUC's financial sustainability challenges.

2.1 Social Support, Participation Mechanisms, and Gender Mainstreaming

Increasing social participation in initiatives for the conservation and sustainable use of biodiversity is important from the point of view of inclusion, transparency, and representativeness. However, if we consider the need to include social and economic dimensions in the conservation and long-term sustainability of the results achieved, this participation is essential.

The design of the GEF Terrestre Project, according to the Component 5 Project Document (POD) considered that the actions related to the establishment, implementation and management of PAs already consider participation and social support, proposing not new strategies within the Project scope, but initiatives capable of enhancing them. The Project's planning also assessed that the actions foreseen in its components already adequately incorporated community participation and elements for social support.

"Currently within the scope of Protected Areas, actions are carried out related to different processes - establishment, implementation, and management of PAs – and it is not necessary to establish new action strategies, but mechanisms that can leverage actions and meet the Safeguards Policies of the IDB. Based on the analysis of different methodologies already used and that will be incorporated in Components 1, 2, 3 and 4, we noticed that the actions foreseen in the components adequately incorporate the criteria of community participation and social management".
(Project Document - Component 5)

However, with the lack of implementation of the activities of components 1, 2, 4 and 5, this bet on the initial design of the GEF Terrestre Project did not materialize and the spaces for participation are limited to the subprojects for the restoration of degraded areas under Component 3, in addition to being heavily impacted by sanitary measures resulting from the COVID-19 pandemic.

During this midterm evaluation, we collected reports on the involvement of communities surrounding the PAs supported with the Component 3 subprojects to restore degraded areas and indications that the support of the GEF Terrestre Project has enabled the beginning of the appropriation of the agenda and of the narrative of ecosystem restoration by these communities.

The main evidence of participation was observed in the monitoring reports of the execution of subprojects for the restoration of degraded areas, which report the participation of 872 people, of which 455 were women, in the assessment, planning, mobilization, and articulation activities supported by the GEF Terrestre Project.

Although the design of the GEF Terrestre Project does not contemplate specific activities to promote the participation of women in conservation efforts, it was evident that its implementation has managed to guarantee equal access to implementation spaces and benefits, regardless of gender.

The lack of implementation of components 1, 2 and 4 reduced the number of spaces and possibilities for participation, regardless of gender, but good practices were found in component 3 in execution, with the selection and support to Mupan – Women in Action in the Pantanal to conduct restoration subprojects in the Pantanal biome. Mupan is a non-profit non-governmental organization, which has been operating for over 20 years, seeking to be a reference institution in the empowerment of leaders, especially women, to defend their territories.

We also found that the gender mainstreaming approach within the restoration subprojects was considered in the selection and planning of initiatives and is treated as one of the permanent elements of monitoring to be reported in the periodic reports.

Initiatives to seek social support and participation were also highlighted, with guidelines for implementing institutions that plans for the restoration of degraded areas be presented and debated in the management councils of the PAs supported.

It is a finding of this assessment that the implementation strategy adopted for Component 3 based on public calls for proposals open to civil society organizations with a history of operating in the regions and with local social capital favored the involvement of communities in the initiatives. Likewise, it was shown that the initial implementation of the restoration plans has been generating employment and income opportunities in the supported regions.

Social support, community participation, and gender mainstreaming, based on the evidence collected and the arguments presented, are assessed as unsatisfactory for the objectives and ambitions of the GEF Terrestre Project. It is a finding of this evaluation that the mechanisms of promotion, monitoring and adequacy of participation foreseen in Component 5 were not used during the first half of the Project to identify and correct the lack of social support.

Another dimension of community participation and social support to be considered is the lack of representation of the communities surrounding the PAs in the instances of the GEF Terrestre Project. The initial design did not consider this dimension of social participation, which excluded this important interest group from the planning and monitoring platforms provided for in the institutional arrangement, as will be presented in the institutional arrangement analysis.

Stakeholders and Partner Analysis

An assessment of stakeholder and partner involvement in the implementation of the GEF Terrestre Project is presented below, considering the expected roles and responsibilities for these groups and the actual involvements identified in this first half.

Table 3: Stakeholder Engagement Analysis

Stakeholder/Partner	Expected Role	Identified Role
Federal Government	Political role capable of articulating and integrating the Project into national policies; Executing partner on all components	Small commitment to articulation and integration; Execution is punctual and involves only part of the technical level
State Government	Political partner capable of articulating and integrating the Project into state policies; Executing partner in Components 1 and 2	The involvement was punctual in the planning activities and in meetings of some instances of the arrangement
Communities within the PAs	Social support in the process of establishment of PAs; Involvement in the management of PAs through councils and agreements	The communities within the PAs are participating in the implementation of the restoration subprojects; Involvement in other Project initiatives is non-existent
Communities surrounding the PAs	Social support in the process of establishing PAs; Involvement in the management of PAs through councils; Beneficiaries of integrated landscape management initiatives	The communities surrounding the PAs are participating in the implementation of the restoration subprojects; Involvement in other Project initiatives is non-existent
Private sector Estancia Ecológica SESC-Pantanal	Partner in the implementation of Project activities in RPPNs	RPPN SESC Pantanal is a privately managed PA that participates in the implementation of component 3
Partner NGOs, Public and Private Universities, Foundations, Research institutions, Cooperatives in the implementation of subprojects	Not foreseen in the original Project design	These partners were selected through a public call for proposals to coordinate the implementation of the subprojects – involvement with the Project by these institutions is assessed as high.
KFW and GIZ	The SNUC LifeWeb Project and the GEF Terrestre project would work in a convergent and synergetic approach	The interface between the two projects was specific and situated at the technical level of DAP/MMA.
AI Wabra WildLife Preservation	Partner in the reintroduction of the Spix's Macaw	The lack of implementation of component 4 made their participation inviable

Stakeholder/Partner	Expected Role	Identified Role
Porto Murtinho Municipality	Partners in establishing protected areas in the Pampa, Caatinga e Pantanal	The lack of implementation of Component 1 made their participation inviable
Private Natural Heritage Reserve Association		
Funbio (Executing Agency)	Responsible for the Project's execution and technical, financial, and fiduciary management.	Demonstrated commitment with the execution and allocation of human and technical resources that were adequate for the Project execution. We verified that Funbio's expertise, its systems, and methodologies are contributing to the execution and management.
IDB (Implementing Agency)	GEF's operational branch within the scope of the Project. Works in collaboration with the Brazilian government, Funbio, and other institutions involved to implement the GEF Terrestre Project.	Has been working to ensure compliance with the specified social and environmental safeguards and in the supervision of the technical and financial implementation of the Project. Has been demonstrating commitment with building solutions to enable the operationalization of the execution arrangement.

2.2 Institutional Arrangement

The institutional arrangement of the GEF Terrestre Project, as well as its design, can be considered the result of a set of lessons learned in recent years with the execution of projects aimed at biodiversity conservation.

The institutional arrangement has the role of representing the following institutions and organizational units that participate in the implementation of the GEF Terrestre Project:

- Ministry of the Environment
 - Department of Protected Areas – DAP, responsible for coordinating actions to establish, strengthen management and implement management in PAs;
 - Department of Ecosystem Conservation – DECO, responsible for coordinating actions to recover degraded areas;
 - Species Department – DESP, responsible for coordinating the actions to assess the risks of extinction of fauna and flora;
- Rio de Janeiro Botanical Garden – JBRJ, responsible for carrying out actions to assess flora extinction risks;
- Chico Mendes Institute for Biodiversity Conservation (ICMbio):
 - Biodiversity Research, Assessment and Monitoring Directorate – DIBIO, responsible for preparing and coordinating the implementation of the NAPs;

- Directorate of Establishment and Management of Protected Areas – DIMAN, responsible for the actions of establishment and management of federal Protected Areas listed in Table 9 that make up the Project;
- State Forest Institute – IEF/MG, responsible for coordinating the implementation of actions in the Caminho dos Gerais State Park;
- State Institute for the Environment and Water Resources – INEMA/BA, responsible for coordinating the implementation of actions in the Morro do Chapéu State Park;
- Secretariat for the Environment – SEMA/CE, responsible for coordinating the implementation of the Carnaúbas State Park actions;
- State Secretariat for the Environment – SEMA/MT, responsible for coordinating the implementation of the Encontro das Águas State Park actions;
- Mato Grosso do Sul Environmental Institute - IMASUL/MS, responsible for coordinating the implementation of actions in the Pantanal do Rio Negro State Park;
- Department of Environment and Infrastructure – SEMA/RS, responsible for coordinating the implementation of actions in the Espinilho State Park and in the Ibirapuitã Biological Reserve;
- Pernambuco State Secretariat for the Environment and Sustainability – SEMAS/PE, responsible for coordinating the implementation of actions at the Tatu-bola (Armadillo) Wildlife Refuge;
- Funbio is the Project’s Executing Agency;
- the Inter-American Development Bank (IDB) is the Project’s Implementation Agency.

The arrangement provided for in the Operational Manual (OPM), became partially operational during the second half of 2018, when the Strategic Committee and the Technical Coordination Unit of the Project were installed, the Executing Agency began its operation, and the first meeting of the Executing Committee took place.

The set of Project instances was not able to act effectively in the face of implementation barriers and did not guarantee the necessary stability and continuity during the political changes that the Project underwent.

A necessary reflection on the models of arrangements adopted is their resilience to political and institutional changes in federal and state governments. Mainly the high-level instances, the Strategic Committee, whose role is to guarantee the continuity of the direction and purposes of the initiative during political and institutional instabilities. It is precisely in these moments of change that these instances are strained by pressure for changes in guidelines or emptied by the absence of strategic levels of governments.

The changes made to the implementation strategy of the GEF Terrestre Project need to be reflected in its institutional arrangement. Regarding the implementation of its first half, we stress the importance of considering greater participation by civil society, either through representatives of civil society organizations responsible for implementation, or the communities involved in the subprojects for the restoration of degraded areas (Component 3).

The instances of the Project arrangement are presented below, accompanied by a set of observations with the intention of making them more effective in their respective roles:

Arrangement Structure (according to OPM)	Observations
<p>Project Strategic Committee (SBio/MMA, ICMBio, 4 State Managing Agencies and Funbio as the Executive Secretariat)</p>	<p>Structured (bylaws) and functional in most of the Project's midterm (gap of meetings between April 2019 and December 2020). A timeline of the performance of the Strategic Committee is presented in Annex 4.</p> <p>Demonstrated commitment to the results of the Project, seeking to build alternatives for implementation.</p> <p>Political and institutional changes made it difficult to establish a channel for dialogue with strategic levels of government.</p> <p>The approvals of changes in the implementation strategy were not evidenced in the records of the meetings.</p> <p>An update in the composition of the Strategic Committee is recommended considering the changes in the structure of the MMA with Decree 10.445 of 11/08/2020 and the adjustments in the implementation strategy needed in its second half.</p>
<p>CONABIO (Government and Civil Society Representatives, Decree n. 4,703, May 21st, 2003)</p>	<p>Did not participate in the implementation of the first half of the Project, did not review the execution annually, did not contribute to the articulation with other initiatives and did not act as a consultative body.</p> <p>We believe that these roles (advisory, articulation and appreciation) are still essential to the Project, however, the permanence of this structure in the Project arrangement must be reassessed considering its capacity to contribute in the current context.</p> <p>A high-level technical advisory chamber, with few members, could replace CONABIO's roles in the arrangement.</p>
<p>Implementation Committee (SBio/MMA, ICMBio, JBRJ, State Managing Agencies, Funbio, and IDB as observer)</p>	<p>Non-operational structure with evidence of holding only one meeting (09/24/2018) during the first half of the Project.</p> <p>Its importance in the execution in this phase was reduced due to the lack of implementation.</p> <p>Despite the prediction that the pace and scale of execution will be determining factors in the second half of the Project, the maintenance of this structure should be reassessed considering the unimpressive role played in the first part of the Project. A more dynamic, agile, and integrated configuration, consisting of information flows and structured processes (operational planning, procurement planning, monitoring and follow-up) involving the existing instances of UCP, UGP and Focal Points of the Operating Units would positively replace the existence of this structure</p>
<p>Project Technical Coordination Unit (UCP) (SBio/MMA)</p>	<p>Structure institutionalized by MMA Ordinance No. 9 of 11/26/2018 and operational during the initial phase of the Project.</p> <p>As of 2019, its role was reduced, mainly as a result of political changes in the MMA, impacting the internalization of the Project by the Federal Government.</p> <p>Changes in the structure of the MMA institutionalized by Decree 10.455 of 08/11/2020 require updating the composition of this structure, as described below.</p>

Arrangement Structure (according to OPM)	Observations
Focal Points (State Managing Agencies Representatives, ICMBio, JBRJ)	The role in the arrangement of focal points was emptied due to the lack of formalization of the Operating Units. Its performance, which was important in the initial planning of the Project, was later limited to the failed attempts to sign cooperation agreements.
Project Implementation Agency (UGP) (Funbio)	Structured and functional as of the initial phase of the Project. The involvement and commitment of the UGP's technical and administrative staff are assessed as appropriate to the Project's objectives and implementation strategy. Its execution performance and contributions to the Project's efficiency will be addressed in the corresponding part of this report.
Operating Units (DAP, DESP, DECO, ICMBio (PAs, DIMAN, and DIBIO), JBRJ (DIPEQ/CNCFlora), SEMA/RS, SEMA/MT, IMASUL/MS, IEF/MG, INEMA/BA, SEMAS/PE, SEIRHMA/PB, SEMARH/RN, SEMA/CE/ SEMAR/PI)	The involvement of the operating units was severely compromised by the lack of formalization of partnerships with the executing agencies. With the exception of the MMA Departments directly involved in the execution of some activities (DAP, DECO and DESP), the other operating units are unable to receive any support from the Project. The restriction imposed on the Operational Units of the GEF Terrestre Project severely reduced the capacity and functionality of the operational component of its arrangement and represented the main obstacle to the implementation so far.

The changes in the MMA regimental structure institutionalized by Decree 10.445 of 08/11/2020 changed the attributions of the Secretariat of Biodiversity (SBio) - where the main responsibilities and authorities for the direction, coordination, and execution of the GEF Terrestre Project were allocated - necessarily leading to changes in the Strategic Committee and UCP, as shown in the table below.

Previous Institutional Arrangement	After Decree 10,445 (08/11/2020)
Strategic Committee	
Biodiversity Secretariat - Department of Protected Areas	Protected Areas Secretariat - Department of Protected Areas
Biodiversity Secretariat - Department of Conservation and Species Management	Biodiversity Secretariat - Species Department
Biodiversity Secretariat - Department of Ecosystem Conservation	Amazon and Environmental Services Secretariat – Department of Ecosystems
Project Coordination Unit	
Office of the Secretariat for Biodiversity International Projects Division	Department of Biodiversity The International Projects Division no longer exists
Department of Protected Areas: - SNUC Development Coordinator	Protected Areas Secretariat Coordination no longer exists - Project Manager
Department of Ecosystem Conservation	Amazon and Environmental Services Secretariat Department of Ecosystems
Department of Conservation and Species Management	Department of Biodiversity Species Department

The updating of the constitution of the Strategic Committee of the GEF Terrestre Project, considering the maintenance of important Departments for priority themes (protected areas, ecosystems, and species) would involve three different Secretariats, signaling risks for integration and coordination by the MMA.

In the case of the Project Coordination Unit (UCP), updating its composition will require an institutional definition due to the extinction of the SBio International Projects Division and the SNUC Promotion Coordination in the Department of Protected Areas (DAP). In the same way as the Strategic Committee, the new composition of the UCP needs to consider the risks of increasing integration difficulties between 3 different Secretariats in order to provide agility and efficiency to the technical and administrative coordination of the GEF Terrestre Project.

Another important institutional change to be considered by the institutional arrangement of the Project in its second half stems from the publication of Joint Ordinance No. 145 on April 1, 2021, by the MMA, ICMBio and IBAMA, which regulates the management of projects financed with external resources within the scope of the MMA. It is estimated that the publication of the ordinance may impact the arrangement of the GEF Terrestre Project, as well as its execution structure.

There are still many doubts about how the guidelines provided for in the Ordinance will be translated into the reality of the projects, but the analysis of the normative requirements indicates a tendency to centralize the responsibility and authority for carrying out the competent activities with the Ministry, ICMBio and JBRJ (approval of demands and products) at higher levels of the organizational hierarchy, with potential negative impacts on agility and pace of execution.

2.3 Safeguards Analysis

In order to comply with the environmental and social safeguards of the GEF Terrestre Project, the IDB and Funbio agreed, through a Financing Agreement, to prepare and implement an Environmental and Social Management Plan (ESMP), to carry out Sociocultural Analyzes (SCA) and to engage, communicate and give access to a grievance system for the communities affected.

The Environmental and Social Management Plan (ESMP) was prepared based on the guidelines defined by the IDB's operational standards, in particular: 1. Operational Policy on Access to Information (OP-102); 2. Operational Policy on Gender Equality in Development (OP-761); 3. Operational Policy on Indigenous Peoples (OP-765); 5. OP-703 Environment and Compliance with Safeguards, in addition to relevant Brazilian legislation.

The ESMP identifies that under Component 1 the main risk is the need for land expropriation, followed by population relocation and resettlement of economic activities. The ESMP, in line with the IDB's safeguard policy, defines the main measures to be adopted in the processes of creating new PAs or expanding existing PAs to avoid this risk, namely:

- Carry out environmental, socioeconomic, cultural, ethnographic, and land tenure studies to characterize the area in order to support the design of the proposal;
- Propose the category and limits of the PA based on the studies carried out and the local reality, especially considering the characterization of the affected communities;
- Carry out public consultations in accordance with Art. 5 of Decree 4,340, so that transparency can be given to the establishment process and that contributions from civil society are gathered;
- Consider the result of public consultations to support the definition of the most suitable location, dimension, and limits for the area. Possible redefinition of the category or limits, in order to avoid conflicts and guarantee economic alternatives for groups vulnerable to impoverishment due to restricted access to natural resources;
- If the category is incompatible with the direct use of natural resources, there are communities living within the area and there is no legal instrument that guarantees their permanence in the area or an adequate economic alternative for restricting access to resources, then the project will not support the declaration or extension of the PA in question, as set out in section A.6 of the Request For CEO Endorsement (2017) document.

In accordance with the ESMP guidelines for compliance with safeguards, in the second half of 2020, the process of preparing sociocultural analyzes for the Boqueirão da Onça National Park (PARNA) and APA and Ararinha-Azul APA and Wildlife Refuge was initiated, which were submitted to the Bank safeguards team. The initial analyzes of these submissions required the complementation of information that was provided by the responsible managing agency (ICMBio), with the support of the executing agency (Funbio) and the UCP (DAP/MMA).

In the case of the Ararinha Azul Environmental Protection Area and Wildlife Refuge (APA and REVIS), established by Decree 9,402 of June 5, 2018, which also have a subproject for the restoration of degraded areas already approved by Component 3, a diagnosis complementary to the sociocultural analyzes is being prepared until November 2021, which will be submitted to a new evaluation and, if it meets the requested points, the PAs may be considered in Component 1.

The sociocultural analyzes of the PAs established were evaluated by the IDB's safeguards team and, according to document CBR-1003/2021, of May 21, 2021, the incorporation of APA and PARNA Boqueirão da Onça was not accepted, due to evidence that the situation and identified risks are not in compliance with the provisions of the Environmental and Social Management Plan, as well as the IDB's Environmental and Social Safeguards Policies.

In the implementation of component 3 in the protected areas of the Pampa, the possibility of using systemic herbicides to control invasive plant species, especially South African lovegrass (*Eragrostis plana*), one of the main causes of degradation of the biome, was defined for the restoration plans. This procedure was planned for the APA of Ibirapuitã, REBIO Ibirapuitã and Espinilho State Park.

For the use of these herbicides, the projects followed the procedures provided for in the IDB Environment and Safeguards Policy and in Annex 8 of the Project Operational Manual (Project Environmental and Social Assessment and Environmental and Social Management

Plan); a no-objection statement from the IDB was requested and received in order to carry out such procedures foreseen in the restoration subprojects.

The PAs that will have restoration projects implemented and that were not part of the initial scope of the GEF Terrestre Project – Ararinha Azul APA/Ararinha Azul RVS (BA), Baía Negra Municipal APA (MS) and the Marechal Cândido Mariano Rondon Biological Reserve (MS), were required to undergo sociocultural analyzes necessary to comply with the safeguards. The approval of these assessments by the IDB's safeguards team, which is a condition for the first disbursement, has already been carried out for the Baía Negra Municipal APA and is underway for the other PAs.

Funbio has provided a grievance system to receive and deal with doubts, complaints or compliments on the Project document in Procedure 08/2013, which is part of the Operational Manual. However, no information or critical points to be reported were identified.

We identified that the established mechanisms – ESMP and SCA – have been able to ensure compliance with social and environmental safeguards. The application of these mechanisms has demanded a lot of time and effort from members of the GEF Terrestre Project, causing limitations to the implementation of the components. We believe that it is possible to provide greater agility and efficiency in the process of applying the mechanisms without compromising compliance with safeguards, strengthening the awareness and training of actors on the subject, and adopting preventive approaches to anticipate the Project's implementation needs.

2.4 Internalization and Engagement

The lack of formalization of the participation of ICMBio, JBRJ and State Environmental Agencies (OEMAs) because the Cooperation Agreements were not signed – a special contractual condition of execution provided for in Clause 4.09 of the Financing Agreement between Funbio and IDB - since the initial phase of the GEF Terrestre Project, prevented execution of any activities and consequently prevented its internalization with strategic partners.

Clause 4.09 Special Contractual Condition of Execution. The executing agency must join cooperation agreements with the MMA with the Project's strategic partners in the Project's beneficiary states, which must enter into force prior to the execution of any activity to be financed with the resources of the Contribution in the respective States, ICMBio and JBRJ. GEF Non-Reimbursable Investment Financing Agreement (GEF No GRT/FM-16661-BR) between Funbio and IDB (5/22/2018)

Several initiatives and reiterated efforts are reported with the Project's key actors to enable the signing of these Cooperation Agreements between the Operating Units of the institutional arrangement (ICMBio, JBRJ and OEMAs) and FUNBIO, such as guidelines for focal points on documentation required by CONJUR/MMA and on the registration of users for external users' login to the Electronic Information System (SEI).

The lack of formalization of the participation of the Operating Units in the GEF Terrestre Project was addressed and dealt with in the strategic instances of the arrangement and in the monitoring and evaluation events carried out during the first half of the Project:

- 3rd Strategic Committee Meeting – April 2019: presents the status of the cooperation agreements' processing, the lack of signing is attributed to the absence of the appointment of the person responsible for the MMA Biodiversity Secretariat and recognizes the importance and urgency of solving the obstacle;
- 2nd Financial Supervision Mission – July 2019: recognizes the first impacts of the lack of formalization in the execution of the Project and, consequently, in its financial planning;
- 2nd Portfolio Review – October 2019: presents the impacts of the lack of formalization in the execution of components 1, 2 and 4 (which represent 65% of the total value) and in the balance and cost-effectiveness of the resources allocated to Project administrations. There was a question about the MMA's interest in signing the agreements and the expected signing. The Secretary of Biodiversity reinforced interest in signing and following up on the Project and signaled that the formalization is expected to take place by the end of 2019;
- Meeting held between MMA authorities and IDB Representative in Brazil, Mr. Morgan Doyle and Executive Director of Brazil at the IDB, Mr. José Guilherme Almeida dos Reis – date not informed;
- Supervision Mission – June 2020: the lack of formalization is reported as a priority issue and a point of attention for the implementation of the Project. The status of the processing of the Cooperation Agreements with the states, ICMBio and JBRJ was updated;
- 3rd Portfolio Review – September 2020: notes the persistence of barriers to the signing of Cooperation Agreements and the effects on the implementation of Components 1, 2 and 4, mainly;
- 3rd Financial Supervision Mission – November 2020: notes the persistence of barriers to the signing of Cooperation Agreements and once again recognizes the risks for the financial execution of the Project;
- 4th Strategic Committee Meeting – December 2020: reports the unchanged situation of the lack of formalization of the participation of state management bodies, ICMBio and JBRJ. In the records of this meeting, the signing of the Cooperation Agreements is linked to the analysis and approval of the socioenvironmental safeguards of 4 new PAs in the Caatinga, presented as evidence of compliance with the goal of new PAs of Component 1.

The signing of the documents by MMA was subject to GEF Terrestre Project accepting the establishment of four (4) PAs in the Caatinga as part of the goal of creating new PAs in Component 1 - this condition was explained during the Portfolio Review process, which took place in September 2020.

Recognizing the legitimacy and authority of the MMA as a representative of the Federal Government to establish the SNUC consolidation guidelines regarding the absence of creating new federal PAs and the misalignment of these guidelines with the design of the Project prepared and negotiated in another political context (see Annex 5 - Project

Timeline), this impediment in the articulation demonstrates, from the point of view of this evaluation:

- A lack of commitment by the MMA to the greater results of the Project, which are subject to a situation of high risk of failure and causing irreversible impacts on the implementation strategy; and
- A space of little trust between strategic partners, which prevented an open and constructive negotiation to solve the barrier.

In this sense, the evaluation team confirms that the difficulties of articulation and internalization materialized by the lack of signature of the Cooperation Agreements with the Operating Units constituted the greatest difficulty faced by the Project in its first half.

The possibility of overcoming this barrier with the signing of the Cooperation Agreements is insufficient to put the Project back in the direction of the intended results. This midterm evaluation considers that it will be necessary to conduct a comprehensive process of redesigning its implementation strategy, including the alternatives of time extensions and changes in strategic partners.

The internalization evidence observed during the midterm evaluation is very punctual and specific such ICMBio's and the OEMAs' involvement with the completion of the SAMGe tool for all PAs and the integration of activities supported by DAP, DECO and DESP with other ongoing initiatives in the MMA – financial sustainability (SNUC LifeWeb Consolidation Project), restoration of degraded areas and assessment of the risk of extinction of threatened species (GEF-Pro Espécies).

Initiatives to Renegotiate the GEF Terrestre Project during the Midterm Evaluation

The conclusion of the sociocultural analyzes of the Protected Areas of Boqueirão da Onça concluded that the situation and the risks identified in these Protected Areas do not meet the requirements of the Project's Environmental and Social Management Plan nor the IDB's Environmental and Social Safeguards Policies - as communicated CBR-1003/2021 of 02/21/2021 - recommending that the establishment of these areas should not be accounted for by the Project.

In response, the Secretariat of Protected Areas of the MMA reiterated the institution's commitment and interest in carrying out the GEF Terrestre Project, through official letter 2391/2021/MMA of May 27th, 2021, and presents the following positions:

- The impossibility of creating new areas by the MMA;
- Concentration of Component 2 resources and actions on the theme of integrated fire management;
- The targeting of part of the resources provided for in Component 4 to support activities that contribute to the reduction of species loss due to fire and the exclusion of those aimed at supporting the implementation of territorial NAPs, alleging that these Plans are already financed by the GEF Project Pro Espécies;
- The maintenance of the activities of integrating biodiversity systems and assessing the risk of extinction of species in Component 4, albeit with a reduction in resources.

On May 28, 2021, a meeting was held within the framework of the IDB Portfolio Review, involving the main actors of the GEF Terrestre Project, as well as representatives of the MMA Secretariat for International Affairs (SEAIN) and the National Treasury Secretariat (STN) of the Ministry of Economy, where the following important steps were agreed:

- IDB: Conducting a supervision mission with the participation of the main actors and SEAIN to agree on measures to resume the Project's execution, including adjustments to the execution arrangements;
- MMA: Signing of Cooperation Agreements with States, JBRJ and ICMBio to start implementing components 2, 4 and 5; and establish details of the proposed adjustments to the design presented in official letter 2391 of 05/27/2021.

On June 16, 2021, MMA presented a proposal to reallocate the resources of Components 2 and 4, through official letter 2715/2021/MMA, suggesting the following lines of action:

Component 2:

- Hiring of firefighters and acquisition of firefighting equipment (54%);
- Pilot base for monitoring and fighting fires in the Pantanal (39%);
- Financial Sustainability Plan for Serra da Capivara, Ubajara Protected Areas (3%); and
- Monitoring of biodiversity for endangered species in PAs and surrounding areas (4%).

Component 4:

- Rescue and treatment of animals at risk from fire or deforestation in the 3 biomes (86%);
- Bases for animal rescue and treatment, especially in the Pantanal (9%);
- Systems integration (5%); and
- Analysis of the risk of extinction of species (6%). Totaling 106% of the amount allocated to the component.

On June 30, 2021, the IDB requested, through communication CBR-1372/2021, the production and submission of a technical note with greater detail on the proposals to be discussed during the Project's supervision mission.

In our assessment, the proposed adjustments to components 2 and 4, together with the possibility of disregarding component 1, completely disfigure the design of the Project, compromising the cause-and-effect relationships established in its design to achieve the main objectives and expected impacts.

Despite recognizing the seriousness of the fires that occurred in the wetland biome in 2020 and the probability of recurrence of events in the region, the proposed lines of action do not balance reaction measures (firefighting, rescue, and treatment of animals) with the necessary prevention measures.

The disregard of the initiatives to strengthen PAs in the three biomes planned in subcomponent 2.1 structurally modifies the design and theory of change assumed by the Project, reducing, or eliminating the possibility of the contribution of the GEF Terrestre Project to the consolidation of a representative and unique set of protected areas.

The changes proposed in component 4, also in our assessment, detract from one of the important cause-and-effect relationships provided for in the design of the GEF Terrestre Project with the integration of the elaboration and implementation of Territorial NAPs with other components of the Project such as restoration of degraded areas in and around PAs, consolidation of PAs, communication, among others.

The Species Department (DESP) of the MMA presented in the Project Progress Report (January to June 2021) a new implementation proposal for Component 4, which includes:

- Evaluation of the effectiveness of PAs and NAPs for the conservation of threatened species, as an aggregated activity carried out as a counterpart;
- Elaboration and implementation of actions to protect biodiversity in the GEF Terrestre territories (and surrounding areas) in the three biomes (operations to rescue and combat species trafficking in the Caatinga, Pantanal and Pampa);
- Elaboration and implementation of priority actions for the conservation and management of species in the GEF Terrestre territories (and surrounding areas) in the three biomes (Caatinga, Pantanal and Pampa);
- Integration of systems for the assessment, conservation, management, and control of species from biodiversity (integration and interoperability of systems, including an intelligence center); and
- Assessment of the conservation status of species.

This new proposal for adjusting the design of Component 4 is evaluated as more integrated with the design of the GEF Terrestre Project, as it does not disregard the importance of the other components and because it maintains some of the lines of action guided towards one of the specific objectives: "Improve the management of priority habitats and priority species".

However, this new proposal deserves a more detailed analysis as it forecasts a significant amount of resources (US\$ 4 million or 70% of the total component) in "developing and implementing actions" for protecting biodiversity or conservation and management of species without a clear strategic orientation. These actions would be defined and prioritized based on which logical framework? Based on which planning would species, territories or the nature of the necessary actions be defined?

The adjustment proposals presented by the MMA, which signal the confirmation of the federal government's interest in continuing the GEF Terrestre Project, have not yet been accompanied by the willingness and political will to sign the Cooperation Agreements with states, ICMBio and JBRJ.

During this midterm evaluation, no progress was noted in the signing of the Cooperation Agreements and, therefore, in the formalization of the participation of the Operating Units. No insurmountable administrative or bureaucratic barriers were identified for the aforementioned cooperation agreements to be signed between the institutions. The conclusion that this midterm evaluation builds is that there is a deliberate but partially explicit position by the MMA on elements of the GEF Terrestre Project's scope and implementation approaches that do not reflect policy guidelines of the current federal government.

The recent change of command in the Ministry of the Environment with changes in the Secretariats and Departments directly involved has created opportunities for the creation of new spaces for dialogue that could facilitate the realignment of some of its positions.

3. Strategic Relevance of the Project

The relevance of the GEF Terrestre Project to Brazilian biodiversity conservation strategy and efforts is unquestionable and even greater in the current context than when the Project was planned.

However, according to GEF's Guidelines on the Project and Program Cycle Policy (version 2020) and considering the degree of achievement of the objectives found during this midterm evaluation, the relevance is classified as unsatisfactory (U), since the results achieved were substantially lower than expected and major deficiencies were identified.

The strategic relevance of the GEF Terrestre Project for Brazil can be synthesized by the context in which it was negotiated, prepared and is being implemented. The GEF Terrestre Project was launched in the decade dedicated by the United Nations to biodiversity (2011 to 2020) and the second half of its implementation will coincide with the beginning of the decade dedicated to ecosystem restoration (2021 to 2030).

The thematic approach of the GEF Terrestre Project itself justifies its relevance by combining components aimed at improving the state of biodiversity conservation (establishment and strengthening of protected areas (Conservation Units), assessment and reduction of the risk of extinction of threatened species) with components dedicated to the restoration of ecosystems.

Its importance is even greater as it is aimed at supporting biomes historically neglected in conservation efforts such as the Caatinga, Pampa and Pantanal, characterized by non-forest ecosystems that harbor great biodiversity, present high rates of endemism, and provide essential ecosystem services.

The design of the GEF Terrestre Project also reveals its importance by converging with the national challenges of reconciling conservation and development in the supported biomes and also aligning itself with the international commitments assumed by the Brazilian Government.

These international commitments assumed by the Brazilian Government for the conservation and sustainable use of biodiversity, in particular the Convention on Biological Diversity, together with the national challenges of sustainable development, guided the formulation of strategies, policies and plans with which the GEF Terrestre Project is aligned and among which we highlight:

- National Biodiversity Policy (Decree 4,339, August 22, 2002);
- National Biological Diversity Program - PRONABIO and the National Biodiversity Commission (Decree No. 4,703, May 21, 2003);
- National System of Conservation Units (Law 9,985, July 18, 2000);
- National Strategic Plan for Protected Areas (Decree No. 5,758, April 13, 2006);
- National Forest Program (established by Decree No. 3420, April 20, 2000);
- National Program to Combat Desertification (PAN-Brasil, 2005);
- National Plan on Climate Change (PNMC, 2008);

- Public Forest Management Law (Law No. 11,284, March 2, 2006 and Decree No. 6,063, March 20, 2007);
- Native Vegetation Protection Law (Law No. 12,651 of May 25, 2012);
- National Policy for Native Vegetation Restoration (Proveg – and Decree No. 8972, January 23, 2017);
- National Plan for the Restoration of Native Vegetation (Planaveg – Interministerial Ordinance No. 230, November 14, 2017).

These legal frameworks and mechanisms in place and the global importance of Brazilian biodiversity have made it possible in recent years to raise funds and build innovative arrangements aimed at supporting actors in Brazilian society involved and committed to the conservation and sustainable use of biodiversity, such as PROBIO II, ARPA, GEF Cerrado, GEF-Mar and SNUC LifeWeb Consolidation – from which the GEF Terrestre Project learned, incorporating lessons learned and dialoguing mainly with the technical and execution structures.

The global call made by the United Nations General Assembly in March 2019 establishing the period of 2021 to 2030 as the Decade of Ecosystem Restoration seeking to bring together political support, scientific research, and financial resources to enhance the restoration of degraded ecosystems has made the GEF Terrestre Project even more relevant as an essential initiative to direct political attention, scientific knowledge, and resources for the restoration of ecosystems in the Caatinga, Pampa and Pantanal biomes.

The design and implementation of the GEF Terrestre Project sought to translate and incorporate its essential role in helping the country to achieve the national biodiversity goals 5, 11, 12, 14 and 15 established by Resolution 6 of 2013 of Brazil’s National Commission of Biodiversity (CONABIO).

The alignment of the GEF Terrestre Project with international biodiversity conservation commitments makes it, therefore, also aligned with the following strategic GEF objectives:

- Improve the sustainability of Protected Areas systems (BD-1),
- Reduce threats to biodiversity (BD-2),
- Recover degraded areas and increase carbon stock in forest and non-forest areas (CCM-5) and
- Develop and apply good forest management practices (SFM/REDD-1).

During this midterm evaluation, the relevance of the GEF Terrestre Project was even more evident considering the scenario resulting from the COVID-19 pandemic and its effects on the fiscal balance of federal and state governments and on the vectors of economic and social development. The experiences of generating employment and income associated, for example, with activities to recover degraded areas and the possibilities for development linked to strengthening the management of protected areas indicate the potential that the Project carries to contribute to the recovery of the country after the pandemic geared towards a more sustainable economy.

Strategic Importance of GEF Terrestre in the Post 2020 Scenario

The strategic relevance of the GEF Terrestre Project needs to be contextualized also considering the preliminary directions indicated by the new strategic framework (Figure 2) proposed and under discussion by the Convention on Biological Diversity for the period after 2020.

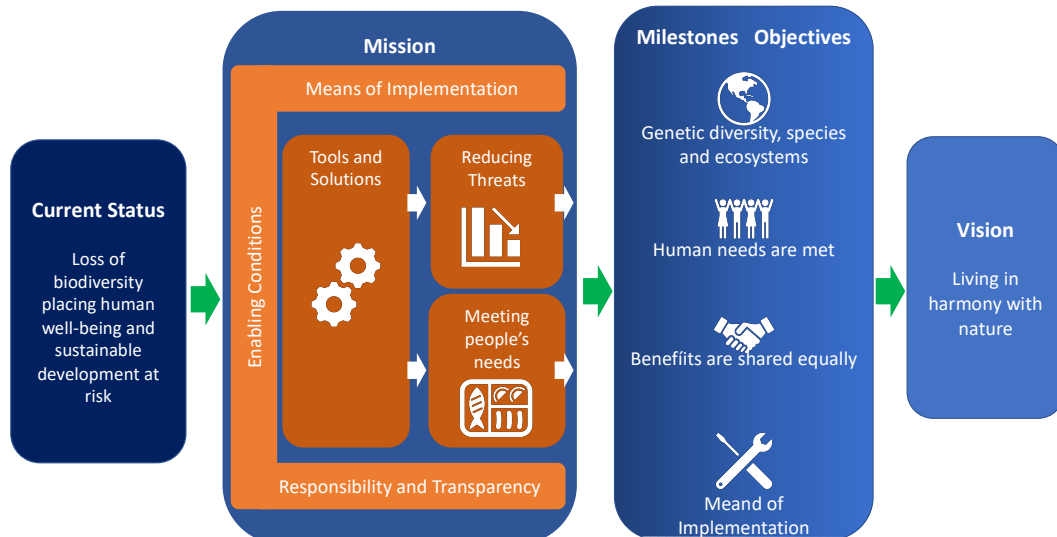


Figure 2: Strategic Biodiversity Framework Post 2020

The vision for 2050 of “living in harmony with nature” guides the strategic framework in the long-term and, thus, it recognizes the serious current situation where the loss of biodiversity threatens human well-being and sustainable development and seeks to organize a set of means and conditions that make it possible to reduce threats and meet people's needs to achieve 4 major goals:

- Genetic, species and ecosystem diversity;
- Meeting human needs;
- Equitable benefit sharing; and
- Guarantee of means of implementation.

The design and strategic hypothesis of the GEF Terrestre Project enable it to contribute unequivocally to the results preliminarily defined by the CBD for the 2030 strategy, among which are:

- Improved integrity of all ecosystems, with an increase of at least 15 percent in area, connectivity and integrity of natural ecosystems, enabling healthy and resilient populations of all species, reducing the extinction rate by at least tenfold and the risk of species extinction in all taxonomic groups by half (...).
- Net gains in area, connectivity and integrity of natural systems;
- Reduction in the rate and risk of species extinction;
- At least 20% of degraded freshwater, marine and terrestrial ecosystems are being restored, ensuring connectivity between them, and focusing on priority ecosystems; and

- At least 30% of land and sea areas, especially those of particular importance to biodiversity and its contributions to people, are conserved through effectively and equitably managed protected area systems that are ecologically representative and well connected, including other effective area-based conservation measures.

4. Results Analysis

The analysis of the results of the GEF Terrestre Project seeks to assess to what extent the planned results were achieved, to what extent this performance was affected by the delivery of products and by the implementation of the components.

In this midterm evaluation report, the analysis of the results was carried out in the following dimensions:

- Overall ranking of the results of the GEF Terrestre Project according to the guidelines of the GEF Guidelines on the Project and Program Cycle Policy (July 2020) considering the dimensions of relevance, effectiveness and efficiency;
- Evaluation of the implementation of each Component based on the timeline of its execution, the situation of achieving the goals, the delivery of products, and the execution of the funding to be allocated.
- GEF Terrestre Progress Monitoring Report (PMR) updated as of June 30, 2021 is presented in Annex 7 of this report.

Overall Ranking of the Results

The established results of improved management of PAs and conservation effectiveness, implementation of Territorial NAPs and adoption of a participatory approach in sustainable landscape management are adequately guided towards the specific objectives planned for the Project, as shown in Table 4.

Table 4: Correlation between Specific Objectives and Outcomes - Prepared by the Evaluation team

OUTCOMES	Ranking of the Results				Overall Ranking
	Relevance	Effectiveness	Efficiency	Sustainability	
Improved management of protected areas	Highly Unsatisfactory (HU)	Highly Unsatisfactory (HU)	Unable to Assess (UA)	Unable to Assess (UA)	Highly Unsatisfactory (HU)
Effectiveness of biodiversity conservation, ecosystem services and endangered species in PAs	Highly Unsatisfactory (HU)	Highly Unsatisfactory (HU)	Unable to Assess (UA)	Unable to Assess (UA)	Highly Unsatisfactory (HU)
Territorial NAPs being implemented in the supported biomes	Highly Unsatisfactory (HU)	Highly Unsatisfactory (HU)	Unable to Assess (UA)	Unable to Assess (UA)	Highly Unsatisfactory (HU)
Participatory approach to landscape management adopted in selected areas	Highly Unsatisfactory (HU)	Highly Unsatisfactory (HU)	Highly Unsatisfactory (HU)	Unable to Assess (UA)	Highly Unsatisfactory (HU)

The analysis of the four results of the GEF Terrestre Project is presented below in a systematic way, where the evaluations of relevance, effectiveness, efficiency and sustainability for each result are summarized and its general classification is presented.

Overall Analysis of the Outcomes

Result 1	Improved management of protected areas		
Indicators	Midterm Goal	Achieved	
Area of new PAs formally included in the SNUC	1,000,000 hectares	0 hectares	
Productive territories where communities adopt good management practices	25,000 hectares	0 hectares	
Relevance	Effectiveness	Efficiency	
<p>The design of the GEF Terrestre Project considered the area of new PAs established as one of the determining variables for its success. The causal relationship provided for in the design is consistent with international commitments and other experiences in biodiversity conservation based on the expansion of protected areas (ARPA, GEF-Mar).</p> <p>The logic is also aligned with the GEF– BD 1 focal areas: Improving the sustainability of protected area systems.</p> <p>However, the directive of the Federal Government, expressed in the Project records and by the Secretariat of Biodiversity and the Secretariat of Protected Areas of the MMA, is that the expansion of SNUC is not the defined strategy for improving biodiversity conservation.</p>	<p>Considering the guidelines expressed by the Federal Government unfavorable to the establishment or expansion of federal PAs, the MMA proposed a strategy to achieve the result based on the recognition of the establishment of 4 (four) PAs in the Caatinga biome in 2018, totaling 972,479 hectares.</p> <p>The results of the analyzes to comply with the socioenvironmental safeguards related to the incorporation of the Boqueirão da Onça Protected Areas make its support for the Project unfeasible.</p> <p>Therefore, the results presented by the GEF Terrestre Project are much lower than expected for this phase of the project.</p>	<p>The barriers for the execution presented by the GEF Terrestre Project significantly limited the implementation of Components 1 and 2, and with this the delivery of products and the achievement of results.</p> <p>The evaluation of the efficiency in the use of resources was limited to those components, products and results that showed a minimum degree of implementation.</p>	
Relevance: Highly Unsatisfactory (HU)	Effectiveness: Highly Unsatisfactory (HU)	Efficiency: Unable to Assess (UA)	
Overall Ranking of the Result			
Highly Unsatisfactory (HU)			
Sustainability			
<p>The assessment of the sustainability of this result is compromised by the lack of implementation of activities and the lack of related results.</p> <p>Sustainability: Unable to Assess (UA)</p>			






Result 2	Effectiveness of biodiversity conservation, ecosystem services and endangered species in PAs		
Indicators	Midterm Goal	Achieved	
Result of the Effectiveness of Management for priority PAs (measured by the TT)	60 (average score)	not measured	
Reduction of the area affected by fire in the PAs	20% reduction	0%	
Relevance	Effectiveness	Efficiency	
<p>The relevance of improving conservation effectiveness to achieving general and specific objectives is consistent and foreseen in the design of the GEF Terrestre Project.</p> <p>The proposed results are in line with the GEF – BD 1 focal areas: Improved sustainability of protected area systems.</p> <p>However, the lack of implementation of the activities of Components 1 and 2 of the Project made it impossible to deliver the products and achieve the results.</p> <p>Therefore, the assessment of relevance is highly compromised.</p>	<p>The extent of the improvement in the effectiveness of conservation measured by the improvement in the effectiveness of management and the reduction of the area affected by fire in the PAs supported by the GEF Terrestre Project was not corroborated.</p> <p>The management effectiveness monitoring tool – Tracking Tool – was not applied in the PAs supported, due to the lack of formalization of the participation of the managing bodies. For the same reason, management practices were not implemented in the selected PAs. As a result, none of the products related to this result were delivered.</p> <p>Changes in the effectiveness of PA management, presented in this report in the analysis of Component 2, cannot be attributed to the support of the GEF Terrestre Project.</p>	<p>The implementation barriers presented by the GEF Terrestre Project significantly limited its implementation, and with it the delivery of most products and the achievement of most results.</p> <p>The evaluation of efficiency in the use of resources was limited to those products and results that showed a minimum degree of implementation.</p>	
Relevance: Highly Unsatisfactory (HU)	Effectiveness: Highly Unsatisfactory (HU)	Efficiency: Unable to Assess (UA)	
Overall Ranking of the Result			
Highly Unsatisfactory (HU)			
Sustainability			
<p>The assessment of the sustainability of this result is compromised by the lack of implementation of activities and the lack of related results.</p> <p>Sustainability: Unable to Assess (UA)</p>			

Result 3	Territorial NAPs being implemented in the supported biomes		
Indicators	Midterm Goal	Achieved	
Increase in the number of threatened species included in the Territorial NAPs under implementation	80 NAPs	0	
Relevance	Effectiveness	Efficiency	
<p>The relevance of implementing action plans for threatened species based on a territorial approach to achieving general and specific objectives is coherent and foreseen in the design of the GEF Terrestre Project.</p> <p>The proposed results are in line with the GEF – BD 2 focus areas: Reduction of threats to biodiversity.</p> <p>However, the lack of implementation of the activities of Component 4 of the Project made it impossible to deliver the products and achieve the results.</p> <p>Therefore, the assessment of relevance is highly compromised.</p>	<p>The implementation of actions foreseen in the action plans for threatened species based on a territorial approach in the Caatinga, Pampa and Pantanal was not corroborated.</p> <p>None of the products provided for in Component 4 and related to this result were delivered.</p>	<p>The implementation barriers presented by the GEF Terrestre Project significantly limited its implementation, and with it the delivery of most products and the achievement of most results.</p> <p>The evaluation of efficiency in the use of resources was limited to those products and results that showed a minimum degree of implementation.</p>	
Relevance: Highly Unsatisfactory (HU)	Effectiveness: Highly Unsatisfactory (HU)	Efficiency: Unable to Assess (UA)	
Overall Ranking of the Result			
Highly Unsatisfactory (HU)			
Sustainability			
<p>The assessment of the sustainability of this result is compromised by the lack of implementation of activities and the lack of related results.</p> <p>Sustainability: Unable to Assess (UA)</p>			

Result 4	Participatory approach to landscape management adopted in selected areas		
Indicators	Midterm Goal	Achieved	
Number of families adopting good management practices in productive areas	200 families	0	
Relevance	Effectiveness	Efficiency	
<p>The participatory approach to the conservation and sustainable use of biodiversity is a principle of Brazilian public policy.</p> <p>The proposed result is in line with the GEF– BD 2 focal area: Reduction of threats to biodiversity and is central to achieving the Project's objectives.</p> <p>However, the lack of implementation of the activities of Component 2 and 5 of the Project.</p> <p>Therefore, the assessment of relevance is highly compromised.</p>	<p>Support for productive landscape management and community integration activities was compromised by the lack of Project implementation.</p> <p>The implementation of 15 subprojects for the restoration of degraded areas under component 3 can contribute to the partial achievement of this result.</p>	<p>The implementation barriers presented by the GEF Terrestre Project significantly limited its implementation, and with it the delivery of most products and the achievement of most results.</p> <p>The evaluation of efficiency in the use of resources was limited to those products and results that showed a minimum degree of implementation.</p>	
Relevance: Highly Unsatisfactory (HU)	Effectiveness: Highly Unsatisfactory (HU)	Efficiency: Unable to Assess (UA)	
Overall Ranking of the Result			
Highly Unsatisfactory (HU)			
Sustainability			
<p>The assessment of the sustainability of this result is compromised by the lack of implementation of activities and the lack of related results.</p> <p>Sustainability: Unable to Assess (UA)</p>			




5. Project Effectiveness

SUMMARY TABLE OF COMPONENT AND SUBCOMPONENT PERFORMANCE

Goals and Indicators Component or Subcomponent	Achieved
Goals or Indicators did not show any progress	
Goals or Indicators present initial progress	
Goals or Indicators partially achieved	
Goals or Indicators with significant advances	
Goals or Indicators fully achieved	

Products	Achieved	% Implemented	
		Percent of Implementation Paid For	Percent Implementation Committed (Intended + Committed)
Description of Products according to the Results Framework	According to product indicators (PMR)		
The percentages were calculated considering the dollar amount.			
Implementation data uses values consolidated up to 03/31/2021.			

5.1 Component 1 – Establishment of New Protected Areas

Goals Component	Achieved
Support the establishment process (...) of at least 24 proposals for the establishment or expansion of PAs	
Establish 1 million hectares of new PAs	
Number of PAs with financial sustainability plans drafted	

Products	Achieved	% Implemented		
		Paid	Committed	Total
1.1. Establishment/extension processes with analyses, consultations and documents prepared and submitted for declaration	0 processes	0%	0%	0%
1.2. PA proposals completed with financial sustainability plans drafted	0 plans	3.3%	0%	3.3%

5.1.1 Subcomponent 1.1. Establishment of New PAs

The establishment of new protected areas in the Caatinga, Pampa and Pantanal biomes, contemplated by Component 1 of the GEF Terrestre Project, converges with the national biodiversity target No. 11, which establishes the percentage of 17% of protected areas for the Brazilian continental biomes. According to the data made available by the National Registry of Protected Areas (CNUC), important efforts are still needed for the Caatinga, Pampa and Pantanal biomes to advance with coverage by protected areas:

- Amazon: 27.98%;
- Cerrado: 8.37%;
- Caatinga: 8.81%;
- Atlantic Forest: 9.86%;
- Pampa: 2.94%;
- Pantanal: 4.68%; and
- Marine and Coastal Zone: 26.38%.

The initial design of Component 1, based on the recognition of the role creating PAs have in biodiversity conservation, considered the possibility of supporting the different categories of strict protection and sustainable use provided for in the SNUC, including the Environmental Protection Areas (APAs), such as way of offering greater flexibility and adaptability of conservation strategies based on protected areas to the realities of territories.

The Component's strategy recognized the legal steps necessary for the establishment of new PAs established in the SNUC law and the federal attributions of the union and the states, offering an execution structure capable of supporting advances in all phases of the establishment process.

The design of the Component, recognizing the challenges that the establishment of new PAs generates for the financial sustainability of the system, especially in the scenario of high budget constraint of federative entities, provided for the drafting of financial sustainability plans, considering the funding needs (studies of SNUC costs) and strategies for generating income and attracting alternative sources of income.

The Component's implementation was preceded by a consultation process with federal and state executing agencies to identify the establishment proposals eligible for support and to gather information on the establishment processes. The proposals presented were selected based on criteria consistent with the objectives of the GEF Terrestre Project, such as priority areas for conservation, advances in the establishment process, important areas for gap species and threatened species, among others.

This initial consultation process resulted in the list of processes for creating pre-selected PAs to support the Component documented in Project Information - PIF (2017), Component 1 Project Document (2016) and in the Operational Manual (BR-G1004 Version 10/09/2018), which is presented in Table 5.

The initial phase of implementation of Component 1 described in the Strategic Committee Meeting Minutes, Planning Workshop and in the Progress Reports was characterized by

updating the list of establishment processes selected for support (Table 5) based on the inclusions and exclusions of establishment processes, mainly by the states. These updates did not compromise the Component's implementation strategy and recognize the dynamic political and institutional reality of the initiatives to establish new PAs. The deliberations to update the list of establishment processes supported by the GEF Terrestre Project were conducted through the exchange of messages (e-mails) in December 2018.

Table 5: List of Pre-Selected Establishment Processes

PROJECT PREPARATION: 2016					
Denomination	State	Scope	Category	Area (ha)	Stage
PANTANAL BIOME					
Corixo Grande do Rio Paraguai	MT	State	Undefined	358,142	Preliminary
Taiamã	MT	Federal	Ecological Station	60,000	Preparatory
Pantanal in Mato Grosso	MT/MS	Federal	National Park	60,000	Preparatory
Pantanal Salt Springs (Salinas)	MS	Federal	National Park	200,000	Preparatory
Porto Murtinho Mosaic	MS	Municipal	Full Protection and Sustainable Use	190,763	Analytical
Total Estimated Area				868,905	
PAMPA BIOME					
Pau Ferro I and II	RS	Federal	Undefined	75,000	Preliminary
Butiazais de Tapes	RS	Federal	Undefined	20,000	Preparatory
Guarita/Palmas	RS	Federal	Undefined	200,000	Preliminary
Ibirapuitã Biological Reserve	RS	State	Biological Reserve	351	Preliminary
Cerro do Jarau Natural Monument	RS	State	Natural Monument	17,471	Analytical
Total Estimated Area				312,822	
CAATINGA BIOME					
Boqueirão da Onça	BA	Federal	National Park	850,000	Conclusive
Martins Caves	RN	State	Natural Monument	3,538	Conclusive
APA Carnaúbas	RN	State	Environmental Protection Area	100,111	Conclusive
APA Dunas do Rosado	RN	State	Environmental Protection Area	16,593	Conclusive
Serra da Matinha	PE	State	Undefined	6,330	Analytical
Serra do Almirante	PE	State	Undefined	7,300	Analytical
Soldadinho do Araripe	CE	Federal	Biological Reserve	4,269	Analytical
Serras das Águas Sertanejas	PB	State	Park	31,500	Conclusive
Mosaico de Curaçá	BA	State	Full Protection	36,304	Consultation
Itatim	BA	State	Undefined	14,087	Preliminary
Ararinha-Azul	BA	Federal	Area of Relevant Ecological Interest	50,000	Analytical
Serra do Teixeira	PB	Federal	National Park	60,248	Analytical
State APA Serras da Caatinga	CE	State	Environmental Protection Area	68,545	Analytical
Serra da Taborda and Morro do Pilão	AL	State	Area of Relevant Ecological Interest	1,000	Preparatory
Sete Cidades	PI	Federal	National Park	8,732	Preliminary
Furna dos Ossos State Park	CE	State	State Park	15,702	Analytical
Carnaúbas State Park	CE	State	State Park	10,005	No Process
Mata Seca, Northern Minas Gerais	MG	State	State Park	30,000	Preliminary
Rio Poty Canyon Mosaic	PI	State	Full Protection and Sustainable Use	114,500	Preliminary
Total Estimated Area				1,428,764	

Table 6: List of Selected Establishment Processes – Initial Stage

INITIAL STAGE: 2019					
Denomination	State	Scope	Category	Area (ha)	Stage
PANTANAL BIOME					
Corixo Grande do Rio Paraguai	MT	State	Undefined	358,142	Preliminary
Taiamã	MT	Federal	Ecological Station	64,093	Conclusive
Pantanal in Mato Grosso	MT/MS	Federal	National Park	183,571	Conclusive
Pantanal Salt Springs (Salinas)	MS	Federal	National Park	80,000	Preparatory
Porto Murtinho Mosaic	MS	Municipal	Full Protection and Sustainable Use	190,763	Analytical
Total Estimated Area				876,569	
PAMPA BIOME					
Pau Ferro I and II	RS	Federal	Undefined	75,000	Preliminary
Butiazais de Tapes	RS	Federal	Undefined	20,000	Preparatory
Guarita/Palmas	RS	Federal	Undefined	200,000	Preliminary
Cerro do Jarau Natural Monument	RS	State	Natural Monument	17,471	Analytical
Podocarpus State Park	RS	State	Redefinition	3,639	No Process
Total Estimated Area				312,822	
CAATINGA BIOME					
Boqueirão da Onça	BA	Federal	National Park	347,557	Established
Boqueirão da Onça	BA	Federal	Environmental Protection Area	505,692	Established
Serra da Matinha	PE	State	Undefined	6,330	Analytical
Serra do Almirante	PE	State	Undefined	7,300	Analytical
Serras das Águas Sertanejas	PB	State	Park	31,500	Conclusive
Mosaico de Curaçá	BA	State	Full Protection	36,304	Analytical
Itatim	BA	State	Undefined	14,087	Preliminary
Ararinha-Azul	BA	Federal	Environmental Protection Area	90,621	Established
Serra do Teixeira	PB	Federal	National Park	60,248	Final
State APA Serras da Caatinga	CE	State	Environmental Protection Area	68,545	Analytical
Serrinha de Pacujá	CE	State	Park	16,814	No Process
Sete Cidades	PI	Federal	National Park	8,732	Preliminary
Furna dos Ossos State Park	CE	State	State Park	15,702	Analytical
Carnaúbas State Park	CE	State	State Park	10,005	No Process
Total Estimated Area				1,248,691	

The determining event in the initial phase of the implementation of Component 1 was the establishment of four new PAs in the Caatinga biome by the Federal Government: the Boqueirão da Onça Environmental Protection Area, the National Park Boqueirão da Onça (Decree No. 9,336 and No. 9,337 of April 5, 2018), the Ararinha Azul Environmental Protection Area and the Ararinha Azul Wildlife Refuge, (Decree No. 9,402 of June 5, 2018) which together add up to 973,189 hectares of protected area and have the following characteristics:

- The four new PAs presented by the Federal Government to fulfill the component's goals were considered capable of supporting their establishment process since the Project's preparation phase;
- The four PAs have recognized relevance for the conservation of the Caatinga biome according to the updates of priority areas for conservation both at the national level (MMA 2016), classified as extremely high conservation priority, as well as priority areas for conservation in the State of Bahia (SEMA/2015), where it is classified as a very high priority;
- The four protected areas also have great potential to contribute to the Project's expected impacts by harboring prioritized threatened species such as the jaguar

(*Panthera onca*) or providing adequate habitats for the reintroduction of extinct species in nature, as in the case of the Hyacinth macaw (*Cyanopsitta spixii*).

This establishment is reported in the 1st Project Progress Report (May 2018 to June 2019) of the Project as a major advance in the implementation and achievement of the global goal of creating 1 million hectares of new PAs (Table 7), providing an opportunity to redirect efforts and resources to other Project results.

Table 7: New Federal PAs established in the Caatinga

MIDTERM EVALUATION: 2021					
Denomination	State	Scope	Category	Area (ha)	Document
CAATINGA BIOME					
Boqueirão da Onça	BA	Federal	National Park	347,557	Decree 9,336 04/05/18
Boqueirão da Onça	BA	Federal	Environmental Protection Area	505,692	Decree 9,337 04/05/18
Ararinha-Azul	BA	Federal	Environmental Protection Area	90,621	Decree 9,402 05/06/18
Ararinha-Azul	BA	Federal	Wildlife Refuge	29,269	Decree 9,402 05/06/18
Total Estimated Area				973,179	

However, for the effective inclusion of the four new PAs, a Sociocultural Analysis (SCA) had to be presented and evaluated by the Bank's specialist team in safeguards, as determined in the Project's Environmental and Social Management Plan (ESMP).

The Sociocultural Analyzes of the Boqueirão da Onça Environmental Protection Area and National Park submitted by ICMBio in March 2021 report the history of 16 years of studies, consultations and adjustments that resulted in the designs considered by the establishment decrees published in 2018. According to ICMBio, the process of establishing these PAs reflects the current challenges for establishing PAs in the country, especially outside the Legal Amazon, where there are no large tracts of unallocated public land. Currently, the establishment of PAs, mainly for full protection, presupposes a difficult negotiation process with different interests in the use of the territory and a conciliatory and integrated approach to the implementation of these PAs to achieve coexistence between conservation and sustainable use of resources.

The sociocultural analyzes of the PAs established were evaluated by the IDB's safeguards team and, according to document CBR-1003/2021, of May 21, 2021, the incorporation of APA and PARNA Boqueirão da Onça was not accepted, due to evidence that the situation and identified risks are not in compliance with the provisions of the Environmental and Social Management Plan, as well as the IDB's Environmental and Social Safeguards Policies.

During this midterm evaluation, the other actions to support the technical studies and the steps necessary to move forward with the other selected establishment processes, which are the responsibility of the managing bodies, were not initiated due to delays in the signing of cooperation agreements with the states and the ICMBio.

In the interviews carried out with representatives of the managing bodies of the states of Ceará (CE), Rio Grande do Sul (RS) and Mato Grosso (MT), the interests and relevance for the conservation of the processes of establishing state PAs selected to support the GEF Terrestrial Project were confirmed.

During a GEF Terrestre Project portfolio review event held in September 2020, the MMA explained its position against the establishment of new federal PAs. This same positioning was confirmed in the interview carried out during this midterm evaluation with the Secretariat of Biodiversity and is supported by the current view of the Federal Government that the priority must be the consolidation of the existing federal PAs.

Regarding the support by the GEF Terrestre Project to the processes of establishing state PAs, the position presented by the Secretary of Biodiversity is that there is no restriction on the establishment of new PAs by other federative entities – states and municipalities.

The finding of the Federal Government's position against the establishment of new federal PAs and, therefore, against one of the expected results for the GEF Terrestre Project, by itself justifies the need to initiate a systematic review process that analyzes the impacts on the theory of change of the Project and the need for adjustments in the implementation strategy.

5.1.2 Subcomponent 1.2 – Financial Sustainability

The design of Component 1 is completed by a Financial Sustainability Subcomponent, which aims to prepare sustainability plans for the PAs established under the GEF Terrestre Project. The activities would involve collecting data on costs, assessing potential sources of funding, and custom modeling for the different biomes of the Project, considering conventional and alternative sources of funds within each managing agency or unit of the federation.

According to the Component 1 Project Document (March 2016), the selection of areas for preparation of the plans should consider the potential and readiness of these areas for financial mechanisms, and PAs established up to the third year of the Project would be prioritized, preferably, at least one PA per biome.

The implementation of this Subcomponent aimed at the PAs that were already established was redirected towards the development of more systemic, structuring mechanisms and with greater scope provided for in Subcomponent 2.1 – Strengthening the Management of PAs.

This change in the implementation strategy of the GEF Terrestre Project is an attempt to adapt to the current implementation conditions and a logic of integration of efforts with greater leverage.

5.2 Component 2 – Management of Protected Areas and Adjacent Areas

The support component for the management of PAs and adjacent areas is focused on facing the challenge of implementing and consolidating the management of PAs. The GEF Terrestre Project addressed a significant part of this scope and allocated resources in an intelligent and coordinated way to leverage and accelerate the implementation of PAs

supported in each biome and, with this, generate expected benefits for society and for biodiversity.

Therefore, the design of the GEF Terrestre Project contemplated the strengthening of the management of PAs through the supply of inputs and support for management programs and practices, support for the implementation of good fire management practices, and support for the sustainable management of productive landscapes.

5.2.1 Subcomponent 2.1 – Strengthen the management of Protected Areas

Goals Subcomponent	Achieved
Improve management effectiveness in selected PAs	○
Biodiversity monitoring protocols developed and tested in 11 PAs	○

Indicators Subcomponent	Evaluation
Management effectiveness score (measured by <i>Tracking Tool</i>)	Not evaluated
Number of PAs with planning instruments (management plans and specific plans) prepared and/or updated	○
Number of PAs covered by financial sustainability plans	○
Number of PAs with tested biodiversity monitoring protocols	○

Products	Achieved	% Implemented		
		Paid	Committed	Total
2.1 Management plans updated	0 Plans	0.5%	0%	0.5%
2.2 Financial sustainability plans	0 Plans	0%	0%	0%
2.3 PA with management implementation actions	0 PAs	0%	0%	0%
2.4 PA with tested protocols for monitoring biodiversity	0 PAs	0%	0%	0%

Adopting a comprehensive approach to contribute to the management of PAs, Component 2 includes a set of initiatives aimed at strengthening the management of PAs, ranging from the preparation or review of management plans, provision of infrastructure and equipment, support for the implementation of management programs, including biodiversity monitoring and the development of financial sustainability plans for selected PAs.

The PAs eligible for support under this component of the GEF Terrestre Project were selected in their initial phase considering the criterion of the need for support in more than one component, thus seeking to value the potential for synergy in the Project's implementation. Minimum requirements for component support were also established:

- Location that is exclusive or predominantly in one of the biomes contemplated by the Project (Pantanal, Caatinga or Pampa), according to the IBGE map (2004);
- Updated registration in the National Registry of Protected Areas (CNUC);
- Completion of the GEF Tracking Tool; and
- Capacity to implement and use the instruments supported by the Project (minimum staff and institutional support).

The PAs selected in the Project preparatory phase are documented in the Component 1 Project Document (May 2016) and are presented in Table 8.

Table 8: List of PAs Selected for support during the Project Preparation

PROJECT PREPARATION - 2016			
Protected Area	State	Scope	Area (ha)
Pampa Biome			
Podocarpus State Park	RS	State	3,639
Espinilho State Park	RS	State	1,609
APA Ibirapuitã	RS	Federal	316,726
Aparados da Serra National Park (Subcomp 2.2)	RS, SC	Federal	17,997
Area in the Biome			339,971
Pantanal Biome			
Pantanal do Rio Negro State Park	MS	State	77,909
Encontro das Águas State Park	MT	State	108,134
ESEC Taiamã	MT	Federal	11,555
Pantanal Matogrossense National Park	MT	Federal	135,923
Area in the Biome			333,521
Caatinga Biome			
Serra da Capivara National Park	PI	Federal	100,763
Carnaúbas State Park	CE	State	9,999
Chapada da Diamantina National Park	BA	Federal	152,142
Ubajara National Park	CE	Federal	6,271
Chapada do Araripe/FLONA Araripe-Apodi	CE, PE, PI	Federal	972,593
Sete Cidades National Park	PI	Federal	6,304
ESEC Raso da Catarina	BA	Federal	104,842
Morro do Chapéu State Park	BA	State	48,506
Morros do Caraunã e do Padre Wildlife Refuge	AL	State	1,088
Rio São Francisco National Monument	AL, SE, BA	Federal	26,736
Caminhos dos Gerais State Park	MG	State	56,237
Furna Feia National Park	RN	Federal	8,517
Area in the Biome			1,493,998
Total Area Supported			2,167,490

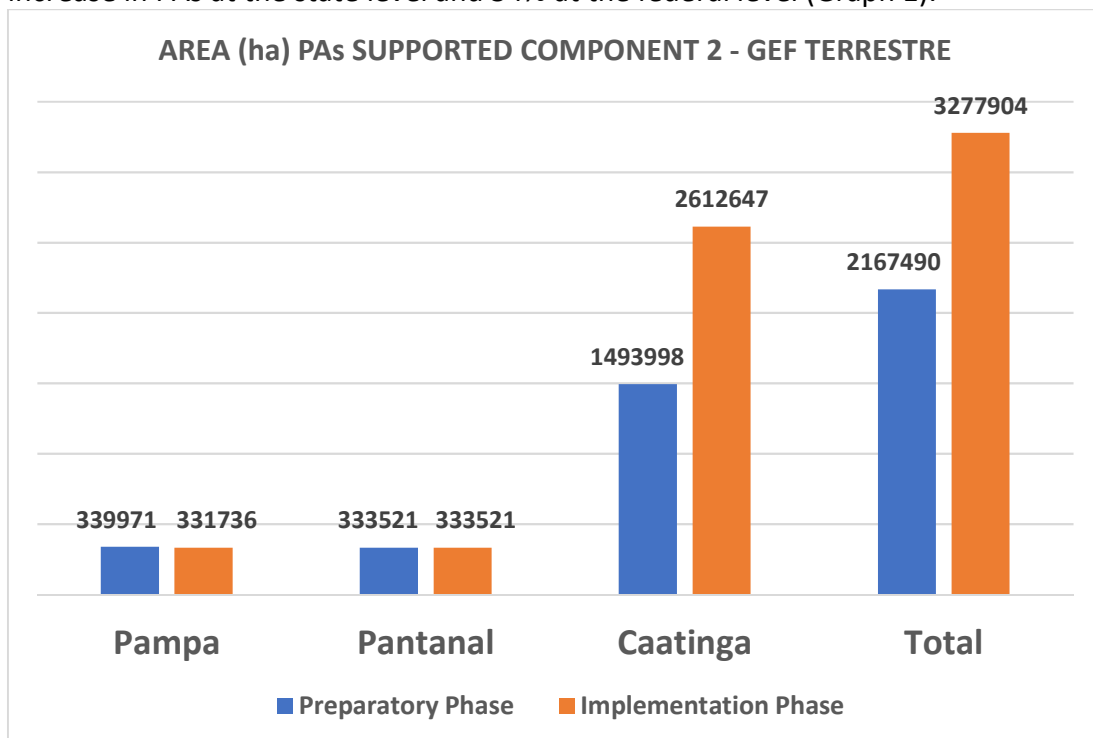
In the initial phase of the GEF Terrestre Project, changes in the list of PAs supported by the component are reported in the 1st Project Progress Report (May 2018 to June 2019), with the following justifications:

- Withdrawal of the state of Alagoas from the GEF Terrestre Project;
- Integrated support to the newly established PAs in the caatinga – APA and PARNA Boqueirão da Onça and APA and RVS Ararinha-Azul;
- Adjustment of the participation of state PAs in RS in a manner more consistent with the Project's objectives and to reduce execution risks (replacement of the Podocarpus State Park, relocating to Component 1, with the Ibirapuitã Biological Reserve).

Table 9: List of PAs Selected for support under Subcomponent 2.1.

INITIAL STAGE - 2019			
Protected Area	State	Scope	Area (ha)
Pampa Biome			
Espinilho State Park	RS	State	1,609
APA Ibirapuitã	RS	Federal	316,671
Ibirapuitã Biological Reserve	RS	State	308
Aparados da Serra National Park	RS, SC	Federal	13,148
Area in the Biome			331,736
Pantanal Biome			
Pantanal do Rio Negro State Park	MS	State	77,909
Encontro das Águas State Park	MT	State	108,134
ESEC Taiamã	MT	Federal	11,555
Pantanal Matogrossense National Park	MT	Federal	135,923
Area in the Biome			333,521
Caatinga Biome			
Serra da Capivara National Park	PI	Federal	100,763
Carnaúbas State Park	CE	State	9,999
Chapada da Diamantina National Park	BA	Federal	152,142
Uajajara National Park	CE	Federal	6,269
Chapada do Araripe/FLONA Araripe-Apodi	CE, PE, PI	Federal	972,593
Morro do Chapéu State Park	BA	State	51,916
Rio São Francisco National Monument	AL, SE, BA	Federal	26,736
Caminhos dos Gerais State Park	MG	State	56,237
Furna Feia National Park	RN	Federal	8,517
Ararinha Azul APA and Wildlife Refuge	BA	Federal	90,640
Catimbau National Park	PE	Federal	62,294
Tatu-Bola Wildlife Refuge	PE	State	110,146
Boqueirão da Onça National Park	BA	Federal	347,557
APA Boqueirão da Onça	BA	Federal	505,692
Sete Cidades National Park	PI	Federal	6,304
ESEC Raso da Catarina	BA	Federal	104,842
Area in the Biome			2,612,647
Total Area Supported			3,277,904

Changes in the set of PAs supported by Component 2 of the GEF Terrestre Project resulted in a 51% increase in the protected area supported by the Caatinga biome, with a 34% increase in PAs at the state level and 54% at the federal level (Graph 1).



Graph 1: Change in area of PAs per Biome

The difficulties encountered in signing the Cooperation Agreements with the managing bodies directly impacted the execution of this subcomponent. These difficulties are systematically reported in the four (4) Project Progress Reports as impediments to carrying out any implementation.

The lack of formalization of the participation of PA management bodies in the GEF Terrestre Project also impacted the monitoring of advances in management effectiveness and the collection of the corresponding Results Framework indicator by not allowing the application of the effectiveness monitoring tool - Tracking Tool Objective 1 - Section II (Management Effectiveness of Protected Areas).

However, the participation of managers of federal and state PAs supported by the GEF Terrestre Project was reported in three training workshops in the SAMGe tool - Management Analysis and Monitoring System, held between August and September 2019 in Brasília, Ceará and Rio de Janeiro.

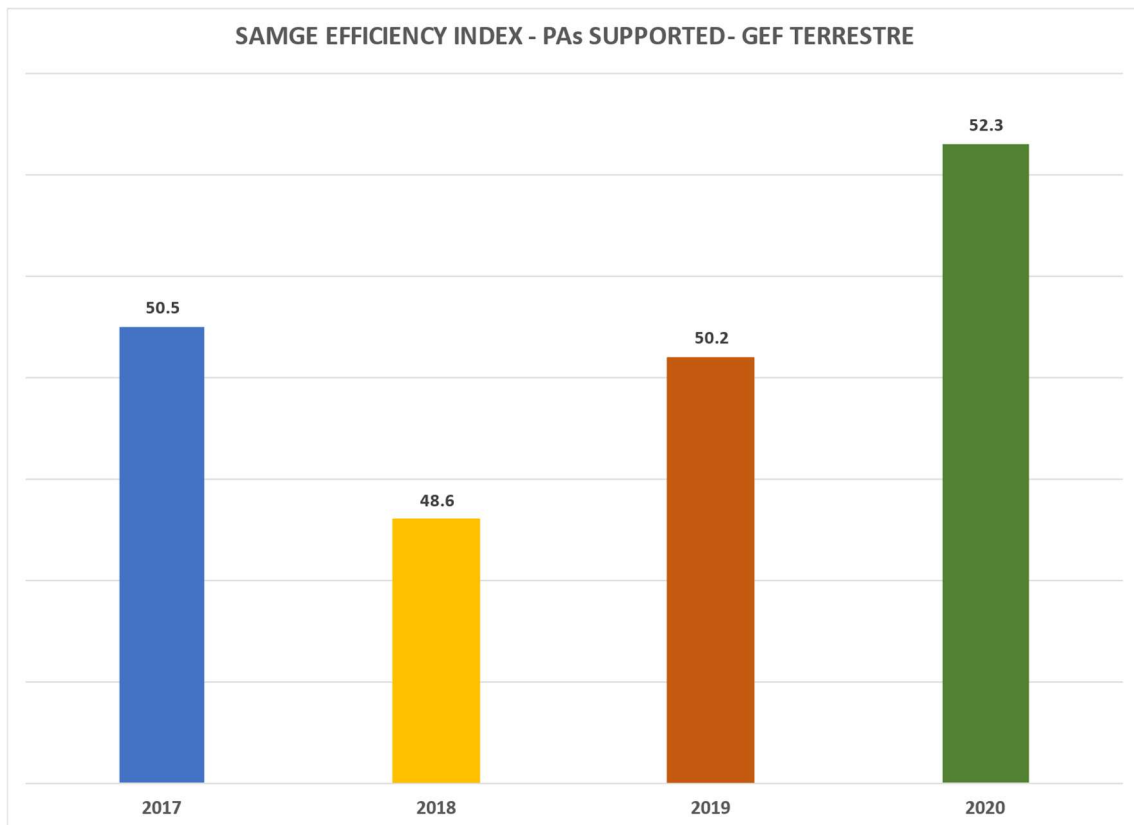
SAMGe is a system developed by ICMBio to monitor the effectiveness of the management of PAs and used within the scope of the GEF Terrestre Project as a guiding instrument for the actions to be supported. Filling it in is considered a requirement for the elaboration of the OP (Operational Plan) of protected areas.

All PAs supported by the GEF Terrestre Project, including state PAs, reported management data in the last two years on the SAMGe platform, which should be recognized as an advance in strengthening the system, an opportunity for internalization and an incentive to improve the management of the PAs.

The data on the management of the PAs supported by the GEF Terrestre Project, reported on the SAMGe platform, enable a preliminary analysis of the status of the management of these PAs, despite the finding that the Project did not implement any direct action to strengthen the management of these PAs.

The average effectiveness index generated by SAMGe combines information from the six dimensions that make up the concept of effectiveness of the methodology: results, products and services, processes, planning, inputs, and context. Based on this effectiveness metric, the set of PAs supported by the GEF Terrestre Project showed small advances between 2018 and 2020 (Graph 2).

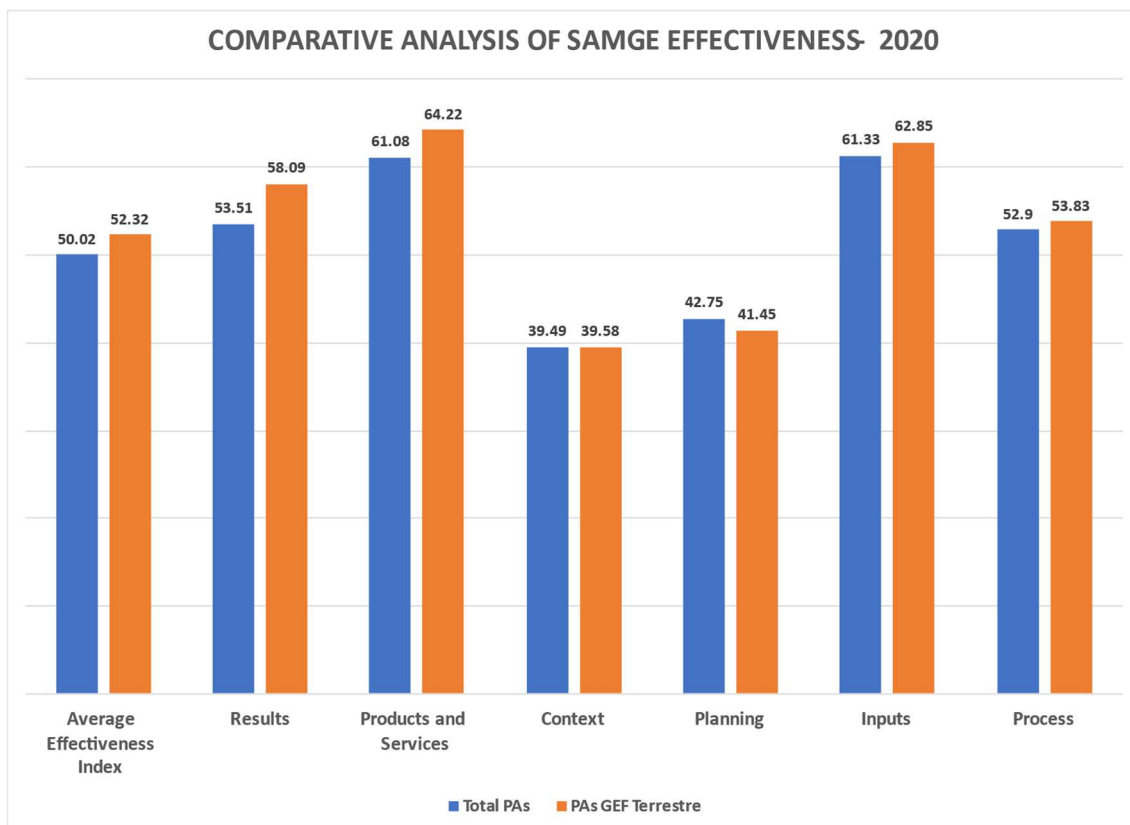
Even considering the cross-cutting activities being carried out in the GEF Terrestre Project, such as training, planning exercises and assessments of the preparatory and initial phase, this improvement cannot be attributed to the implementation of the Project.



Graph 2: Average Effectiveness of the PAs supported by the GEF Terrestre Project – Source: SAMGe

The comparative analysis of the effectiveness indicators between the total PAs that responded to the SAMGe in 2020 and the PAs supported by GEF Terrestre (Graph 3) reveals a slightly higher average level of effectiveness of the PAs supported, which seems to be related to better performances in criteria, results and products and services, which can be understood as the positive impacts of the uses allowed and encouraged in the PAs - activities such as visitation, environmental education, research, sustainable use of resources have been developed by the PAs in accordance with the management guidelines and has been generating good results for users and for conservation.

The other components of the average effectiveness index, context, planning, inputs, and processes, show little variation compared to the universe of PAs in the SAMGe, indicating that the set of OAs supported by the GEF Terrestre Project is in management conditions that are very similar to the average of all PAs that respond to the tool.

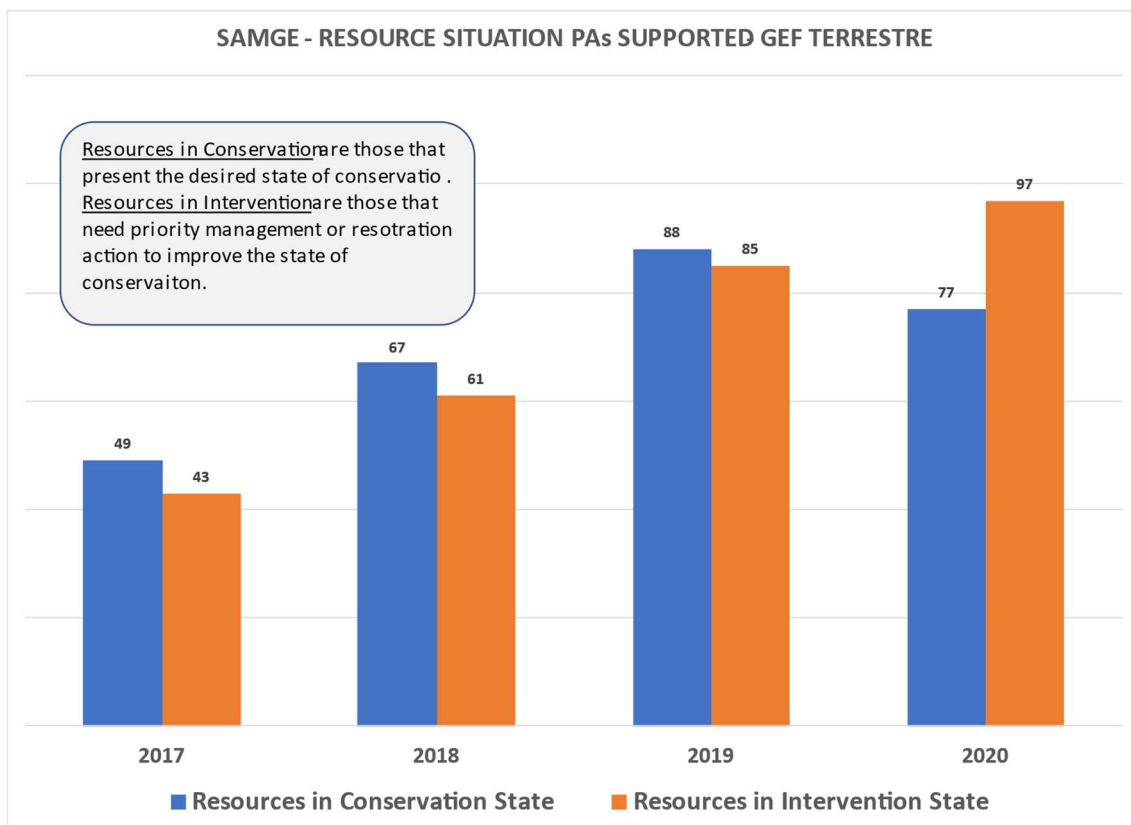


Graph 3: Comparative Analysis of PAs supported by the GEF Terrestre Project – Source: SAMGe

In the analysis of the performance of the PAs supported by the GEF Terrestre Project, the proportional increase in the amount of resources and values in a state of intervention deserves to be highlighted, i.e., those that have suffered the consequences of historical damages that are difficult to recover or of repeated damages that need restoration or prevention action to improve their state of conservation (state of intervention). Until 2019, most of the resources and values were in a state of conservation, a trend that was reversed in 2020 (Graph 4).

According to the methodology adopted by SAMGe, resources and values are the environmental, social, economic, cultural, historical, geological, landscape, and other attributes, including ecosystem services, representative of that PA and that are very relevant to the area’s objectives and purposes.

This finding that most of the resources and values of the PAs supported by the GEF Terrestre Project have entered into a state of intervention signals an increase in pressure on the PA's resources and values – in some situations it could indicate an improvement in the completion of the tool –, indicating an increased need for efforts aimed at restoration or prevention actions.



Graph 4: Situation of Resources in the PAs supported by the GEF Terrestre Project – Source: SAMGe

In an attempt to seek alternatives to enable a minimum implementation of the strengthening of the management of the PAs, the Strategic Committee, at its December 2020 meeting, discussed the possibility of centralizing and conducting some activities via the MMA. The Committee approved an alternative approach to the execution by the MMA, with the participation of managing bodies in the related technical instances.

However, the implementation activities of the subcomponent of strengthening the management of PAs remain paralyzed due to the lack of manifestation and formalization of demands by the MMA.

Financial Sustainability

In order to contribute to the development of sustainability mechanisms not only for specific PAs, but also for mosaics or even state systems, Subcomponent 2.1 also proposes to support more comprehensive sustainability plans that include groups of PAs or even entire states.

The strategy for implementing activities related to the financial sustainability of the PAs was addressed at the beginning of the implementation phase during the Strategic Committee meeting held in September 2018, when the Committee directed that plans should be based on biomes or subsystems (state, regional or other forms of aggregation) and that the approach be discussed and proposed in a more operational instance to be subsequently submitted again to the Strategic Committee.

At the first meeting of the Executing Committee, held in the same month, on September 24, 2018, the UCP held an introductory presentation on the financial sustainability of the PAs, where they presented proposals to address the topic and for the constitution of a Financial Sustainability Working Group with suggestions and guidelines for its implementation, including:

- Organization of a workshop to debate the topic with experts;
- Evaluation of the best arrangement for the elaboration of sustainability plans (per biome, state, region, management categories, or other);
- Ensuring integration and complementarity of the Component's implementation with other ongoing initiatives, such as the experiences of the ARPA Projects, GEF-Mar and the Protected Areas cost modeling system developed under the LifeWeb Project.

In December 2018, the 1st meeting of the Financial Sustainability Working Group was held, with the participation of MMA, Funbio, ICMBio, SEMA/CE, SEMA/PE, SERHMACT/PB, IEF/MG, SEMA/MT and IDB, and resulted in the elaboration of a Work Plan that integrate a set of activities, deadlines, and institutions responsible for the implementation of the financial sustainability strategy, adopting an approach consistent with the complexity and dimension of the challenge.

The activities provided for in this Work Plan did not progress as planned, and according to the 2nd, 3rd and 4th Project Progress Reports, most of the actions are awaiting the conclusion of the Cooperation Agreements with ICMBio and the state management bodies to resume implementation.

In the scope of this Subcomponent, DAP/MMA reported improvements in the cost modeling tool that will be used as a basis for understanding SNUC's funding needs and that had its development also supported by other initiatives, such as GEF Mar and SNUC LifeWeb. The MMA technical team adjusted the tool's concept, adapting parameters used to the realities of the PAs, making it more intuitive and promoting greater alignment with the effectiveness assessment tool, SAMGe.

As SNUC's resource and financing needs are very dynamic, the approach built in the initial phase of the GEF Terrestre Project (2018) will need to be updated and renegotiated so that it can be resumed. Especially if we consider the COVID-19 pandemic and post-pandemic scenarios, in which the fiscal balance of governments is being and will be severely compromised leading to the reduction of public investment capacity in the country, the discussion of the SNUC financing strategy assumes great importance and new contours.

5.2.2 Subcomponent 2.2 – Fire Management

Goals Subcomponent	Achieved
20,000 hectares of areas adjacent to protected areas where practices are being adopted to avoid carbon emissions	○
20% reduction in the area affected by fires in the three PAs where Integrated Fire Management (IFM) is implemented	○

Indicators Subcomponent	Evaluation
Area (ha) where practices are adopted to avoid carbon emissions	○
Percentage of reduction in the area affected by fires	○

Products	Achieved	% Implemented		
		Paid	Committed	Total
2.5 PAs with implementation of fire management	0 UCs	3.7%	0%	3.7%
2.6. Area where communities adopt Integrated Fire Management, avoiding carbon emissions	0 ha	0.3%	0.7%	0.9%

Subcomponent 2.2. proposes supporting the implementation of fire management initiatives in at least one PA in each of the three biomes, and also proposes the development or adaptation of fire management protocols that are pragmatic to be effectively adopted by rural landowners, and at the same time comprehensive enough to guide other fire management initiatives in biomes.

According to the design of the GEF Terrestre Project, the set of activities supported by this subcomponent needs to contribute to the reduction of the area affected by fires in the biomes, valuing prevention activities over emergency actions and establishing local and regional partnerships to expand the area under fire management beyond the PAs.

For the selection of PAs supported by subcomponent 2.2, the history and importance of fire management for the reality of PAs was assessed.

In the initial phase of the GEF Terrestre Project, the approach adopted to implement the subcomponent sought to level the information and integrate the states through meetings held between MMA and IBAMA to identify synergies between actions already developed by the National Center for Fire Prevention and Fighting Forestry - Prevfogo – and the actions proposed by the Project.

One of the understandings built was the importance of expanding the scale of action of the subcomponent beyond the three federal PAs already selected (Pantanal Matogrossense National Park, Chapada Diamantina National Park and Aparados da Serra National Park), with a view to gaining scale in fire management actions in the Project.

DAP/MMA, in partnership with PrevFogo/IBAMA, set up a monitoring committee for fire management actions that conducted an analysis of hotspots in the GEF Terrestre Project PAs to support decisions to implement this subcomponent.

This initiative resulted in the elaboration and presentation of the poster “*Estudo preliminar sobre a incidência de focos de calor nas UCs do GEF Terrestre*” (Preliminary study on the incidence of hot spots in the GEF Terrestre PAs) by Benjamim, I.; Amaral, M.; Oliveira, L. and Lombardi, R., at the International Conference of Forest Fires – Wildfire.

This 7th International Conference on Forest Fires - Wildfire, held in Campo Grande, Mato Grosso do Sul, between 10/28 and 11/01/2019 was supported by the GEF Terrestre Project by contracting a simultaneous translation service and participation of supported PA managers. The technicians involved evaluated the conference as an excellent opportunity for training on the topic of fire management and for disseminating best practices among the participants.


The implementation of the subcomponent supported the hiring of a consultancy to carry out a fire assessment in the PAs, in order to identify areas in which the support of the GEF Terrestre Project is strategic and to raise and systematize the tools and initiatives already adopted by IBAMA and ICMBio in order to enable the proposal of complementary measures.


At the beginning of the execution of the activities foreseen for the assessment of fire management, the initial methodology, which involved field visits and data collection, had to be adjusted due to the restrictive sanitary measures resulting from the COVID-19 pandemic. The consultancy adopted analysis of maps, analysis of hotspots and application of a questionnaire with local actors.

The effective implementation of integrated fire management measures in the areas adjacent to the PAs has not yet been initiated by the GEF Terrestre Project. We recognize the importance of the assessment being prepared for a coordinated and integrated approach, however the barriers for the formalization of the participation of ICMBio, responsible for the initially selected PAs, and the time needed to carry out effective actions in the field, signal that the projected reduction in the area affected by fires will probably not be achieved within the Project horizon.

The Ministry of Science, Technology and Innovation, together with IBAMA/Prevfogo, ICMBio, INPE, and other institutions, including a local organization MUPAN, supported by the GEF Terrestre Project, are applying in 2021 fire management techniques in the Private Reserve (RPPN) SESC Pantanal, with the objective of better understanding the biome's responses and identifying approaches to minimize the probability and severity of new fires such as those that occurred in 2020.

5.2.3 Subcomponent 2.3 – Management of Productive Landscapes

Goals Subcomponent	Achieved
Implementation of good practices related to the sustainable use of biodiversity and maintenance of ecosystem services in 3 communities associated with the PA or in productive landscapes	

Indicators Subcomponent	Evaluation
Number of families that adopt good productive practices	

Products	Achieved	% Implemented		
		Paid	Committed	Total
2.7. Areas with management agreement/good practices in productive areas	0 ha	0%	0%	0%

Sustainable management in productive landscapes constitutes the third line of support provided for in Component 2, which foresees the adoption of measures to reduce the negative impact of certain economic activities on biodiversity in the areas of the supported PAs or in the areas proposed for the establishment of new PAs.

The Subcomponent proposes to select areas and support the development of plans that regulate the practices adopted in land use, so that the existing production processes are able to reconcile the economic gain of production with the conservation of biodiversity.

The design of the GEF Terrestre Project established a very comprehensive range of products to support the implementation of sustainable management in productive landscapes, including: term of commitment or management agreements, good practice protocols, incentive mechanisms for rural landowners to adopt principles of sustainability (e.g. seal for sustainable cattle raising in native fields), development of supply chains with the participation of communities for restoration, among other practices that encourage the production of goods or services that value ecosystem services.

In the Component 2 Project Document (POD) of March 2016, three areas were previously selected to support these activities (ARIE Ararinha Azul – BA, APA Ibirapuitã-RS and APA Carnaúba-RN). The same Project design document provided for a validation of this selection in the initial phase of the Project with the involvement of the states and other partners involved. The Operational Manual (2018) also confirms the pre-selection of areas and confirms the need for greater articulation with states and partners to effectively initiate support.

The implementation of this Subcomponent was planned during the Planning Workshop held in September 2018, with an estimated allocation of approximately BRL 2 million between the states of Ceará, Rio Grande do Sul and ICMBio.

However, we saw no evidence of progress in the initial discussions of the subcomponent – validation of pre-selected areas – nor in the implementation of the necessary actions. There

was also no mention of progress or of the approach adopted in the implementation of sustainable management of productive areas in the Project's Project Progress Reports.




The lack of formalization of the participation of state management bodies and ICMBio in the GEF Terrestre Project also impacted the beginning of the implementation of activities planned to support the sustainable management of productive landscapes.




In July 2020, in a scenario of sanitary restrictions caused by the COVID-19 pandemic and the resulting economic and social impacts, based on the provocation by the IDB team during a supervision mission, the UCP and Funbio proposed an adjustment to product 2.7 of this Subcomponent supporting actions for the economic recovery of populations in the vicinity of Protected Areas benefited by the Project on a sustainable basis as a way of mitigating the economic and social impacts of the pandemic. The resources initially planned for the action were reassessed and the use of an exceptional request for resources to make this execution feasible was discussed.

However, this exceptional request was not carried out by the MMA with the IDB, making the implementation of mitigating measures and the implementation of the subcomponent unfeasible.

Convergence with the objectives and guidelines provided for in Component 3 - Restoration of Degraded Areas of the Project must be considered, especially in the case of the APA of Ibirapuitã where the approach to the restoration of degraded areas is closely linked to the productive activity of grazing in native fields.

5.3 Component 3 – Restoration of Degraded Areas

Goals Component	Achieved
Development of biome-specific guidelines for restoration planning and monitoring (decision trees and monitoring protocols)	
Preparation of biome-specific maps of priority areas for the restoration of native vegetation	
5 thousand hectares of areas in the process of recovering native vegetation and adopting sustainable management practices	

Indicators Component	Evaluation
Number of guiding instruments developed (decision trees, monitoring protocols and maps of priority areas for restoration)	
Number of restoration plans developed and under implementation	
Area (in hectares) in the process of restoration according to the restoration plan and managed in a sustainable manner	

Products	Achieved	% Implemented		
		Paid	Committed	Total
3.1 Decision trees, monitoring protocols and maps of priority areas for restoration	0 instruments	12.9%	34.0%	46.9%
3.2 Assessment of degraded areas and restoration plans for selected areas	8 plans	108.4%	0%	108.4%
3.3 Degraded area in the process of restoration	669.4 ha*	22.4%	42.1%	64.5%

**The restoration subprojects foresee interventions in an area of 6,414.4 hectares. Currently, 8 subprojects have their restoration plans approved and in the process of implementing restoration activities.*

The design of the GEF Terrestre Project recognized the existence of degraded areas within the PAs and estimated an area of more than 1.3 million hectares to be restored in the fully protected and sustainable use PAs supported (Project Document Component 3 – May 2016).

This design directs Component 3 to support the strategic restoration of degraded areas, forest or non-forest, around or inside the PAs, aiming to increase the carbon stock, promote the adoption of sustainable management practices in areas of existing native vegetation and mitigate the effects of fragmentation, promoting connectivity and gene flow. The expected impacts of these activities include improving and increasing habitat for threatened species, reducing invasive alien species, and improving the provision of ecosystem services.

The approach adopted by the Component was aligned with the National Policy for Native Vegetation Restoration (PROVEG) established by Decree 8792 of 01/23/2017 and its main implementation instrument, the National Plan for Native Vegetation Restoration

(PLANAVEG) which aims expand and strengthen public policies, financial incentives, markets, good agricultural practices, and other measures necessary for the restoration of native vegetation on 12 million hectares by 2030.

In the design document of the GEF Terrestre Project (Component Project Document 3 – May 2016) the component is called Restoration of Degraded Areas and throughout its description the concept of restoration of degraded areas is adopted. The same document establishes the goal of restoring 5,000 hectares in pre-selected protected areas, based on the drafting of restoration plans and implementation and monitoring reports for each of the selected protected areas through the hiring of consultants that should execute services with the support of local managers and the community.

Parallel to the implementation of actions in the territory, the Component's support for initiatives capable of guiding public policies for the restoration of vegetation on a large scale was also foreseen, such as the definition of decision trees for restoration planning, monitoring protocols, and maps of priority areas for restoration in the Caatinga, Pampa and Pantanal.

Based on the criteria defined in the Component 3 Project Document (POD 3) and on the consultations carried out with the management bodies on the demand for restoration, a preliminary survey of areas to be covered by this component was carried out (Table 10).

Table 10: List of Pre-Selected PAs to support Component 3

Biome	Protected Area
Pampa	Ibirapuitã Biological Reserve and Environmental Protection Area Podocarpus State Park (PEP) Espinilho State Park (PESP)
Caatinga	Chapada da Diamantina National Park Raso da Catarina Ecological Station Araripe-Apodi National Forest Serra da Capivara National Park
Pantanal	Pantanal National Park

The implementation of Component 3 adopted the strategy of launching Call for Projects. This decision, which is reported in the 1st Project Progress Report, proved to be quite adequate to the context of execution, but like other important changes in the implementation strategy, this decision-making process was not recorded in the Project documents.

As of the 1st Project Progress Report, which still uses the terms restoration and recovery indistinctly, the term “recovery” is now used in all documents and records of the GEF Terrestre Project. According to the DECO/MMA assessment, the change in terminology does not represent a change in the approach, but the adoption of a broader concept that is more in line with the National Policy and PLANAVEG.

The 1st Project Progress Report lists the PAs to be covered by the calls for projects (Table 11).

Table 11: List of PAs Selected for Subprojects to Restore Degraded Areas

Biome	Protected Area
Caatinga	Chapada do Araripe Environmental Protection Area
	Araripe National Forest
	Raso da Catarina Ecological Station
	Rio São Francisco National Monument
	Furna Feia National Park
	Ararinha Azul Environmental Protection Area
	Ararinha Azul Wildlife Refuge
	Caminhos dos Gerais State Park
	Ubajara National Park
	Chapada Diamantina National Park
Pampa	Ibirapuitã Environmental Protection Area
	Ibirapuitã Biological Reserve
	Espinilho State Park
Pantanal	Sesc Pantanal Natural Heritage Private Reserve
	Pantanal do Rio Negro State Park

The methodology for carrying out restoration projects provides that for each area to be restored, a plan will be drawn up and implementation and monitoring reports will be developed.

To monitor the process of drafting the Call and selecting projects, Technical Chambers (TC) were established with managers of the supported PAs and specialists in the subject of restoration in the three biomes, as well as representatives of the MMA and ICMBio.

The calls for projects were carried out in a targeted manner for each biome and in two phases, one being an expression of interest to identify the profile and enable a pre-assessment of the operational capacity of the candidate institutions, and a second for the technical evaluation of the project proposals submitted by the institutions that expressed interest in the first phase. The use of two phases allowed for a better adaptation of the values to the needs and capacity of the proponent institutions, and the targeting according to biome allowed for a better adaptation to regional realities.

Six project calls were made between 2019 and 2020, 2 for Caatinga, 3 for Pampa, and 1 for Pantanal. A total of 15 restoration subprojects were selected and approved by the Technical Chamber (Table 12).

Table 12: Summary of Subprojects supported by Component 3

Biome	Subprojects under Implementation	Area (ha)	Amount (BRL)
Caatinga	9	735.4	11,192,384.51
Pampa	3	5,550	6,801,891.60
Pantanal	3	129	2,135,123.01
Total	15	6,414.4	20,129,399.12

These 15 selected and approved restoration projects are expected to restore more than 6,400 hectares, surpassing the initial target of 5,000 hectares of areas in the process of restoration.

In response to the forest fires that occurred in the Pantanal in 2020, additions were made to the projects to increase the area to be restored and include activities to prevent and fight forest fires in the RPPN SESC Pantanal (area to be restored increased to 46 hectares) and in the APA Baía Negra (increased to 58 hectares).

After the preparation of the Restoration Plan, there was also an increase in the area to be restored in the ESEC Raso da Catarina project, in the Caatinga, to 218 hectares. Thus, a total of 6,583.4 hectares of degraded areas are expected to be restored considering all 15 projects already underway.

The selected initiatives (subprojects), PAs, and institutions supported by the implementation of Component 3 are presented in Annex 6, with information on the areas to be recovered, the planned values, and the expected start and end dates.

The first delivery of the restoration subprojects, according to the established methodology, consists of the preparation of Restoration Plans, which correspond to one of the goals of Component 3. Eleven projects are in an advanced stage of completion of their plans, and 8 have already been approved by the managing agency of the PA and by the MMA, as shown in Table 13.

Table 13: Status of Restoration Plans

Protected Area	Restoration Plan Status
APA Chapada do Araripe	Approved
FLONA Araripe-Apodi	Approved
ESEC Raso da Catarina	Approved
MONA Rio São Francisco – Subproject 1	Approved
MONA Rio São Francisco – Subproject 2	Approved
PE Caminhos das Gerais	Approved
PARNA Furna Feia	Approved
RPPN SESC Pantanal	Approved
PARNA Chapada Diamantina	Under revision
APA Ibirapuitã – Subproject 1	Under revision
APA Ibirapuitã – Subproject 1	Under revision
APA/REVIS Ararinha Azul	Being drafted
REBIO Ibirapuitã and PE Espinilho	Being drafted
APA Baia Negra	Being drafted
REBIO Marechal Rondon	Being drafted

The expectation reflected in the last Project Progress Report (January to June 2021) is that by the end of the second half of 2021, all restoration plans should be prepared and under implementation.

During the last half of 2020, the GEF Terrestre Project enabled several training actions addressing technical content on restoration and on the physical and financial execution of subprojects, providing an alignment on the methodology and approach of Component 3 of

the Project and the necessary exchange between the implementation teams of contracted subprojects and PA managers:

- Training for Project Execution and Use of Resources - Caatinga and Pantanal - July 27
- Training workshop for projects in Restoration of Degraded Areas - Caatinga and Pantanal - August 12
- Training workshop for managers of PAs in the Restoration of Degraded Areas - Caatinga and Pantanal - August 13
- 1st Exchange Seminar on Degraded Area Restoration Projects in Caatinga and Pantanal Conservation Areas of the GEF Terrestre Project - October 15th and 16th
- 1st Seminar on Exchange and Training for Restoration Projects in Degraded Areas in Pampa Projects of the GEF Terrestre Project – October 29
- Seminar on Sowing and Seed Collector Networks – December 4th
- Training for Project Execution and Use of Resources - Caatinga and Pantanal - December 15th.

Parallel to the calls for projects to implement restoration actions in and around the PAs, negotiations were initiated to prepare the map of priority areas for the restoration of native vegetation in the Caatinga, Pampa and Pantanal, through the publication in October 2019 of the Term Reference for the selection and hiring of a consulting company capable of conducting the studies necessary for the preparation of the maps.

The company was hired in 2020 and virtual workshops were held with experts to discuss variables, databases, and scenarios in the Pampa biome in September, in the Pantanal in October and in the Caatinga in November of the same year. The proposals for databases and variables for Pantanal and Caatinga and the reports on the holding of the workshops were delivered and approved by the MMA.

The models delivered will require adjustments by the hired company, which will require an amendment to the contract and extending the expected outcomes for 2022.

The approach adopted for the elaboration of biome-specific guidelines for restoration planning and monitoring (decision trees and monitoring protocols) was based on the adaptation of the Webambiente and AgroTagVeg systems, both developed by Embrapa, the first in partnership with the MMA. To facilitate the preparation of the guidelines, terms of reference (ToR) were drawn up for hiring consultants based on conversations with researchers from EMBRAPA involved in the development of the systems, working in the Caatinga, Pampa and Pantanal biomes and specializing in the restoration of degraded areas.

The Brazilian Forest Service – SFB was also integrated into the initiative, participating in meetings with MMA and EMBRAPA to discuss the content of the ToRs. It is expected that the SFB will be one of the main users of these tools, with the inclusion of both decision trees and monitoring protocols in the PRA (Environmental Regularization Programs) Module of the Rural Environmental Registry (CAR) System, with the aim of provide guidance for rural producers with restoration liabilities.

The ToRs underwent a process of analysis, adjustments and approval by the Board of DECO/MMA, and the terms for hiring the guidelines for the Pampa and for the Caatinga were published in March and April 2021, respectively.

The implementation of the subprojects for the restoration of degraded areas is evaluated as very satisfactory and the main success story of the GEF Terrestre Project, considering the total area planned for restoration and the preliminary results collected during interviews with the PAs and the Institutions responsible for the execution.

The nature of degraded area restoration processes poses a challenge to the project implementation cycle related to the long time required for planning, execution, monitoring and effective results in the territory, compared to the short project execution time.

We believe that the process of selecting the institutions responsible for executing the subprojects was properly designed and conducted using criteria such as expertise in the subject of restoration and the existence of social capital (capillarity, history, and capacity for local mobilization) as a risk mitigation measure for the continuity of restoration initiatives.

The close link between the restoration subproject carried out in the Pampa biome in the Ibirapuitã EPA region (RS) with the Alianza del Pastizal initiative, led by BirdLife International, which seeks to integrate rural producers in the joint effort to promote the adoption of sustainable production models is evidence of the success of the GEF Terrestre Project in mitigating the risks of discontinuation of restoration initiatives.

These initiatives, supported by the GEF Terrestre Project, have demonstrated their ability to deepen the debate on the restoration of degraded areas, promote technical leveling, and support the construction of an integrated narrative for the restoration of territories.

A challenging and, at the same time, extremely important aspect for the execution of the subprojects concerns the readiness of the selected territories of the Caatinga, Pampa and Pantanal for restoration. These biomes have been historically disregarded, knowledge and experience are still incipient, and the supply chain of restoration is non-existent or poorly consolidated.

We assess that the implementation of the GEF Terrestre Project has generated, as a benefit associated with the restoration of the selected areas, the stimulation for developing the readiness of these territories by providing opportunities to leverage the restoration chains in the implementation regions, enabling the strengthening of seed collection activities and production of seedlings, and thus increasing the installed capacity in the regions for restoration – which can be considered one of the great legacies of the Project.

The implementation of subprojects has also been able to catalyze activities converging with the restoration of degraded areas, such as applied scientific research, a fundamental element for the restoration agenda. This capacity is related to the scientific nature of some of the selected institutions and the need to produce knowledge applied to the challenges of restoring degraded areas in biomes. The restoration subproject carried out with the

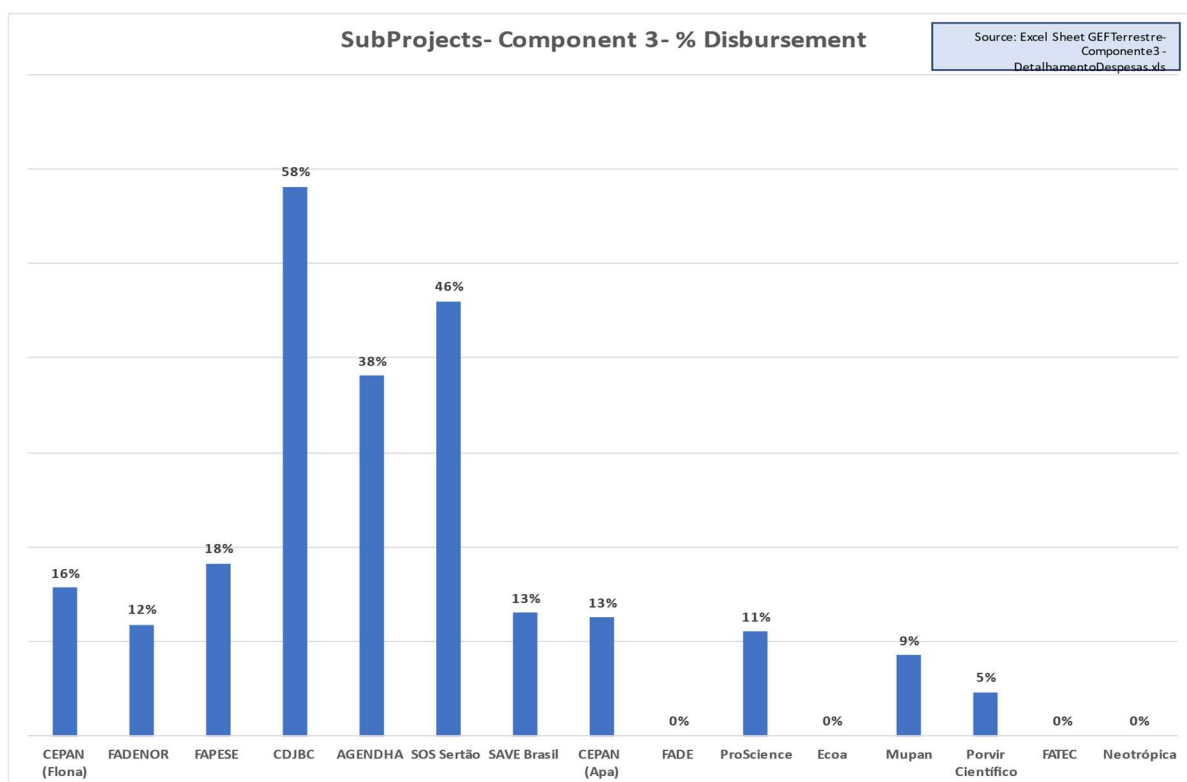
Caminho dos Gerais State Park (IEF/MG) by FADENOR is mobilizing 12 associated lines of scientific research.

Another benefit associated with the implementation of the subprojects found is the generation of employment and income opportunities in the regions of implementation. The restoration of degraded areas is characterized by the intensity of the demand for manual labor. The analysis of the financial planning of the restoration projects shows that more than half of the resources will be directed towards hiring personnel. This dimension of the performance of Component 3 assumes great relevance in the post-pandemic scenario of COVID-19 and deserves to be highlighted in the reports and documents of the Project.

Based on the analysis of the monitoring reports made available and the reports collected during the interviews, the sanitary restrictions resulting from the COVID-19 pandemic caused delays in the implementation of the subprojects due to the limitations of the meetings, gatherings, and collective activities and also compromised the institutional presence in the initial phases of subproject execution.

These delays have not yet severely compromised the implementation of the subprojects and the achievement of the Component 3 goal, but they must be carefully monitored, considering the evolution of the COVID-19 pandemic in the country, to enable the implementation of appropriate corrective measures such as replanning and even the extension of deadlines for some subprojects.

The analysis of the disbursement patterns carried out for the implementation of subprojects (Graph 5) is coherent with the initial phase of assessment, planning, and preparation and with the physical advances reported in the monitoring reports.



Graph 5: Percent Disbursements Subprojects – Data Consolidated up to 03/31/2021

Considering the experience provided by the implementation of the restoration subprojects, important lessons and recommendations for improvement were identified:

Monitoring of subprojects:

- Prioritize, as soon as possible, monitoring at the implementation site;
- Incorporate greater detail into the monitoring reports about job and income generation opportunities;
- Ensure greater regularity of reports and meetings;
- Improve the sharing of reports and information on subproject monitoring with the managing bodies of the associated PAs.

Engagement:

- Increase the involvement of associated PAs and responsible management bodies;
- Emphasize the role of federal and state governments in the initiatives in a joint role with the institutions responsible for implementation;
- Reinforce the importance of the alliance with other converging initiatives – in the case of the Caatinga, for example, the alliance with the river basin committees and the synergies with the policy to combat desertification.

Communication and Knowledge Management:

- Improve communication and dissemination of initiatives aimed at strengthening political and social support;
- Increase opportunities and mechanisms for integrating and sharing knowledge among subprojects.

5.4 Component 4 – Evaluation of the Risk of Fauna and Flora Extinction

Goals Component	Achieved
Carry out an evaluation of the effectiveness of PAs for the conservation of species	<input type="radio"/>
Assess the risk of extinction and threats for 2,000 species	<input type="radio"/>
Develop and implement National Action Plans in 11 selected territories	<input type="radio"/>

Indicators Subcomponent	Evaluation
Number of territories with NAPs elaborated	<input type="radio"/>
Number of territories with NAP implementation actions financed	<input type="radio"/>
Number of species at risk of extinction was evaluated	<input type="radio"/>

Products	Achieved	% Implemented		
		Paid	Committed	Total
4.1 Evaluation of the effectiveness of PAs for the conservation of threatened species	0 evaluations	0%	0%	0%
4.2 Preparation and publication of territorial PANs	0 NAPs	0%	0%	0%
4.3 Territories with NAP priority actions implemented	0 territories	0%	0%	0%
4.4 Integration of biodiversity systems	0 systems	0%	0%	0%
4.5 Assessment of species conservation status	0 evaluations	0%	0%	0%

Improving the conservation status of endangered species of fauna and flora is the main objective of this component, which has great relevance for the intended impacts of the GEF Terrestre Project of population increase of priority threatened species.

Thus, the Project Document - Component 4 (POD - April 2016) establishes that this result will be achieved through the support of the GEF Terrestre Project to the following processes:

- Preparation of territorial action plans;
- Implementation of NAP strategic actions, both those already elaborated and the new territorial plans;
- Monitoring the implementation of NAPs;
- Assessment and update of the conservation status of endangered species;
- Consolidation of the biodiversity portal; and
- Evaluation of the effectiveness of protected areas for the conservation of threatened fauna and flora.

In the implementation arrangement planned, the Ministry of the Environment, through the Department of Conservation and Management of Species (DESP), is responsible for coordinating the actions developed by ICMBio and JBRJ in alignment with the guidelines established by the National Program for the Conservation of Endangered Species of Extinction (MMA Ordinance 43/2014). The engagement and dialogue with productive sectors, civil society, researchers, and state environmental agencies is also expected.


The failure to sign the Cooperation Agreements with ICMBio and JBRJ prevented the execution of the actions foreseen and the allocation of resources foreseen in POA 2019-2020, and the Component did not support any activity and did not present any progress. Although there was a possibility for the partial implementation of the component through DESP/MMA, so far there has been no expressed interest in making the alternative viable by the MMA.




In the Progress Reports, important actions coordinated by DESP/MMA and aligned with the objectives of this Component are reported, such as the preparation of documents, conducting courses and technical meetings using resources from the GEF Pro-Espécies Project.

In July 2019, ICMBio approved, through Ordinance no.353, the 2nd Cycle of the National Action Plan for the Conservation of the Spix's Macaw - Spix's Macaw NAP, with the general objective of reintroducing the Spix's Macaws in their original area of occurrence by 2024, seeking its continued population increase and conserving habitats with community involvement in sustainable practices.

The update of the Spix's Macaw NAP confirms the great convergence with the actions foreseen by the GEF Terrestre Project, such as the establishment and consolidation of the APA and RVS Ararinha Azul and the restoration of degraded habitats.

5.5 Component 5 – Integration and Relationship with Communities

Goals Component	Achieved
Communication strategy for engaging local communities designed and implemented	

Indicators Subcomponent	Evaluation
Number of workshops held to train beneficiaries and key partners	
Number of training opportunities based on biodiversity and ecosystem services including women	
One communication strategy elaborated	

Products	Achieved	% Implemented		
		Paid	Committed	Total
5.1 Workshops and seminars to train beneficiaries and key partners	11 workshops	15.5%	0%	15.5%
5.2 Training in opportunities based on biodiversity and ecosystem services, including women	0 trainings	0%	0%	0%
5.3 Communication strategies for engaging local communities	0 strategies	0%	0%	0%

The design of the GEF Terrestre Project considered in Component 5 the importance of integration and involvement with communities affected by its implementation, betting on the strengthening of existing spaces and mechanisms for community participation to promote their engagement with the conservation and sustainable use of the Caatinga, Pampa and Pantanal biomes.

Seeking to maximize the impact of the resources invested and promote the sustainability of the results achieved, this Component supports the integration of the Project's actions with other initiatives and the integration between the other Components of the GEF Terrestre Project.

According to the Project Document – Component 5 (POD – April 2016), the implementation of this Component is anchored in four main actions: institutional articulation, articulation and monitoring of participatory actions, establishment of an interactive information portal for the GEF Terrestre Project and preparation of Guidelines for Compensation for cases of restricted use and Action Plans for Social Management.

The CEO Endorsement and the Operational Manual (version 1 April 2019) states that Component 5 will support the following lines of action:

- holding seminars for institutional integration and collaboration between involved parties;
- dissemination of guidelines and holding workshops for participatory construction with the communities involved;

- production and dissemination of information material to promote public awareness and engagement of local communities;
- implementation of participatory mechanisms; and
- dissemination and training of communities to use the Grievances, Control and Accountability System.

Institutional Engagement

This set of actions supports the integration and engagement between the different institutions that make up the GEF Terrestre Project based on the identification of these actors, the conceptual and methodological leveling necessary for their effective participation in the implementation of the Project, and promotion of existing or new participation and shared management platforms, when necessary.

The initial approach adopted for the implementation of this set of actions considered supporting participatory information and leveling meetings on social and environmental safeguards and the installation and operation of the main instances provided for in the Project arrangement (Strategic Committee and Executing Committee), provided for support by this Component and is reported in the Reports.

Throughout 2019, despite the progress of activities to prepare and plan the implementation and fulfillment of the main requirements for its effective operation - validity of the OPM and beginning of procurement and hiring activities - the formalization of the participation of the executing agencies in the Project GEF Terrestre was not implemented through the signing of Cooperation Agreements provided for in the Non-Reimbursable Financing Agreement and in the Project Operational Manual (OPM), in which the Ministry of Environment participates as an intervener. This situation, which remains unchanged until this midterm, has severely and irreversibly impacted the implementation of all Components of the GEF Terrestre Project, with greater effects on Components 1, 2, 4, and 5.

Engagement and Monitoring of Participatory Actions

Based on the understanding that communities are already included in the methodologies and activities supported by Components 1, 2, 3 and 4, the approach proposed for this set of actions is mainly aimed at monitoring involvement and integration through the systematic recording of activities carried out by the Components and using the selected participation indicators – a set of participation indicators was suggested in the preparatory phase of the GEF Terrestre Project.

During the first half of the implementation of the GEF Terrestre Project and considering the records of the activities carried out, no evidence of the implementation of this line of action was found.

Participatory Communication with the Communities

During the beginning of the Project's implementation, UCP/MMA and Funbio held meetings to analyze the inputs and initiatives already available and design a communication strategy appropriate to the Project's implementation context (11/30/2018, 02/26/2019 and 03/28/2019).

The understanding was that the communication strategy should initially focus on the mobilization and engagement of the implementing partners of the GEF Terrestre Project and subsequently prioritize the dissemination of actions and outcomes. The group also agreed on the need to hire professional and specialized communication support to detail and implement the strategy.

The hiring of this consultancy, according to the Project records, awaits the signature of the TCAs and the full execution phase of the activities to be carried out, even though the activity is under the coordination of the UCP/MMA, which has a cooperation agreement in force to implement Project actions.

The importance of the communication process for achieving the expected objectives of the GEF Terrestre Project and its ability to support the strengthening of political, institutional, and social relationships that permeate the Project recommend that the construction and implementation of a communication strategy be considered as priority, even for the possibility of contributing to the solution of institutional barriers identified.

6. Efficiency of Project Implementation

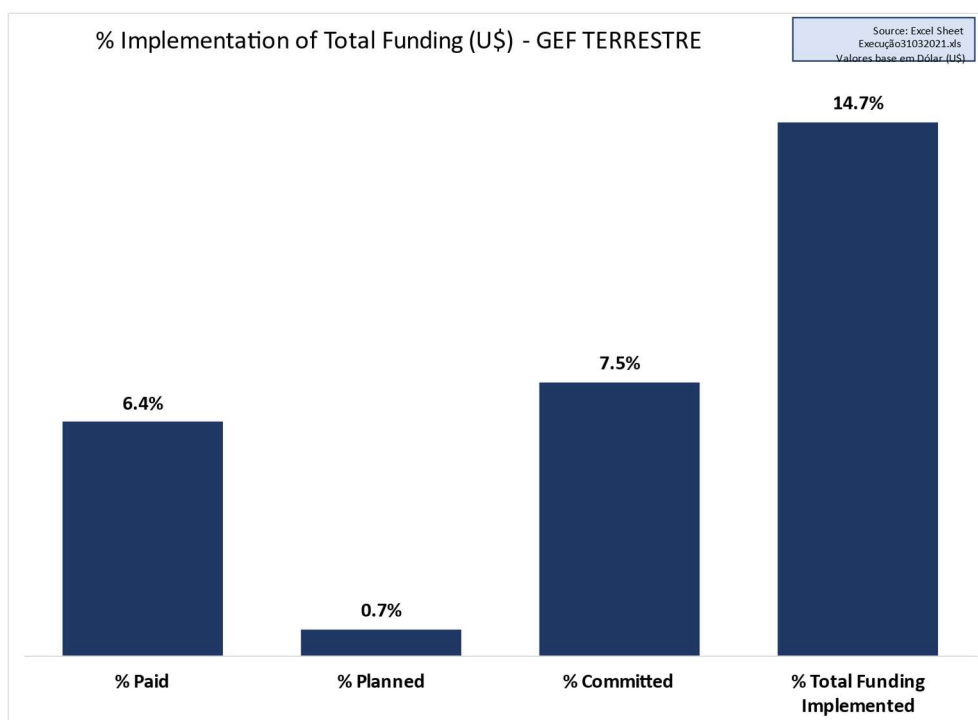
The overall rating of the efficiency of the GEF Terrestre Project considering the extent to which its results were achieved and the execution of the planned resources up to the midterm is unsatisfactory (U), in accordance with the GEF Guidelines on the Project and Program Cycle Policy, Annex 12. The underutilization of the execution structure built for the GEF Terrestre Project caused an imbalance in the relationship between the executed resources and the results presented.

6.1 Implementation

The execution of the resources of the GEF Terrestre Project was also highly impacted by the lack of formalization of the participation of the state management bodies, ICMBio and JBRJ – the operational units of the institutional arrangement.

Thirty (30) months after the Project's implementation – half of its execution period – only 14.7% of the total resources were allocated, considering the values in dollars and the following phases of execution (Graph 6):

- Resources actually paid: 6.4%;
- Committed resources (contracts signed, but not yet paid, such as products from ongoing consulting services, future disbursements for projects, etc.): 7.5%
- Expected resources: requests that have already been made, but that do not yet have a signed contract (requests in the process of being formalized): 0.7%.

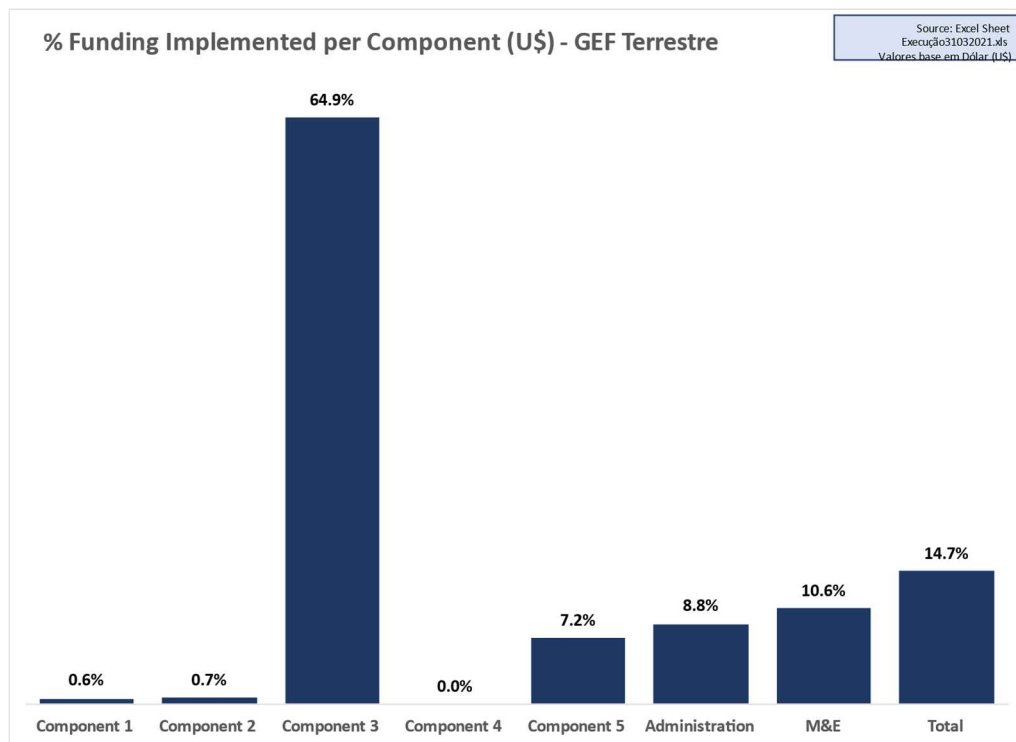


Graph 6: Percent Implementation of GEF Terrestre Project – Data Consolidated up to 03/31/2021

An initial finding from the analysis of the performance of the GEF Terrestre Project implementation is that its execution structure and financial arrangement were not required during the first half, thus compromising a consistent evaluation of the Project's functionality and efficiency.

The information on the total execution of about 21% of the resources foreseen, when analyzed based on the components of the GEF Terrestre Project (Graph 7), demonstrates the concentration of this execution in the implementation of Component 3, which presents 95% of total execution (paid + expected + committed), execution of less than 1% in components 1, 2 and 4 and only 7.5% in component 5 related to training activities carried out in the first months of the Project.

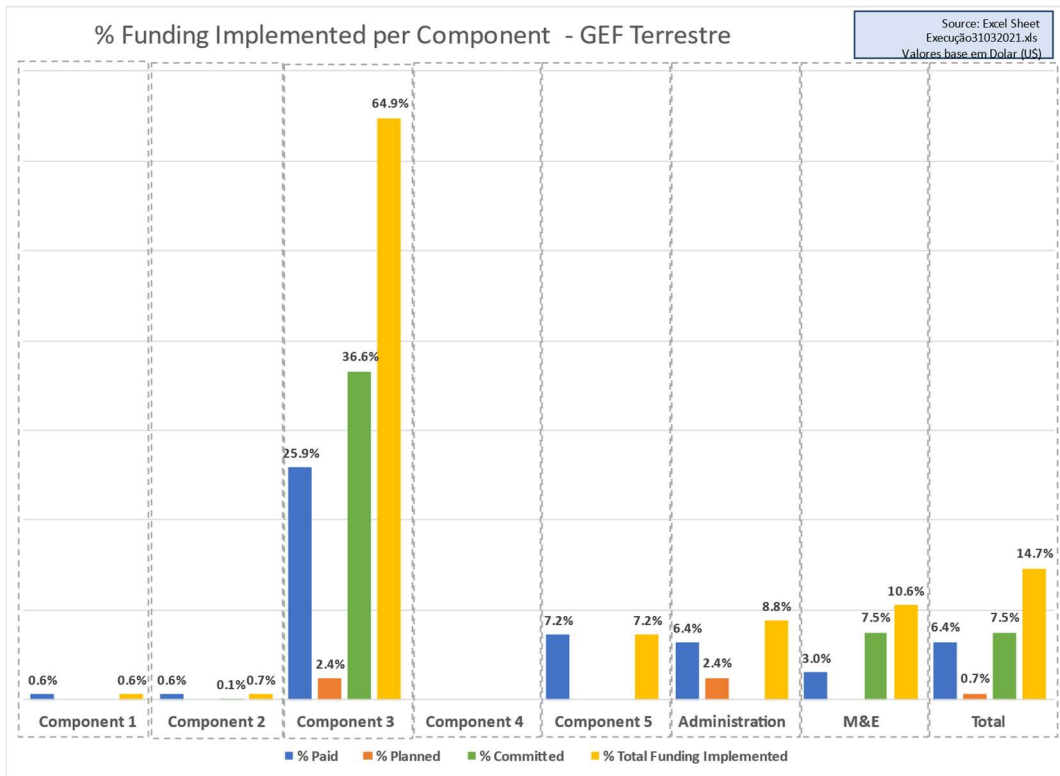
Regarding the execution of the resources foreseen for the administration and monitoring and evaluation of the Project, 11.8% and 15.9% respectively, we assess that, despite being lower than the forecast for half the execution period, this execution is compatible with the demonstrated implementation.



Graph 7: Percent Funding Implemented per Component – Data Consolidated up to 03/31/2021

The analysis of the resource implementation phases in the Components of the GEF Terrestre Project (Graph 8) confirms a structural imbalance in its implementation, indicating an efficiency located in Component 3 - comparing the execution forecasts with the forecast of reaching the goals - and indicates a very worrying projection for the execution of the other components in the second half of the Project.

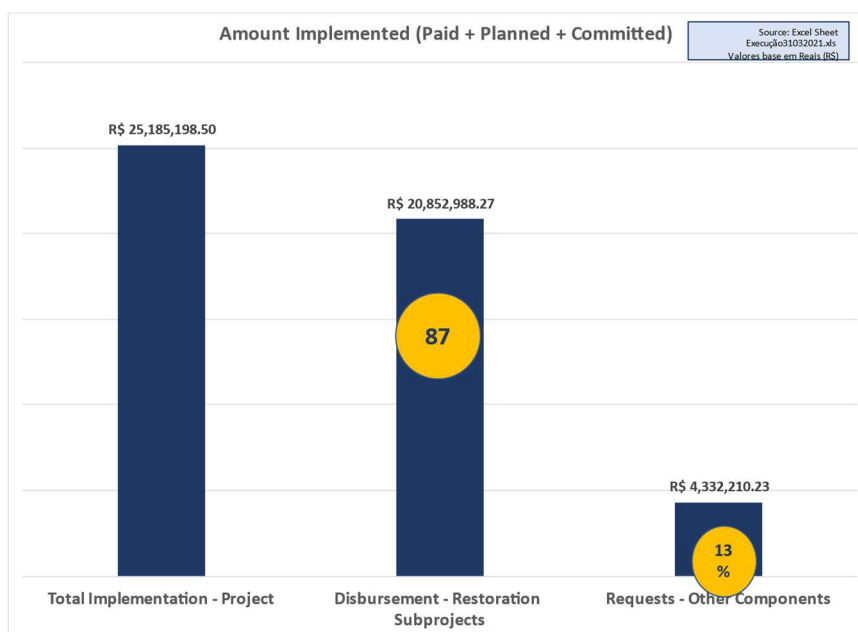
Demands mainly for hiring and acquisitions necessary for the support foreseen for Components 1, 2, 4 and 5 did not materialize and with this the structure, methodology and execution flows were not requested.



Graph 8: Percent Implementation of Components per Phase – Data Consolidated up to 03/31/2021

The analysis of the total amounts executed, considering those already paid, planned, and committed indicates that 87% of this amount used an execution mechanism - disbursement through Calls for Projects - not foreseen in the initial arrangement of the GEF Terrestre Project and only 13% was carried out by other mechanisms such as procurement requests and the remuneration of Funbio's administrative services (Graph 9).

This finding demonstrates a desirable quality of the execution arrangements – their adaptability and flexibility – and confirms the positive assessment of the decision made to build alternatives for the execution of subprojects for the restoration of degraded areas.



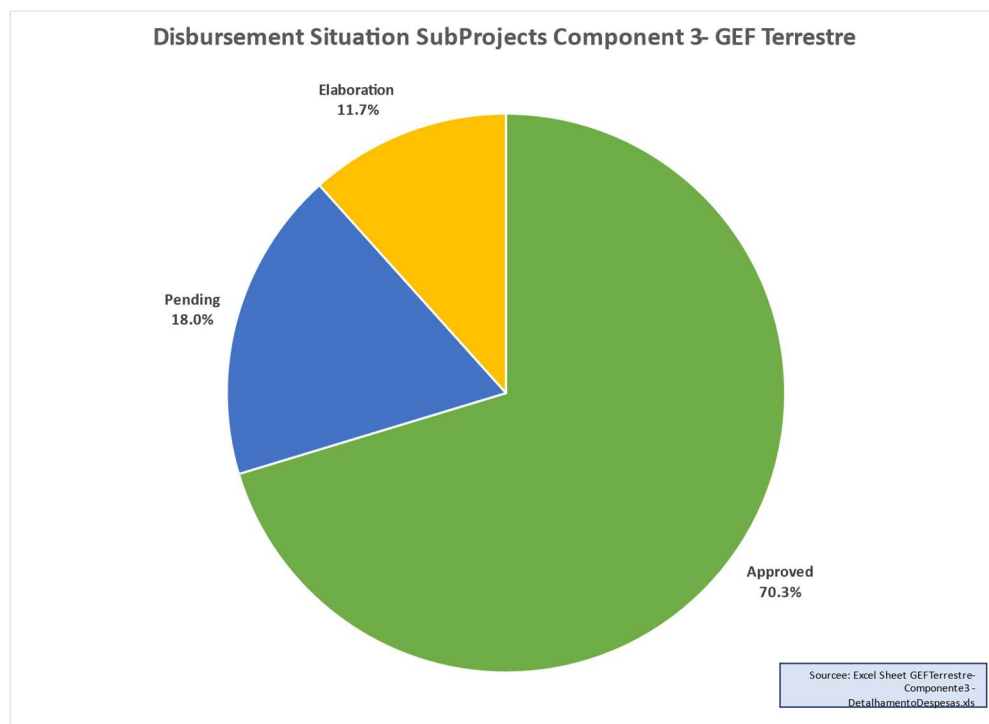
Graph 9: Volume Funds Implemented per Category - Data Consolidated up to 03/31/2021

This change in the execution mechanisms of the Component 3 subprojects for the restoration of degraded areas, which represent 87% of the resources executed by the GEF Terrestre Project, however, has not yet been properly formalized in its Operational Manual (version 1 April 2019), which does not describe the procedures and flows necessary for this type of execution.

Evaluation of Efficiency and Implementation – Component 3

A more detailed analysis of the resource implementation directed towards the subprojects for the restoration of degraded areas that integrate the Component 3 of the GEF Terrestre Project demonstrates that the management of this execution modality is coherent with the physical advances of the subprojects and adequate for the requirements of efficiency, transparency, and compliance expected for the Project.

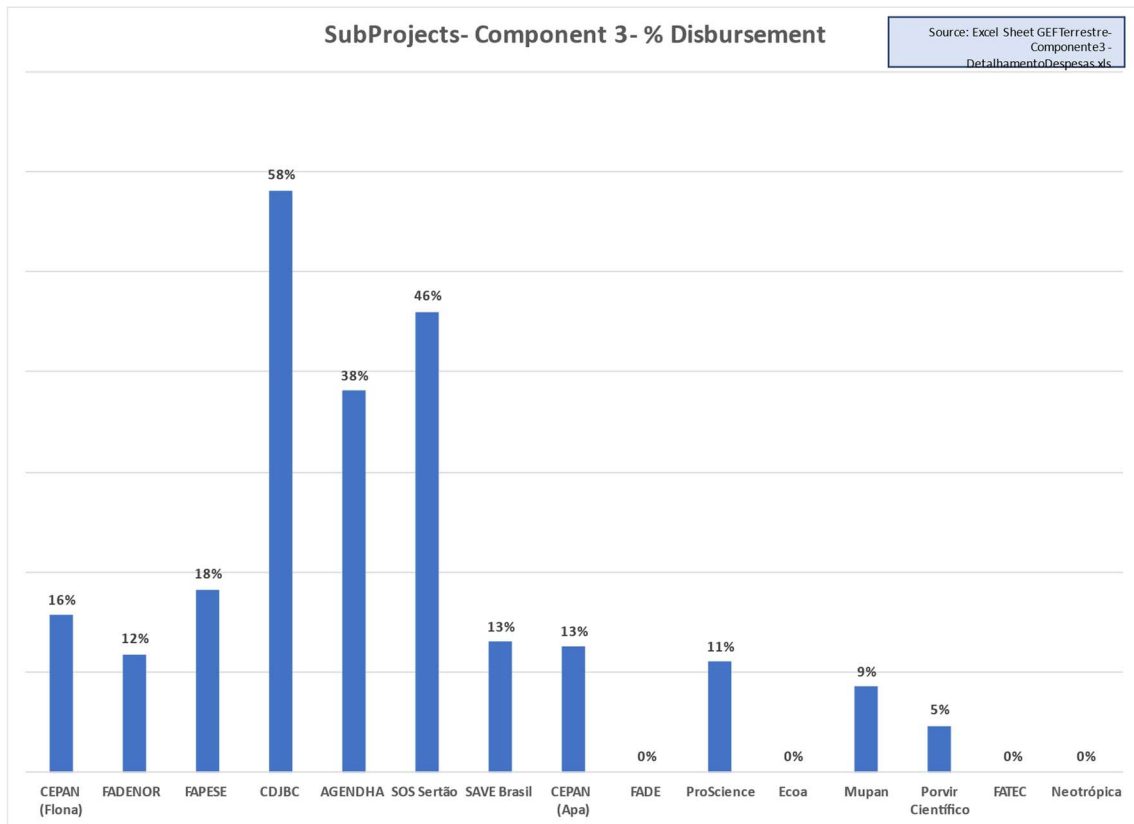
The flow of funding disbursement and the corresponding rendering of accounts are adequately controlled by Funbio and has ensured the availability of resources for the institutions. This finding was evidenced by the situation of the rendering of accounts referring to the disbursements of the subprojects where more than 70% were approved (Graph 10) and by the reports collected during interviews with representatives of the executing institutions of the subprojects.



Graph 10: Disbursements Subprojects for Restoration of Degraded Areas – Data Consolidated up to 03/31/21

Likewise, the rate of disbursement was also adequate for the dynamics of the execution of subprojects in the territories (Graph 11) and coherent with the restoration plans presented and validated by the Project's instances. The subproject that registers the highest percentage of disbursements – developed by the Don Jose Brandao de Castro Center for

Assistance and Services to Rural Workers in the surroundings of the São Francisco National Monument (MONA) – is also the one that has the shortest duration (18 months) and the closest completion period (September 2021).



Graph 11: Percent Disbursement Subprojects – Data Consolidated up to 03/31/2021

The mechanisms for promoting efficiency and controlling execution adopted for monitoring the restoration subprojects also proved to be adequate and encompassed:

- Assessments of the institutional capacity of organizations participating in the calls for proposals through Procedure OP-13 Funbio’s Institutional Appraisal;
- Conducting training on the execution mechanism for selected institutions;
- Provision by Funbio of a trained team dedicated to the guidance and monitoring of subprojects for the restoration of degraded areas.

6.2 Financial Management and Implementation Control

Even considering the below-expected implementation of the GEF Terrestre Project until its first half, this midterm evaluation found that the methodologies and management tools adopted are capable of providing financial management in accordance with the requirements specified in the initial agreements and with the rules defined by the donors, with the maintenance of updated accounting controls and records of the movements of operating accounts, enabling the provision of periodic financial information.

Due to the implementation concentrated in few components and execution mechanisms, the processes, structures, capacities, and competences dedicated to the execution of the Project did not represent restrictions (bottlenecks) to its implementation, with no major difficulties with planning, execution, and monitoring of operating plans and procurement plans.

The information and document flows between the partners is properly established and was able to guarantee useful and timely subsidies for the decision-making processes and for the Project's implementation actions - delays in decision-making processes and in some implementation actions cannot be not attributed to the management system in use among the partners, but to the decision-making processes themselves.

The difficulties and delays reported in formalizing contracts and delivering products - hiring studies/consultancy for assessments for integrated fire management in biomes and elaboration of guidelines and maps for prioritizing and directing the restoration of degraded areas - are directly related to institutional and policies for validation and approval of requests (ToRs) and products, mainly within the scope of the MMA.

We see the use of the Cérebro system by Funbio to manage the process of meeting support requests and making it available to Project executors as an important support for the planning and control of implementation.

In the scope of this evaluation, we found that the control mechanisms used were able to offer the necessary transparency and reliability in the implementation of resources. The execution control mechanisms identified during the evaluation were:

- Operational planning guided towards the Project's products and results;
- Plans to use an effectiveness assessment tool (SAMGe) to guide resource planning for strengthening PAs;
- Plans for stages of analysis and approval of requests in executing agencies, in the Project management instances;
- Use of Cérebro, RM TOTVS, per diems and tickets and the Paradigma acquisition platform;
- Internal and external audit in the Project Management Unit (Funbio).

The sanitary measures resulting from the COVID-19 pandemic that caused Funbio to adopt remote work as of the first quarter of 2020, including for the technical and administrative team responsible for the execution of the GEF Terrestre Project, did not impact the conduct of its activities as an executing agency and neither the mechanisms for controlling implementation.

Pursuant to the agreements signed between the IDB and Funbio during the financial supervision missions in the initial phase of the GEF Terrestre Project, the Cost Table provided in the GEF Reimbursable Investment Financing Agreement and in the Operational Manual is being used as a reference for the reports: Project Execution Status, Financial Plan – Advance of Resources, Statement of Expenditures or Payments and Financial Statements that are part of the Audit Report.

The external audit report carried out by the company Ernst & Young for the period from January 1 to December 31, 2019 confirmed that the applicable contractual clauses, of an accounting and financial nature, of the contract signed between Funbio and the IDB were complied with in all its substantial aspects.

Funbio's internal audit cycles have also been conducted in accordance with the established plan, providing opportunities for the assessment of accounting procedures and internal controls, and the implementation of necessary measures are taking place and demonstrating the ability to maintain and improve its capacity and reliability in resource management.

6.3 Funding Structure

The funding structure built for the GEF Terrestre Project, as well as its implementation structure, was not fully used due to the lack of implementation of most components and the lack of formalization of the participation of the operating units.

The assessment of the adequacy of the Project's funding structure is not conclusive. Only in Component 3, where the implementation of activities was concentrated, was it possible to analyze and verify the balance between the planned investments and the resources actually executed. The investments foreseen for the administration of the Project (administration/coordination and monitoring/evaluation) also do not allow a conclusion on adequacy due to the lack of implementation of the other Components.

6.4 Co-Financing

The collection and updating of information on co-financing (counterpart) was hampered due to the lack of formalization of partnerships with the executing agencies. Only the MMA provided information on the resources allocated as parallel funding, but only until the year 2019; until the date of this assessment, the resources allocated in the year 2020 had not yet been reported. The resources allocated by the state management bodies, ICMBio, and the JBRJ, even those related to the preparation and initial planning activities of the GEF Terrestre Project, were not informed and accounted for in the funding structure.

Information on the allocation of resources by the MMA was initially provided for in 2016, still in the Project preparation phase (Official Letter 216/2016/SBF/MMA) and partially reported in early 2020 (Official Letter 1192/2020/MMA). On this occasion, the MMA reported a total of BRL 138,583,386.78 consisting of budget items of the General Budget of the Union (OGU), involving budget actions related to components 2, 3, 4 and 5 and the estimated personnel expenses in Project activities from 2016 to 2019, referring to the salary payments of the DAP, DECO, DESP and DPIN teams.

In mid 2021, the MMA reported, through a spreadsheet, the resources allocated to the GEF Terrestre Project as co-financing in 2020. These resources, as well as those initially reported, are presented in the tables below.

Table 14: Monitoring of Cofinancing Resources (Components) – Amount in US\$

Cofinancing Agreed		2016-2019	2020	Cofinancing Reported	% Agreed
Comp. 1	\$ 9,129,481.00	\$ 0	\$ 22,778.41	\$ 22,778.41	0%
Comp. 2	\$ 98,312,769.00	\$ 230,083.48	\$ 22,778.41	\$ 252,861.89	0%
Comp. 3	\$ 24,723,562.00	\$ 296,326.99	\$ 173,538.74	\$ 469,865.74	2%
Comp. 4	\$ 19,998,649.00	\$ 135,055.21	\$ 3,353.20	\$ 138,408.42	1%
Comp. 5	\$ 6,990,211.00	\$ 23,351,458.29	\$ 0	\$ 23,351,458.29	334%
Total	\$ 159,154,672.00	\$ 24,012,923.98	\$ 222,448.78	\$ 24,235,372.76	15%

The co-financing resources for the period between 2016 and 2019 were informed through official letter 1192/2020/MMA and converted into US dollars on 09/30/2020 (exchange rate R\$ 5.771). The data reported in 2021 were also converted into US dollars on the date of 08/23/2021 for the comparison (exchange rate R\$5.368).

Table 15: Monitoring of Cofinancing Resources (Sources) – Amount in US\$

Sources		Type	CEO Endorsement	2016-2019	2020	Cofinancing Materialized up to midterm	%
Federal Governm.	MMA	in-kind	\$ 1,390,401.16	\$ 244,894.05	\$ 222,448.78	\$ 467,342.82	34
		investment	\$ 9,440,916.71	\$ 23,768,029.93	0	\$ 23,768,029.93	252
	ICMBio	in-kind	\$ 28,658,567.88	\$ 0	\$ 0	\$ 0	0
		investment	\$ 77,491,282.23	\$ 0	\$ 0	\$ 0	0
	JBRJ	in-kind	\$ 10,963,561.11	\$ 0	\$ 0	\$ 0	0
State Governm.	OEMAs	in-kind	\$ 8,834,914.16	\$ 0	\$ 0	\$ 0	0
		investment	\$ 11,097,029.00	\$ 0	\$ 0	\$ 0	0
Others	KfW-LifeWeb	investment	\$ 11,278,000.00	\$ 0	\$ 0	\$ 0	0
Total			\$ 159,154,672.25	\$ 24,012,923.98	\$ 222,448.78	\$ 24,235,372.76	15

Analyzing in detail the information reported on the parallel funding by the MMA for Component 5, it appears that 97.2% refers to the budget action 20VP - Support for environmental conservation and the eradication of extreme poverty (Bolsa Verde) for the years 2016 (BRL 73,424,346.88) and 2017 (BRL 61,273,532.88) and 0.8% (BRL 1,085,152.68) is related to other budget actions related to Components 2, 3 and 4 also in years 2016 and 2017, values that were adopted for the entire national territory due to the impossibility of distinguishing between the supported biomes.

We believe that the inclusion of resources allocated to personnel expenses between the years 2016 and 2017 in the of the GEF Terrestre Project funding structure is coherent if we consider the dedication of the technical staff of the MMA and ICMBio to the preparation and planning activities prior to its execution (2018).

However, the inclusion of resources related to the execution of the mentioned budget actions in the years 2016 and 2017, prior to the start of execution and without direct

relation to the implementation of the GEF Terrestre Project, is not assessed as adequate and requires a review and reclassification.

Disregarding the resources related to these budget actions in 2016 and 2017, the amount of parallel financing provided to the GEF Terrestre Project is BRL 2,800,354.34, which represents less than 0.5% of the contracted investments.

The interviews with the operating units (OEMAs, ICMBio and JBRJ) showed that, despite the lack of signing of the cooperation agreements, parallel funding was and is being allocated in the form of personnel expenses and actions converging with the GEF Terrestre Project Components, however these investments are not reported. There is an understanding among strategic partners that this information will be made available, even retroactively, when formalizing participation.

6.5 Team and Capacity-Building

One of the essential elements for the successful implementation of projects and for the sustainability of the results achieved is the competence and capacity of the teams of the strategic partners responsible for their execution.

The dedication and commitment of teams that are qualified to carry out the activities supported by the GEF Terrestre Project was verified in all strategic partners – MMA, IDB, Funbio, ICMBio, and OEMAs.

Recognizing the worrying historical trend of reducing the number of civil servants in federal and state environmental agencies and the high demand of dedication that the execution of projects with external funding requires, the GEF Terrestre Project did not show any barriers or difficulties related to the lack of capacity teams for its implementation. This finding, which is obviously related to its low implementation in the first half, will need to be carefully monitored during the second half of the Project, considering an increase in activities and the probability of overloading the teams involved.

Likewise, we assess that the main knowledge and guidance needed to carry out the activities being implemented were properly and opportunely made available by the training initiatives promoted by the GEF Terrestre Project.

The training and technical leveling promoted with the actors responsible for the implementation of subprojects for the restoration of degraded areas of Component 3 are evaluated as determinants for the good results already shown by the initiatives.

It is important to highlight that the permanence of a competent and committed team at the technical level of the MMA, ICMBio, OEMAs, IDB, and Funbio since the negotiation phase of the GEF Terrestre Project proved to be fundamental for its operationalization and knowledge management and represents the main source of information about its implementation along with the production of reports.

6.6 Flexibility and Agility in Emergency Situations

We assessed that the Project demonstrated the necessary sensitivity to recognize the emergencies faced during its implementation – the COVID-19 pandemic and fire occurrences in the Pantanal.

However, the implementation of measures to mitigate impacts and support partners in dealing with the situations were partially effective and did not present the necessary agility.

In relation to the COVID-19 pandemic, during the Financial Supervision Mission in June 2020, the possibility of support aimed at mitigating the economic and social impacts on populations around Protected Areas benefited by the Project was discussed, using for example funds for component 2. The initiative, which was considered relevant and timely by the strategic partners and was made feasible on the technical level, was neither prioritized nor formally demanded by the MMA.

The historic fires that occurred in the Pantanal in 2019 and 2020 were considered in the selection and targeting criteria of the subprojects for the restoration of degraded areas underway in the biome. An additional call for subprojects was also elaborated aimed at supporting the mitigation of the effects of fires, however it is awaiting authorization from the MMA to be carried out.

The GEF Terrestre Project was therefore able to identify the occurrence of emergency situations, addressed the issue, and forwarded measures to its network of partners, but it was not effective in the execution and compromised the response time.

6.7 Communication

The evaluation team found that the internal communication of the GEF Terrestre Project is being considered in its execution and is being adopted by most of the strategic partners.

The Project developed a logo that translates its identity and purpose very well and uses it frequently in the materials and graphic pieces produced with its support.

There is no information on the GEF Terrestre Project on the MMA's new website, nor links to access it on other sites. Important information is available on a former MMA website (<https://antigo.mma.gov.br/areas-protegidas/programas-e-projetos/projeto-GEF-Terrestre.html>), which has an undisclosed link, on the governance, lines and areas of action, documents and events of the Project's execution, but unfortunately it has not been updated after 2018 (Figure 3).



Figure 3: Image of the former MMA website

The IDB and Funbio websites have updated information on the GEF Terrestre Project, included in the standard of content and information used in the project portfolios and in accordance with the communication strategy of each of the institutions. Funbio uses its website to publicize the contracting processes and call for projects.

The websites of the supported federal management agencies (ICMBio and JBRJ) do not provide institutional information about the Project, nor do they have links to the Project page. The communication actions of the state agencies about the Project are isolated initiatives and without articulation with a broader strategy, such as SEMA/RS, which has a page on its website succinctly describing the state's participation in the Project. The link on the page for the GEF Terrestre Project leads to the new MMA page that does not have any information (Figure 4).



Figure 4: Information on the GEF Terrestre Project on the SEMA-RS website

Communication is also one of the elements of the planning and execution of the Component 3 subprojects for the restoration of degraded areas. In the monitoring reports presented, communication efforts of the initiatives are reported with reference to strategic partners and with the proper use of the Project logo (Figure 5).



Figure 5: Communication initiatives by the Subprojects for the Restoration of Degraded Areas - Component 3

The GEF Terrestre Project Focal Points have a group in a communication application that is used for information exchange and leveling.

The interruption in the execution of the GEF Terrestre Project and the reduction in the frequency of meetings and events involving its instances (Executing Committee, Planning Workshops, Training) caused a breakdown in the flow of information and communication. The partners from the states and technicians and managers of the protected areas demonstrated a lack of alignment related to information about the real situation of the Project, about the nature of the barriers that hinder its execution, and about the measures for its resumption.

7. Monitoring and Evaluation

The quality of the monitoring and evaluation system of the GEF Terrestre Project is assessed as Moderately Satisfactory (MS) considering that no problems were identified in its design and planning, but that its implementation until the midterm did not fully meet the expectations and needs of the Project due to the lack of formalization of the participation of the Operating Units.

The Monitoring and Evaluation Plan of the GEF Terrestre Project, an integral part of its Operational Manual, establishes three dimensions for monitoring performance:

- Monitoring of project implementation and financial performance;
- Delivery of project results according to annual work plans; and
- Assessing the achievement of project results and impacts compared to the Results Framework.

The proposed design for monitoring and evaluation proved to be adequate to the nature and complexity of the GEF Terrestre Project, however the procedures and instruments provided for in the Monitoring and Evaluation Plan were partially implemented due to the lack of formalization of the participation of the Operating Units (OUs) and the travel and field assessment restrictions arising from the COVID-19 pandemic. Thus, the monitoring and evaluation system is evaluated as partially satisfactory (MS) according to the classification proposed by the Guidelines on the Project and Program Cycle Policy (GEF, 2020).

Progress Report	
Evaluation:	Opportunities for Improvement
Consolidated by Funbio in accordance with the established regularity, this report is one of the main records of the activities carried out, the progress and difficulties faced, and the implementation contexts experienced by the Project. The Project's Operating Units did not contribute to its preparation due to the lack of formalization.	<ul style="list-style-type: none"> • Involve OUs in the elaboration; • Incorporate action plans to resolve outstanding issues; • Improve the identification of new risks that could affect the Project; • Improve the record of changes made; • Incorporate lessons learned.

Counterpart Declaration	
Evaluation:	Opportunities for Improvement
Information on parallel funding was reported only once during the execution of the Project and did not cover all Operating Units due to lack of formalization. There are also additional clarifications required on the information reported.	<ul style="list-style-type: none"> • Incorporate information from all Operating Units; • Clarify the nature of the counterparts that must be accounted for.

Field Monitoring	
Evaluation:	Opportunities for Improvement
According to the Monitoring and Evaluation Plan, field monitoring should be carried out every 6 months, however no records of the execution of this mechanism were identified. As of the first half of 2020, field activities were hampered by restrictions resulting from the COVID-19 pandemic.	<ul style="list-style-type: none"> Monitor sanitary measures scenarios resulting from the COVID-19 pandemic to reprogram and conduct field monitoring.

Monitoring Workshops	
Evaluation:	Opportunities for Improvement
According to the Monitoring and Evaluation Plan, monitoring workshops should be held annually, involving the MMA, FUNBIO and other partners directly involved in project implementation to monitor the progress of project activities and propose adjustments. No records of the execution of this mechanism were identified.	<ul style="list-style-type: none"> Plan and conduct annual monitoring workshops.

Tracking Tools	
Evaluation:	Opportunities for Improvement
Tool needed by GEF-funded projects to monitor the impacts and results achieved at a high level. The TTs referring to the themes Biodiversity, Forest Restoration and Adaptation to Climate Change were completed by the MMA technical team.	<ul style="list-style-type: none"> No improvement needed – mechanism is adequately used.

Progress Monitoring Report (PMR)	
Evaluation:	Opportunities for Improvement
Progress in the execution of the physical and financial targets was properly updated by FUNBIO and recorded by the IDB team in the Progress Monitoring Reports (PMR)	<ul style="list-style-type: none"> No improvement needed – mechanism is adequately used.

8. Good Practices Identified

Component 1: Establishment of new PAs

- No good practices were identified.

Component 2: Management of PAs and Adjacent Areas

- Use and promotion of SAMGE as a tool to evaluate the effectiveness of PA management.

Component 3: Restoration of Degraded Areas

- The flexibility to adopt calls for proposals as the mode of execution for restoration subprojects;
- The criteria adopted for selecting the institutions responsible for the restoration subprojects, considering their social capital, expertise in the subject and capacity to sustain the initiatives after the end of the Project;
- Approach applied in the planning and guidance of restoration subprojects, integrating lines of scientific research and productive activities;
- Integrated coordination between MMA/DECO, Funbio and PA Managers for the follow-up and monitoring of restoration subprojects.

Component 4: Evaluation of the Risk of Fauna and Flora Extinction

- No good practices were identified.

Component 5: Integration and Relationship with Communities

- No good practices were identified.

9. Main Challenges and Bottlenecks

- The misalignment between the Project design and the Federal Government's political guidelines on the establishment of new PAs;
- Failure to sign the Cooperation Agreements with the Operating Units (ICMBio, JBRJ and OEMAs) prevented the Project from being executed;
- The time and effort required for the analysis of social and environmental safeguards are not compatible with the time and dynamics of Project implementation;
- The differences in the approaches adopted by the Brazilian state and the Administrator (IDB) for the process of establishing PAs, considering the growing difficulties in the allocation of areas for conservation;
- The governance bodies provided for in the Project's institutional arrangement were not able to adequately resolve the barriers to its implementation;
- Project communication was not able to maintain a continuous and up-to-date flow of information during implementation difficulties;
- The publication of Joint Ordinance 145 (01/04/2021) indicates a trend towards greater centralization of the execution of projects with international funding within the scope of the MMA, which could hinder the pace of execution required in the second half of the GEF Terrestre Project.

10. Lessons Learned

- Structural misalignments between the guidelines of the strategic partners and the assumptions of the Project design cannot be minimized or postponed, they must necessarily lead to a broad renegotiation process;
- The effectiveness of decision-making instances of the institutional arrangement is essential for facing structural barriers;
- Building trusting relationships and cooperative environments between the Project's strategic partners increases its ability to resolve structural barriers;
- The implementation of restoration subprojects is bringing important results beyond the conservation of biodiversity and reduction of carbon emissions, such as:
 - creating and strengthening the agenda and narrative of restoration in biomes;
 - the development of the restoration supply chain;
 - job and income generation.
- Recognition of the importance of local organizations for the execution of restoration subprojects, increasing the chances of success due to knowledge of the realities, capillarity, synergy with other ongoing initiatives, and sustainability of the initiatives after the end of the Project;
- The use of the economic approach associated with restoration and conservation facilitates the adoption and maintenance of sustainable practices, as in the case of initiatives to eliminate the South African lovegrass in the Pampa biome.

11. Recommendations

The proposition of recommendations for improving efficiency, effectiveness, and the possibility of achieving the expected impacts for the GEF Terrestre Project considers two main dimensions:

- Guided towards the implementation of the second half of the Project and, therefore, directly linked to the unfolding of the negotiation process for the formalization of the participation of executing agencies;
- Another set of recommendations is addressed to GEF Terrestre Project actors and considers the main lessons learned from its implementation and which should ideally be incorporated by these actors.

Scenario Analysis - Implementation of the 2nd Half of the GEF Terrestre Project

The successful implementation of the second half of the GEF Terrestre Project depends on whether or not the execution structure will be operational in the shortest possible time, i.e., that the executing partners ICMBio, JBRJ and OEMAs can actively integrate in the activities foreseen by the Project. This determining variable for the planning of future implementation scenarios is related, in our assessment, to the demonstration of interest and political will on the part of the MMA with the feasibility of signing the Cooperation Agreements that will legitimize the involvement of all actors in the execution of the Project.

This analysis is based on the premise that there are no insurmountable bureaucratic or administrative barriers to signing the agreements, and that there is still interest and availability on the part of ICMBio, JBRJ and OEMAs in participating in the implementation of the GEF Terrestre Project.

Based on this approach, it is possible to establish some possible scenarios for the second half of the GEF Terrestre Project and propose some recommendations, considering the second half of the Project as a horizon and the following time frames for the implementation of the measures:

- Very Short Term: until mid-November 2021;
- Short Term: until the end of 2021; and
- Medium Term: until the 1st semester of 2022.

The analysis of possible scenarios for the 2nd half of the GEF Terrestre Project assesses the potential consequences for efficiency, effectiveness and impacts and, based on these probabilities, recommends measures aimed at minimizing the negative effects and expanding any positive effects projected for the scenarios.

Scenario 1A - Participation of executing agencies is formalized, but with the removal of the component that supports the establishment of PAs (Component 1):

- The removal of component 1 from the Project design necessarily implies in adapting the products and indicators foreseen in its Results Framework;

- The impacts of the exclusion of results in the establishment of PAs by the federal government could be minimized with the support of the Project in the 2nd half for the establishment of PAs by the states and by the private initiative (RPPNs);
- The negotiation of an extension of the Project's execution period must be conducted in due course, considering the effective demonstration of the federal government's interest in moving forward with the implementation, the availability of resources, and the execution structure already mobilized;
- The governance bodies of the GEF Terrestre Project should undergo reformulation, considering the analyzes presented in the specific chapter of this evaluation, in addition to the following additional recommendations:
 - Strategic Committee of the Project:
 - Federal Government: update on the current arrangement considering the changes in the structure of the MMA formalized by Decree 10,445 of 2020, seeking, as far as possible, to ensure a single strategic and political representation of the interests of the MMA and the themes of protected areas, restoration, and species conservation that are allocated in different secretariats;
 - State Governments: updating state representatives, also favoring the involvement of more strategic and political actors from the OEMAs and using the Committee's renewal opportunity to also renew the interests and involvements with the Project's implementation;
 - IDB: IDB's participation in the Project's Strategic Committee is recommended.
 - CONABIO: the existence of a high-level consultative body in the institutional arrangement is recommendable, but it is very unlikely that CONABIO will be available to effectively contribute with the necessary assessments and articulations. In this case, the recommendation is the institution of a new reduced group of technical assistance to the Project, made up of scientists, civil servants, and civil society representatives (private sector and non-profit sector) with notorious knowledge of the topics covered by the Project. This group would meet once a year, or at the request of the Strategic Committee, to advise on the decision-making process;
 - Executing Committee: we recommend that this instance be replaced by a more dynamic configuration integrated with other existing executive instances such as UCP, UGP, and Focal Points of the Operating Units.
- The expansion of the Project scope with the resumption of the implementation of components 1, 2, 4 and 5 will require a great effort to plan and adjust the operating units (ICMBio, JBRJ and OEMAs), and it is recommended that the time be used for the administrative procedures needed to formalize the agreements to mobilize these capacities and reduce the time taken to resume the Project. Special attention needs to be directed to the process of implementing guidelines for the implementation of external funding within the scope of the MMA and its affiliates established by Joint Ordinance 145 (04/01/2021), which signals a highly centralized and hierarchical approach to the execution of projects and may represent major

restrictions on the need to gain pace and scale in the implementation of the GEF Terrestre Project.

Scenario 1B - Participation of executing agencies is formalized, and Component 1 (Establishment of PAs) remains within the scope of the Project:

- Negotiation of an extension of the Project's execution period must be conducted;
- The governance bodies of the GEF Terrestre Project should undergo reformulation; and
- Use of the time necessary for the administrative procedures necessary to formalize the agreements to mobilize these capacities and reduce the time needed to resume the Project.

Scenario 2 - Participation of executing agencies is not formalized:

- A political and strategic analysis must be conducted by the IDB and GEF to assess the possibility of the Project's shutdown, considering the high risk that the main expected results and impacts will not be achieved, in addition to the:
 - o Possibility of withdrawal if the MMA needs to intervene in agreements with executing agencies; and
 - o Possibility of change in political implementing partners.
- The governance bodies of the GEF Terrestre Project should undergo reformulation, as described above and in the chapter on the arrangement; and
- The possibility of executing the 2nd half of the GEF Terrestre Project under the same implementation conditions found during the midterm evaluation, in addition to the high probability of frustration in achieving the results, signals that efficiency will be poor considering the trend of increasing imbalance between the products made possible by the Project and the implementation and administration structure mobilized.

Other Recommendations

The implementation of a project is always a unique experience to build learning for institutions and public policies, and especially in the case of the GEF Terrestre Project, which presented great challenges in its trajectory, we believe that important opportunities for improvement and enhancement can be inferred:

- Structural misalignments between the guidelines of the strategic partners and the assumptions of the Project design must not be minimized or postponed, and must necessarily lead to a broad renegotiation process;
- Legally analyze alternatives to the formalization of partnerships between the executing agency and strategic partners without the necessary direct intervention of the MMA and covering the entire period of execution of the Project (Clause 4.09 – Special Conditions);
- The requirements established for sociocultural analyzes (ESMP) need to be widely debated, subject to technical alignment between partners and internalized from the beginning of the Project by all involved bodies;

- The processes of analysis of safeguards and/or sociocultural requirements must, whenever possible, be adopted preventively, seeking to anticipate the Project's implementation decisions;
- The sociocultural analysis processes must meet, in addition to the applicable technical and compliance requirements, the agility requirement compatible with the Project's implementation cycle and pace;
- The Project's institutional arrangement must be constructed and managed in such a way as to offer stability and constancy of purpose in contexts of political and institutional changes. Adjustments and modifications in its constitution and functioning need to be considered throughout the implementation of the Project;
- The adequate and continuous functioning of all instances foreseen in the institutional arrangement – deliberative, consultative and of execution – can increase the resilience of the arrangement to political and institutional changes;
- The participation of civil society in the instances provided for in the institutional arrangement can also contribute to the necessary stability and resilience (representatives of partner non-governmental organizations and representatives of beneficiary communities);
- Maintaining the Project's internal communication flows, especially during times of difficulties in implementation, is essential to maintain the mobilization of partners and to build solutions;
- A consistent external communication agenda for the dissemination of the Project and its benefits aimed at sectors of society and relevant sectors of governments can contribute to shielding the Project from negative external interference;
- The decision-making process on Project implementation directions and strategies must respect the levels of responsibility allocated to each instance of the arrangement and be documented in their records;
- The analysis of the risks to which the Project is submitted (political, pandemic, fires, etc.) must be broken down into mitigation actions compatible with the severity and urgency of the potential problems detected

Table 16: Analysis of Scenarios and Recommendations

Political Will Project Implementation		Scope Adjustments	Probable Effect on Project Results			Recommendations
			Efficiency	Effectiveness	Impacts	
SCENARIO 1 – MMA demonstrates political will for implementation	TCAs signed	Withdrawal of Component 1 from scope	No significant direct impacts in the efficiency pattern demonstrated	The lack of establishment of PAs in the biomes negatively impacts the overall objective and the original strategic hypothesis	Expected impacts are also affected negatively	1. Use the time needed to formalize the TCAs to plan and prepare the resumption of implementation; 2. Prepare adjustments in the scope – evaluate the possibility of continuing support for the establishment led by states and the private sector; 3. Update the composition and role of governance bodies; 4. Negotiate the extension of the Project deadline.
		Maintaining Component 1 in the scope	No significant direct impacts in the efficiency pattern demonstrated	No significant impacts in the probability of achieving results; Restrictive factor becomes the implementation deadline	The expected impacts might still be achieved by the project	1. Use the time needed to formalize the TCAs to plan and prepare the resumption of implementation; 2. Update the composition and role of governance bodies; 3. Negotiate the extension of the Project deadline.
SCENARIO 2 – MMA does not demonstrate political will for implementation	TCAs not signed	Current scope (Comp. 3) is maintained	High probability of loss of efficiency with an imbalance between operation costs, implementation structure, and products	Most of the results planned will not be reached – negative impacts on effectiveness	The impacts expected will most probably not be achieved	1. Evaluate halting the project from a political and strategic perspective; 2. Update the composition and role of governance bodies; 3. Update the implementation structure considering the scope.

Legend of effects

Very positive effects	Positive effects	No impact, but worthy of attention	Negative impacts	Very negative impacts
-----------------------	------------------	------------------------------------	------------------	-----------------------

Table 17: Scenario Analysis: Timing of Recommendations

Political Will Project Implementation		Scope Adjustments	Timing of Recommendations		
			Very Short Term (Until 11/15/2021)	Short Term (Until 12/31/2021)	Medium Term (1 st Semester of 2022)
SCENARIO 1 – MMA demonstrates political will for implementation	TCAs signed	Withdrawal of Component 1 from scope	<ul style="list-style-type: none"> - Signing of Cooperation Agreements; - Plan and prepare implementation resumption. 	<ul style="list-style-type: none"> - Prepare and request scope adjustment (outcomes and outputs); - Evaluate the possibility of continuing support for the establishment led by states and the private sector; - Update the composition and role of governance bodies; 	- Negotiate an extension of the Project deadline
		Maintaining Component 1 in the scope	<ul style="list-style-type: none"> - Signing of Cooperation Agreements; - Plan and prepare implementation resumption. 	- Update the composition and role of governance bodies;	- Negotiate an extension of the Project deadline
SCENARIO 2 – MMA <u>does not</u> demonstrate political will for implementation	TCAs <u>not</u> signed	Current scope (Comp. 3) is maintained	- Evaluate halting the project from a political and strategic perspective	<ul style="list-style-type: none"> - Evaluate halting the project from a political and strategic perspective; - Update the composition and role of governance bodies 	<ul style="list-style-type: none"> - Evaluate halting the project from a political and strategic perspective; - Update the implementation structure considering the scope.

12. Conclusion

The evaluation team found that the difficulties of articulation and internalization of the GEF Terrestre Project by the Federal and State Governments, materialized by the lack of signing of cooperation agreements, severely impacted its implementation strategy in its first half.

The theory of change proposed by the Project design cannot be tested, let alone confirmed, since its implementation is located in a single component.

The main conclusion of this mid-term evaluation is that the GEF Terrestre Project is not able to achieve its objectives and generate the expected impacts with incremental improvements in its execution structure. The Brazilian Government, Funbio and the IDB need to build a space of trust to realign commitments and re-arrange the implementation strategy, implementing structural changes in its second half, focusing on the objectives and impacts that were agreed upon.

The observations made and the evidence collected from the implementation, mainly of Component 3 of the Project, demonstrated that there is an installed capacity capable of providing resources efficiently and adequately for the delivery of products and achievement of results, and positively signal the potential of contributions to the conservation and sustainable use of biodiversity in the Caatinga, Pampa and Pantanal biomes.

The social and economic consequences of the COVID-19 pandemic, not yet fully dimensioned, will require, more than ever, innovative and inclusive approaches to the conservation and sustainable use of biodiversity such as those that the GEF Terrestre Project has demonstrated its capacity to foster, even if only in a targeted way.

The biodiversity of the Caatinga, Pampa and Pantanal biomes, the territories and rural producers associated with these landscapes deserve and need initiatives capable of providing opportunities for economic and social development in line with the conservation and sustainable use of natural resources.

13. References

- Guidelines on the Project and Program Cycle Policy (2020 update) - GEF/C.59/Inf.03 July 20, 2020.
- Secretariat of the Convention on Biological Diversity (2020) Global Biodiversity Outlook 5. Montreal.
- Guideline for Day-to-Day Operations of the GEF Terrestre Project (*Manual de Orientações Gerais para o Dia a Dia do Projeto GEF Terrestre*) - BR – G1004, Rio de Janeiro, 2019.
- Operational Manual (V.1) –GEF Terrestre Project, Brasília – DF, April 2019.
- Request For CEO Endorsement - Project Conservation, Restoration and Sustainable Management Strategies to Enhance Caatinga, Pampa and Pantanal Biodiversity – August 4th, 2017.
- GEF Reimbursable Investment Financing Agreement – GRT/FM-16661-BR de 05/22/2018.
- Project Implementation Manual– GEF Terrestre – February 2020.
- PO-13: Operational Procedures for Due Diligence (*Procedimentos Operacionais para Avaliação Institucional*) – Funbio (PO-13/2017).
- Monitoring and Evaluation Plan – GEF Terrestre (BR-G1004) –IDB.

14. Annexes

Annex 1 – Evaluation Questions

The context, scope and purposes of the evaluation were the backbone for guiding the evaluation questions that need to be answered in a reasoned manner, demonstrating the analyzes carried out and indicating the sources and data considered.

Questions related to the Project Implementation Strategy:

- a) Is the protected area-based conservation strategy successful?
- b) Is the project design, which envisages the establishment and implementation of protected areas, considered appropriate?
- c) Is the project logic being properly followed by the government agencies responsible for its implementation?
- d) Does the institutional arrangement contribute to the integration with the communities mentioned in Component 5?
- e) Is there social support for the project?
- f) How can local communities contribute more effectively to achieving the project's objectives and goals?
- g) Is the budget for each project component in line with the originally proposed budget amount?

Questions related to Project Effectiveness:

- a) Is the project achieving its goals?
- b) What other objectives would be important to achieve the main and specific objectives of the project?
- c) Are the protected areas established or supported by the Project strategic for the conservation of biodiversity?
- d) Is the project prioritizing the restoration of critical ecosystems in supported biomes?
- e) Are fauna and flora monitoring plans focused on representative species of biodiversity?
- f) To what extent is the project internalized by the government?
- g) Is the project properly coordinated with other government activities and programs at the federal and state levels?
- h) Did the activities carried out by the project avoid GHG emissions?
- i) Are project activities capable of promoting positive and substantial changes in national GHG emissions?
- j) Is the current funding structure appropriate?
- k) Are partners complying with their commitments?

Issues related to Efficiency in project implementation:

- a) Are actions being implemented to strike the appropriate balance between cost, speed, and readiness?
- b) Are the management tools and information flows adequate?
- c) Is the financial arrangement and use of resources adequate?

- d) Are there adequate tools to control the use of resources according to the various levels of approval and supervision?
- e) Are the teams responsible for project implementation sufficient and trained?
- f) Are the procedures and formalities between partners and within each institution efficient and transparent?
- g) Are the existing planning, evaluation, and monitoring processes consistent with the level of complexity of the project?

Annex 2 – Institutions and people interviewed

Institution / Area / Department	Interviewee
Ministry of Environment (MMA):	
Secretariat of Biodiversity (SBio)	
Secretariat of Biodiversity	Maria Beatriz Palatinus Milliet
Secretariat of Protected Areas	
Department of Protected Areas (DAP) / UCP	Laura Andrea Chinaglia Abbá
Project Manager	Aline do Amaral Pereira
Project Coordinator	Michele Sato
Secretariat for the Amazon and Environmental Services	
Department of Ecosystems (DECO)	Otávio Ferrarini
	João Arthur Soccá Seyffarth
Chico Mendes Institute for Biodiversity Conservation (ICMBio)	
DIMAN	Bernardo Brito
ICMBio/CBC	Alexandre Bonesso Sampaio
Brazilian Fund for Biodiversity (Funbio)	
Project Superintendent	Manoel Serrão
Unit Coordinator	Fernanda Marques
Project Manager	Clarissa Pimenta
Project Analyst	Rodolfo Cabral
Interamerican Development Bank (IDB)	
Team Leader	Luis Hernando Hintze
Team Leader	Octavio Jorge Damiani Marti
Team	Gustavo Matsubara
Operation Analyst	Lorayne de Oliveira
Safeguard Sections	Fernanda Helena Ferreira Leite
	Luciana Vanzan da Silva
Protected Areas	
NGI Araripe – Flora Araripe-Apodi and APA Chapada do Araripe – federal	Carlos Augusto de Alencar Pinheiro (head of NGI)
Caminhos das Gerais State Park (MG) – state	Alessandre Custódio Jorge (PA manager)
Ibirapuitã Environmental Protection Area (RS) – federal	Raul Coelho (PA manager)
RPPN SESC Pantanal (MT) – state	Cristina Cuiabáia (RPPN manager)
State Managing Agencies:	
Environment and Infrastructure Secretariat – SEMA – RS	Dennis Nogarolli Marques Patrocínio
Environment Secretariat – SEMA – MT	Sirley Maria da Silva
IEF/MG	Paulo Fernandes Scheid
Environment Secretariat – SEMA – CE	Andréa de Sousa Moreira
Institutions Implementing the Restoration Projects	
Center for Environmental Research of the Northeast - CEPAN	Severino Rodrigo Ribeiro Pinto (Coordinator)
Mupan – Women in Action in the Pantanal	Áurea da Silva Garcia (Coordinator)
Society for Bird Conservation in Brazil– SAVE Brazil	Michael Carroll (Coordinator)

Annex 3 – Revision of the Risk Matrix

The matrix of risks identified during the planning and preparation of the GEF Terrestre Project is presented below, with updates arising from the implementation context and the lessons learned from its implementation to the midterm phase.

Proposals to increase the degree of risks related to changes in political and strategic direction and coordination among Project actors should be highlighted. As well as the inclusion of a new risk arising from the lack of capacity of the execution structure in the Project's second half.

Mitigation measures were updated for the identified risks, considering the political and institutional contexts experienced by the Project up to its mid-term and the lessons that can already be drawn from implementation.

Risk	Degree of Risk	Mitigation Measure
Resistance of local communities to new protected areas	Medium	The Project's Social Strategy adopts the prevention of involuntary resettlement of local communities and, in general, the minimization of negative social impacts as main guidelines. These guidelines will be widely publicized, as will the potential benefits to local communities deriving from the operation. Furthermore, project-financed compensation for cases where there was a restriction on the use of land or other natural resources will be widely disseminated as part of the Social Management Plan.
There is a probability that the establishment of new PAs with the support of the Project will not occur, and, in this case, the risk of resistance should be reviewed or even disregarded.	Low	The mitigation measures provided for in the risk matrix and in the ESMP continue to be valid.

Risk	Degree of Risk	Mitigation Measure
Limited private participation in some project activities	Low	Comprehensive information actions will be undertaken to disseminate the potential benefits for landowners who adopt sustainable land management practices. This will be part of the overall communication and participation strategy of the project (Component 5).
Risk must continue to be considered	Low	Although the planned mitigation measures (communication) have not been widely adopted within the scope of the Project, other measures implemented have shown themselves capable of minimizing the risk in the activities being implemented, such as: Adoption of criteria for selecting projects for the restoration of degraded areas that consider social capital and the mobilization capacity of local partners.

Risk	Degree of Risk	Mitigation Measure
Climate Change increases fire	Medium	Improving fire management is one of the main priorities of this project. Component 2 brings a set of activities that aim to control and prevent fire in the biomes.
In the years 2019 and 2020, the Pantanal biome experienced one of the worst scenarios for the occurrence of forest fires, impacting a significant percentage of its area in a strong correlation with the consequences of climate change. The risk of fires occurring in biomes still persists.	Medium	Integrated fire management initiatives in the biomes supported by the Project were not implemented until this midterm phase. Additional measures were taken, such as the focus of subprojects for the restoration of degraded areas and expansion of calls in the Pantanal to support the fight against the effects and the forecast of fires. The main mitigation measure is the resumption of Project implementation activities with the prioritization and re-planning of the activities of Component 2 and their integration with the actions in progress and foreseen by Component 3.

Risk	Degree of Risk	Mitigation Measure
Climate Change increases biodiversity loss	Medium	Protected areas will be equipped to better monitor biodiversity loss and its related causes. NAPs will be implemented to reduce biodiversity loss in all PAs.
With the lack of implementation of the management actions in the PAs (Component 2) and the actions foreseen in the NAPs (Component 4), the risk of loss of biodiversity due to climate change remains.	Medium	The main mitigation measure is the resumption of the implementation activities of Components 2 and 4 of the Project, emphasizing the need for re-planning and prioritizing actions.

Risk	Degree of Risk	Mitigation Measure
Increased Deforestation Driven by Poverty	Medium	Business plans focusing on ecosystem services are expected to provide an alternative source of income for target communities and sustainable management practices to help reduce poverty-driven deforestation
Increased poverty-driven deforestation and biodiversity loss	Medium	The measures foreseen in the Project to make conservation activities compatible with economic and social benefits (business plans and sustainable management practices) must continue to be considered. The integration of target communities across all 5 components of the Project must be sought to ensure their involvement and commitment to conservation initiatives.

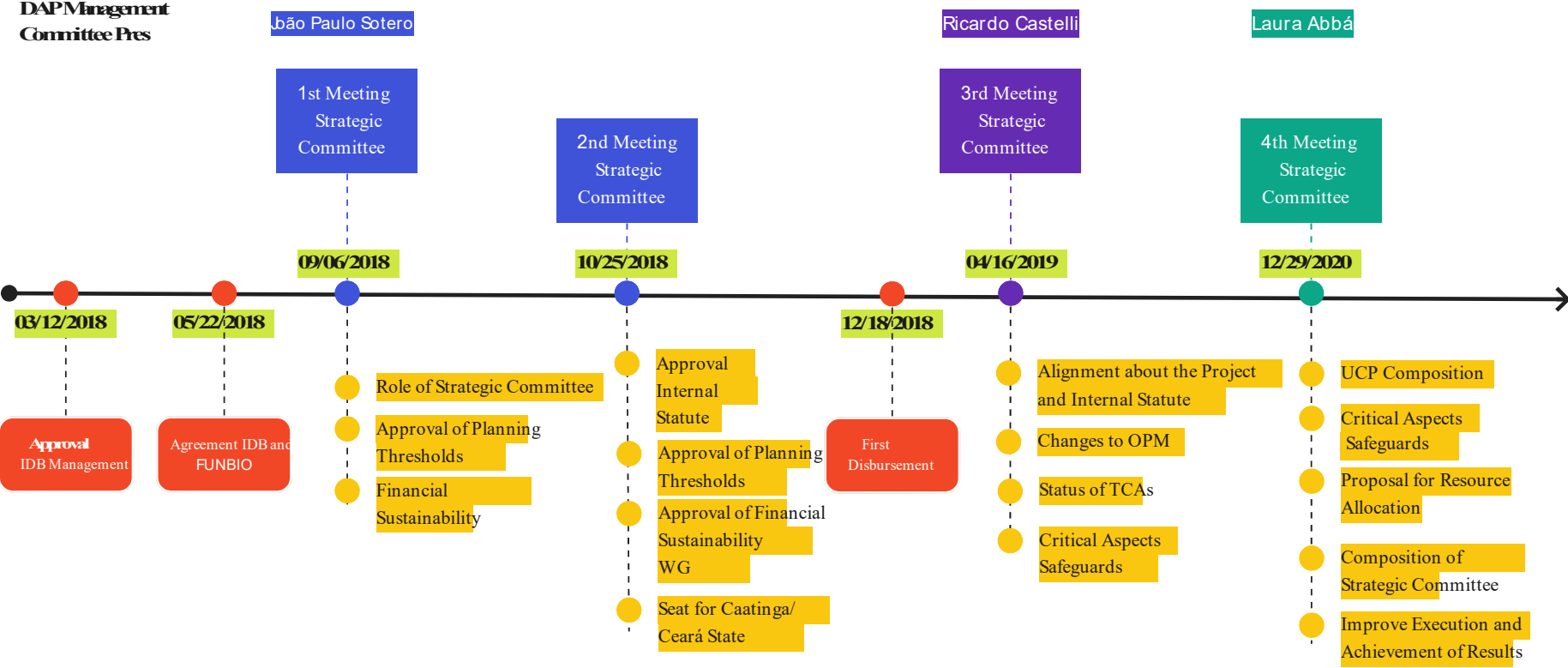
Risk	Degree of Risk	Mitigation Measure
Low counterpart commitment due to low prioritization and/or political support for conservation measures	Medium	Letters of commitment from participating agencies were requested and obtained.
In addition to the causes pointed out, the lack of clarity about the reporting of counterpart information can also affect the commitment.	Medium	<p>The letters of commitment obtained were important for the mitigation of risks in the initial phase of the Project.</p> <p>The formalization of cooperation agreements with the executing agencies (ICMBio and OEMAs) is essential to guarantee the execution of the assumed commitments and the availability of counterpart information.</p> <p>As well as the reestablishment of a regular and clear flow of information about the allocation of these resources.</p>

Risk	Degree of Risk	Mitigation Measure
Political changes in the federal government can lead to changes in the technical coordination of the project and cause delays in execution	Medium	<p>The Executing Agency, being a private organization (FUNBIO), is not directly affected by transitions in government. The Federal Government, represented by the MMA, actively participated through its technical and management team; Personnel at these levels are expected to be less affected by these transitions than upper management levels.</p> <p>The Bank is prepared to assist the Executing Agency and the Project Beneficiary during these transitions, based on legally binding documents (Technical Cooperation Agreement signed by the Executing Agency and the MMA), as well as on execution instruments (PMR, operations manual) to reduce possible delays</p>
Political changes in the Federal Government may lead to changes in the strategic direction and technical coordination of the Project, causing delays in execution	Alto	<p>Political changes in the Federal Government altered the guidelines for the consolidation of the SNUC, which are contrary to one of the Project's results – establishment of new PAs.</p> <p>The GEF Terrestre Project's initial risk assessment and proposed mitigation measures were not able to address this challenge.</p> <p>Given the magnitude of the severity of this risk, urgent structural corrective measures must be adopted.</p> <p>Initially, we propose to create space and make efforts to realign the Project's guidelines and premises among the main actors – Federal Government, Bank and Executing Agency.</p>

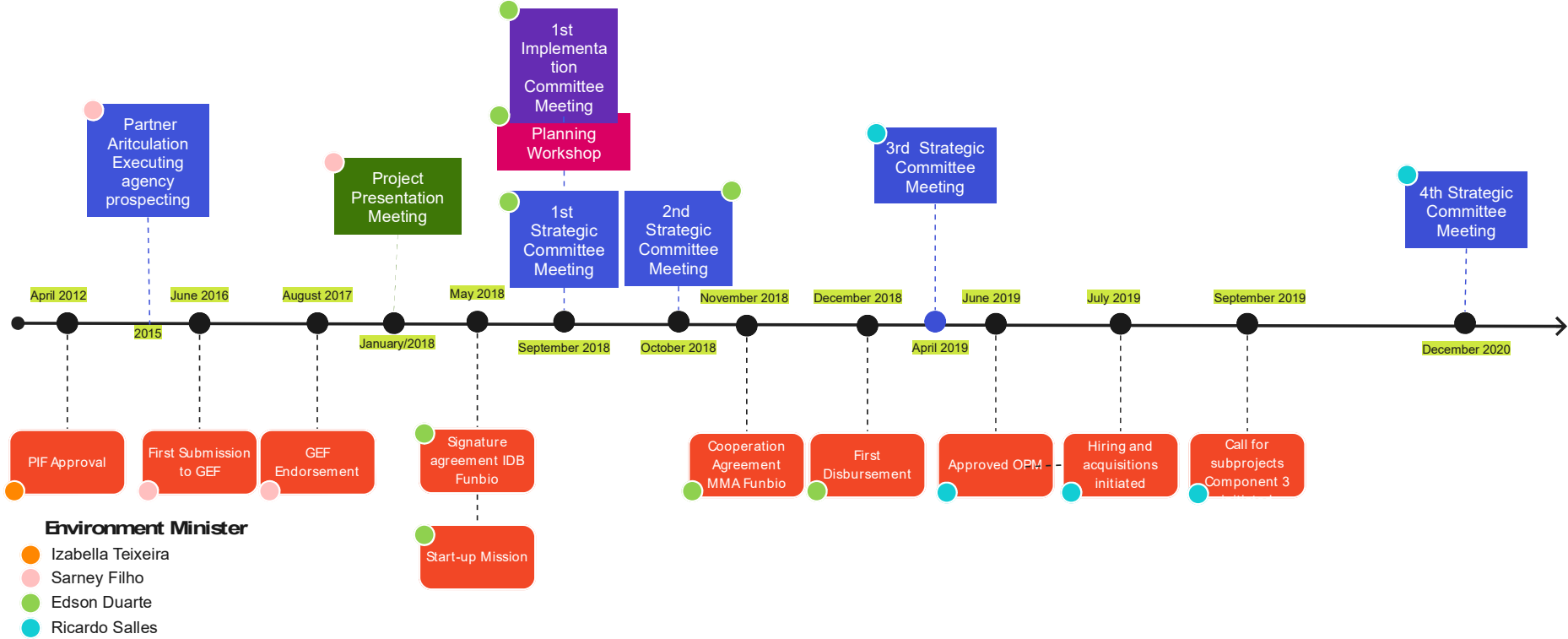
Risk	Degree of Risk	Mitigation Measure
Delays due to insufficient coordination between participants	Medium	The "Technical Cooperation Agreement" to be signed by the Federal Government and the Executing Agency, as well as subsidiary agreements with other participating agencies, will effectively establish the commitments of each of the agencies (financial, technical and others) for the five years of execution of the project.
Insufficient coordination among participants hinders the signing of subsidiary agreements with other agencies and causes significant delays in implementation	Alto	<p>The "Technical Cooperation Agreement" signed between the Federal Government and the Executing Agency was not able to mitigate the risks of insufficient coordination.</p> <p>The impacts of the lack of coordination go beyond the delays of some products and even paralyze the execution of most Components.</p> <p>Structural and urgent corrective measures must be adopted.</p> <p>Initially, we propose to create space and make efforts to realign the Project's guidelines and premises among the main actors – Federal Government, Bank and Executing Agency.</p>

Risk	Degree of Risk	Mitigation Measure
In case the Project implementation resumes, the accumulation of activities overloads the execution structure	Medium	The resumption of Project implementation should be preceded by a broad exercise of redesign, prioritization, and physical and financial re-planning of the Project, considering its macro guidelines (general objective and specific objectives) and resources available, including the capacity of the execution structure.

Annex 4: Strategic Committee Timeline



Annex 5: GEF Terrestre Project Timeline



Annex 6: Subprojects for the Restoration of Degraded Areas – Component 3

Biome	Subproject	Protected Area	Institution Responsible	Area (ha)	Project Amount (BRL)	Start Date	End Date
Caatinga	Plan for the Restoration of Degraded Areas and Structuring the Productive Chain of Forest Restoration for the National Forest (FLONA) of Araripe-Apodi	FLONA Araripe-Apodi	Centro de Pesquisas Ambientais do Nordeste - CEPAN	50	749,550	03/18/2020	03/18/2023
	Sendas	PE Caminho dos Gerais	FADENOR - Fundação de Apoio ao Desenvolvimento do Norte de Minas	85.4	1,449,610.96	03/18/2020	03/18/2023
	CONVERT - Conservation and Restoration of the Caatinga of São Francisco National Monument (MONA)	MONA São Francisco	FAPESE - Fundação de Apoio Pesquisa e Extensão do Sergipe	60	750,000	03/18/2020	03/18/2023
	Caatinga and São Francisco River Biome in the Resilience of the Brazilian Semiarid Region	MONA São Francisco	CDJBC - Centro de Assessoria e Serviços Trabalhadores Terra Dom Jose Brandao de Castro	60	750,000	03/18/2020	09/18/2021
	Elaboration and Implementation of Actions for the Restoration of Degraded Areas in the Interior and Surroundings of the Ecological Station (ESEC) of Raso da Catarina - Caatinga Biome	ESEC Raso da Catarina	AGENDHA – Assessoria e Gestão em Estudos da Natureza, Desenvolvimento Humano e Agroecologia	55	750,000	03/18/2020	03/18/2023
	Furna Feia National Park (PN): Restoration of Degraded Areas and Support for Local Sustainability	PN Furna Feia	SOS Sertão - Organização Sertaneja dos Amigos da Natureza	100	1,497,585	03/18/2020	09/18/2022
	Restoration Plan for Degraded Areas and Structuring the Forest Restoration Supply Chain in the Chapada do Araripe Environmental Protection Area (APA)	APA Chapada do Araripe	Centro de Pesquisas Ambientais do Nordeste - CEPAN	50	749,450	03/26/2020	09/26/2022
	RE-Habitar Ararinha Azul	RVS e APA Ararinha Azul	Fundação Apoio Desenvolvimento Universidade Federal de Pernambuco – FADE	200	3,000,000	03/27/2020	09/27/2022
	Ecological restoration in and around the Chapada Diamantina National Park: a process of participatory and collective construction in the Caatinga Biome	PN da Chapada Diamantina	Associação ProScience	75	1,496,188.55	03/27/2020	09/27/2022
Pampa	PRO-APA SUSTENTAVEL - Preparation and Implementation of Restoration Plans for Degraded Areas within the Ibirapuitã Environmental Protection Area	APA do Ibirapuitã	Sociedade para a Conservação das Aves do Brasil – SAVE Brasil	3750	3,221,351	03/18/2020	09/18/2022
	Ecological restoration in the Ibirapuitã EPA (RestaurAPA): social and scientific integration for the conservation and sustainability of the Pampa biome	APA do Ibirapuitã	Sociedade Porvir Científico	1700	3,142,680.40	10/01/2020	04/01/2023
	Restaura Pampa: plan for the restoration of degraded areas in protected areas of the Pampa biome	PE do Espinilho e REBIO do Ibirapuitã	Fundação de Apoio à Tecnologia e Ciência - FATEC	100	437,860.20	07/18/2020	07/18/2022

Biome	Subproject	Protected Area	Institution Responsible	Area (ha)	Project Amount (BRL)	Start Date	End Date
Pantanal	Strategic and participatory restoration in the Pantanal: APA Baía Negra	APA Baía Negra	Ecoa – Ecologia e Ação	58 (33.8)	699,967.08	08/27/2020	08/27/2022
	Restoration of riverine forests in Pantanal: benefiting water, soil, fish and populations around the RPPN SESC Pantanal	RPPN SESC Pantanal	Mupan - Mulheres em Ação no Pantanal	46 (23)	1,087,955.93	07/09/2020	07/09/2022
	Restoration of Degraded Areas in the Marechal Cândido Mariano Rondon Biological Reserve – Miranda, MS	REBIO Marechal Cândido Mariano Rondon	Neotrópica	25	347,200	01/14/2021	01/14/2023
TOTAL				6,414.4	20,129,399.12		

Annex 7: Project Progress Monitoring Report – PMR



PMR Operational
Report_BR-G1004 300