

Mid-Term Review of the UNEP-GEF Project

Realizing the Biodiversity Conservation Potential of Private Lands in Brazil

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**Ministério do
Meio Ambiente**

Governo Federal



Prepared by:

Random DuBois, PhD



Sr. Environmental Consultant, 31 May 2023

Approved by:

Robert Erath



Task Manager, 31 May 2023



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This report has been prepared by an external consultant as part of a Mid-Term Review, which is a management-led process to assess performance at the project's mid-point. The UNEP Evaluation Office provides templates and tools to support the review process. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

For further information on this report, please contact:

Robert Erath
Ecosystems Division, Biodiversity and Land Branch
GEF Biodiversity and Land Degradation Unit
robert.erath@un.org

(Realizing the Biodiversity Conservation Potential of Private Lands in Brazil)

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The review consultant(s) hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project and improvement of similar projects in other countries and regions.

BRIEF EXTERNAL CONSULTANT(S) BIOGRAPHY

Dr. DuBois is a senior consultant with over 30 years of professional and academic experience in the international environment and development field. Features of his professional background directly relevant to the proposed task at hand include the following: (i) experience in terrestrial and coastal wetlands ecosystems management; (ii) leading or participating in a large number of multi-disciplinary teams addressing a range of environmental planning and management issues; (iii) working with the Global Environmental Facility (GEF); (iv) preparing a number of protected area management projects involving a large range of institutional clients and significant practical field experience; (v) building a substantial portfolio of prepared and approved protected area management projects at the local, national and regional scale in Asia, Latin American and Africa; (vi) participating or leading the supervision and evaluation of environmental projects (or components); and (vii) ability to write clear and concise reports in English and meet deadlines. His work with GEF also included leading the mid or post project evaluations of large GEF supported projects including: (i) the draft Implementation Completion Report (ICR) of the Amazon Region Protected Areas Project Phase I (ARPA I), one of the largest GEF supported biodiversity projects in the GEF program (2009); (ii) preparation of the Mid-term Review (MTR) of the 2nd phase of the Coral Reef Rehabilitation and Management Program (COREMAP II) covering extensive areas across middle and eastern Indonesia, for the World Bank (2008); and (iii) the draft ICR of the Madagascar Environment Program (Phase I) for the World Bank (1994). Dr. DuBois' participation in field missions resulted in the preparation of more than 150 reports or products (e.g., GEF CEO Endorsement Templates) for some 30 separate projects. The writing of main products (or deliverables) was often based on national team inputs prepared in one of the UN System's official languages which in many cases were not their first language. Together with the national teams however he prepared well-written reports (mostly in English) and always submitted on deadline. Academic credentials include a PhD in Physical Geography and an MS and MMA in Oceanography and Marine Affairs, respectively.

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English

Review Type: Mid-Term Review

Brief Description: This report is a management-led Mid Term Review of a UNEP/GEF/MMA/IIS project implemented between 2018 and 2023. The project's overall development goal was to enhance biodiversity conservation and ecosystem services provision, increase connectivity and native vegetation cover, reduce environmental degradation in private areas, improve endangered species conservation and mitigate climate change. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the Project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating countries.

Key words: sustainable forest management, sustainable land management, ecosystem management, biodiversity conservation, ecosystem services provision, sustainable landscape management, private protected areas, private forestry management, degraded lands rehabilitation, spatial data bases and biodiversity conservation, mainstreaming conservation values, *Cerrado* biome, *Mata Atlântica* biome, LPVN, CAR, PRA, RPPN, SiCAR, Golden Lion Tamarin, São João APA, Pouso Alto APA, *Chapada dos Veadeiros*, ICMBio, INEA, SEMAD.

Primary data collection period: 1 December 2022 – 31 March 2023

Field mission dates: 21 December 2022– 7 February 2023

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	3
ABOUT THE REVIEW	4
TABLE OF CONTENTS	5
LIST OF ACRONYMS	6
PROJECT IDENTIFICATION TABLE	7
EXECUTIVE SUMMARY	9
I. PROJECT OVERVIEW	15
II. REVIEW METHODS	22
III. THEORY OF CHANGE	24
IV. REVIEW FINDINGS	27
A. Strategic Relevance	27
B. Quality of Project Design.....	29
C. Effectiveness.....	31
D. Financial Management.....	35
E. Efficiency	38
F. Monitoring and Reporting.....	39
G. Sustainability	41
H. Factors Affecting Performance and Cross-Cutting Issues.....	42
V. CONCLUSIONS AND RECOMMENDATIONS	47
A. Conclusions.....	47
B. Lessons learned	48
C. Recommendations.....	49
ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS	53
ANNEX II. MID-TERM REVIEW TORS	54
ANNEX III. REVIEW ITINERARY AND LIST OF PERSONS INTERVIEWED/MET	57
ANNEX IV. SUMMARY OF CO-FINANCE INFORMATION AND STATEMENT OF PROJECT EXPENDITURES	59
ANNEX V. OUTREACH TOOLS USED TO DISSEMINATE RESULTS	62
ANNEX VI. LIST OF DOCUMENTS CONSULTED	63
ANNEX VII. BRIEF CV OF THE REVIEW CONSULTANT	65
ANNEX VIII. ADDITIONAL DATA TABLES	74

LIST OF ACRONYMS

APA	Environmental Protection Area	PO	Project Objective
ALMD	Golden Mico-Lion Association	PoW	Programme of Work
BD	Biodiversity	PPG	Project Preparation Grant
CAR	Rural Environmental Register	PRA	Forestry Recovery Plans
CBD	Convention on Biodiversity	PRODOC	Project Document
CEO	Chief Executive Officer	PSC	Project Steering Committee
CMP	Conservation Measures Partnership	PUC	Pontifical Catholic University
DECO	Department of Conservation and Ecosystems	RPPN	Private Natural Heritage Reserve
DO	Development Objective	SDG	Sustainable Development Goal
EA	Executing Agency	SEA	Strategic Environmental Assessment
EMATER	Institute of Technical Assistance and Rural Extension	SEIMA	Secretary of Environment, Water Resources, Infrastructure, Cities and Metropolitan Affairs (Goiás State)
EOP	End of Project	SEMAD	State Secretary of Environment and Sustainable Development (Goiás State)
FA	Focal Areas	SFB	Brazilian Forest Service
FBDS	Brazilian Foundation for Sustainable Development	SFM	Sustainable Forestry Management
GBF	Global Biodiversity Framework	SiCAR	Rural Environmental Register System
GEB	Global Environmental Benefit	Sisnama	National Environment System
GEF	Global Environment Facility	SLM	Sustainable Land Management
GEFTF	GEF Trust Fund	SMART	Specific, Measurable, Achievable, Relevant and Time-bound
GHG	Greenhouse Gas Emissions	SPR	Supervision
GLT	Golden Lion Tamarin	TA	Technical Assistance
GO	State of Goiás	TCA	Technical Cooperation Agreement
GOB	Government of Brazil	TE	Terminal Evaluation
GT	Technical Workgroups	TOC	Theory of Change
HCV	High Conservation Value	UNEP	United Nations Environment Programme
IA	Implementing Agency	UNFCCC	United Nations Framework Convention on Climate Change
ICMBio	Chico Mendes Institute of Biodiversity Conservation		
IIS	International Institute for Sustainability		
INEA	Rio de Janeiro State Environmental Institute		
IO	Intermediate Outcome		
KBA	Key Biodiversity Area		
KM	Knowledge Management		
LD	Land Degradation		
LPVN	Law on Protection of Native Vegetation		
LR	Legal Reserve		
MAPA	Ministry of Agriculture, Livestock and Food Supply		
METT	Tracking Tool		
MMA	Ministry of the Environment		
MOP	Project Operation Manual		
MTR	Mid-Term Review		
M&E	Monitoring and Evaluation		
NGO	Non-government Organization		
PCA	Project Cooperation Agreement		
PCU	Project Coordination Unit		
PIF	Project Identification Form		
PIR	Project Implementation Report		
PL	Private Lands		
PMU	Project Management Unit		

PROJECT IDENTIFICATION TABLE

Table 1. Project Summary

UNEP Sub-programme:	PoW 2018 – 19. Subprogramme 3: Health and productive ecosystems.	UNEP Division/Branch:	GEF Biodiversity and Land Degradation Unit, Ecosystems Division
Expected Accomplishment(s):	The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross -sector and transboundary collaboration frameworks ³³ at the national and international levels	Programme of Work Output(s):	Increase in the number of: (i) countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems; (ii) countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services; (iii) countries and groups of countries that improve their cross-sector and transboundary collaboration frameworks for marine and terrestrial ecosystem management; and (iv) education institutions that integrate the ecosystem approach in education frameworks
SDG(s) and indicator(s)	SDG 1 (No Poverty): (Targets 1.4.1, 1.4.2). SDG 2 (Zero Hunger and Sustainable Agriculture): (Targets 2.4, 2.5). SDG 5 (Gender Equality):. SDG 8 Decent Work and Economic Grow (Targets 8.1, 8.3, 8.4, 8.9). SDG 13 (Climate Action): (Targets 13.1). SDG 15 (Life on Land):. (Targets 15.1, 15.2, 15.3, 15.5).		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7)	1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society (795,216 ha) 2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes); 216,057 ha; 4. Support to transformational shifts towards a low-emission and resilient development path (28 Mmt); 6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks (1,1)		
Dates of previous project phases:	N/A	Status of future project phases:	N/A

FROM THE PROJECT'S PIR REPORT (use latest version) :

Project Title:	GEF Private Areas - Realising the Biodiversity Conservation Potential of Private Lands in Brazil
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Executing Agency:	Ministry of the Environment (MMA), International Institute for Sustainability (IIS)		
Project partners:	Pontifical Catholic University of Rio de Janeiro (PUC-Rio); Brazilian Foundation for Sustainable Development (FBDS);		
Geographical Scope:	National		
Participating Countries:	Brazil		
GEF project ID:	#9413	IMIS number*¹:	GFL-11207-14AC0003-SB-010140
Focal Area(s):	Biodiversity, Land Degradation, Sustainable Forest Management	GEF OP #:	BD-4 (9); LD-2 (3 & 4); SFM-1 & 2)
GEF Strategic Priority/Objective:	BD 4, LD 2&3, SFM 1&2	GEF approval date*:	1 February 2018
UNEP approval date:	10 May 2018	Date of first disbursement*:	6 August 2018
Actual start date²:	10 May 2018	Planned duration:	60 months
Intended completion date*:	May, 2023	Actual or Expected completion date:	May 2023
Project Type:	Full Size Project	GEF Allocation*:	USD 8,953,425
PPG GEF cost*:	USD 182,648	PPG co-financing*:	USD 120,322
Expected MSP/FSP Co-financing*:	USD 33,892,917	Total Cost*:	USD 42,846,342
Mid-term Review (planned date):	Sept 2022	Terminal Review/Evaluation (planned date):	4 th quarter 2023
Mid-term Review (actual date):	Dec 2022 – Mar 2023	No. of revisions*:	5
Date of last Steering Committee meeting:	1 October 2020	Date of last Revision*:	21 July 2022 (updated from PIR 3)
Disbursement as of 30 June [2022]*:	USD 4,019,110.26	Date of planned financial closure*:	31 December 2023
Date of planned completion³*:	May 2023	Actual expenditures reported as of 31 December [2022]⁴:	USD 4,188.100 (updated from PIR III based on IIS reported yet to be audited figures)
Total co-financing realized as of 31 December [2022]	21,218,300	Actual expenditures entered in IMIS as of 31 December [year]*:	N/A
Leveraged financing:⁵	NA		

¹ Fields with an * sign (in yellow) should be filled by the Fund Management Officer

² Only if different from first disbursement date, e.g., in cases were a long time elapsed between first disbursement and recruitment of project manager.

³ If there was a "Completion Revision" please use the date of the revision.

⁴ Information to be provided by Executing Agency/Project Manager

⁵ See above note on co-financing

EXECUTIVE SUMMARY

Project Background

1. Brazil is one of the world's most biodiverse countries and has one of the highest rates of carbon sequestration in the world. The country is also fortunate to have one of the world's largest systems of protected areas including the existing system of indigenous reserves. Nevertheless, there is an estimated 53% of remnant native vegetation cover in Brazil that is thought to be in private lands which if properly managed could contribute to Brazil's meeting a number of its global environmental commitments as well the achievement of global benefits related to biodiversity conservation and climate change.
2. The main threats that serve to undermine the unlocking of this potential of these private lands are: (i) unsustainable farming and (ii) native vegetation management. The main drivers contributing to the situation are: (i) demand for commodities, (ii) harmful subsidies and (iii) rural land tenure requirements that continue to incentivize the productive use of lands or risk losing them to the State. The main constraints to address these factors are: (i) poor knowledge about conservation value of private areas and (ii) low institutional capacity and inadequate governance.
3. The goal of the Private Lands Project is to enhance biodiversity conservation and ecosystem services provision, increase connectivity and native vegetation cover, reduce environmental degradation in private areas, improve endangered species conservation and mitigate climate change. The project objective is to scale up sustainable landscape management and contribute to biodiversity conservation and ecosystem services provision in private areas in Brazil. The Project is structured into three components: (i) support for pilot activities in two of Brazil's six major biomes, the *Mata Atlântica* (São João Environmental Protection Area in Rio de Janeiro State) and the *Cerrado* (Pouso Alto Environmental Protection Area in Goiás State); (ii) promoting improved conservation and restoration practices within areas managed by forestry sector companies; and (iii) providing support for the development of an enabling framework promoting the development and incorporation of information on conservation value of private areas into governmental tools to assist decision-making and public policies.
4. The Project is operated under the supervision of Brazil's Environment Ministry (MMA), one of the two Executing Agencies (EA) designated in the PRODOC. The second EA is the International Institute for Sustainability (IIS) under the guidance of MMA.
5. The Project was approved as a Full-Size Project (FSP) by GEF on 1 February, 2018, followed by UNEP on the 10 May, 2018, for a period of 60 months with an intended completion date of May, 2023. The Project was approved with a total budget of US\$ 42,846,342 consisting of a GEF grant of US\$ 8,953,425 and additional co-financing of US\$ 33,892,917. The first disbursement of project funds was on the 6th of August, 2018.

This Review

6. The MTR was conducted by an independent senior environmental consultant who followed UNEP's Evaluation Office 'Guidance on the Structure and Contents of the Main Mid Term Review Report' (Revised Version 9th August 202). The objective of the Mid-term Review (MTR) was to focus on corrective actions needed for the Private Lands Project to achieve its potential outputs, outcomes and impact. More specifically, the Mission would identify progress against the Project's Results Framework for the project years 2019 – 2022 and rank results against a range of criteria following the aforementioned UNEP guidance.
7. The approach to the MTR was phased sequentially. Prior to the launching of the Mission this consisted of the following: (i) an initial teleconference with UNEP Task Manager; (ii) agreeing,

securing and reviewing project documentation including evaluating for completeness; (iii) preparing a list of data needs and tables to provide IIS in anticipation of the mission's arrival in Rio de Janeiro; (iv) researching the internet for relevant non-project related documents; (v) preparation of a draft questionnaire and/or interview guide to discuss with UNEP, IIS and MMA counterparts and other project stakeholders; and (vi) drafting and finalizing a list of meetings with MTR counterparts of partners and other relevant individuals / institutions to meet during the field visits.

8. The Mission to Rio de Janeiro (the site of IIS) was followed by a field visit to *São João* APA using ground transport. Due to time constraints as well as the recent change in government (December 2022) and the accumulative effect of the summer holidays followed by carnival, it was not practical to complete visits to Brasilia (MMA) and the *Pouso Alto* APA.

9. Subsequent to the field visits, the consultant prepared a Preliminary Findings Note (Product 2) in the form of a ppt presentation that was shared with the project team for purposes of ensuring that sources and interpretation of information accessed were comprehensive and accurate. The MTR was subsequently drafted from the consultant's home base. The total duration of the MTR was 30 working days over a period of 6 months.

10. The main limitation to the MTR was gaining access to project-relevant MMA staff in particular during the field portion of the Mission due to a high rate of staff turnover over the period between project preparation (2016/2017) up to the present. Moreover, the change in government in December 2022 and subsequent changes in many senior staff beginning in January 2023 resulted in a partial loss of institutional memory of the Project. This was addressed by securing appointments for remote interviews with a large number and diversity of existing and former MMA staff with knowledge of the Project.

Key Findings

11. Between 2018 and 2022 the Project was affected by a number of challenges which culminated in a letter from MMA to UNEP on the 11th of March 2022 requesting the cancellation of the Project and cessation of further disbursement of project funds to IIS. UNEP's response dated the 12th of May, 2022 noted that that the process of cancellation of a GEF project was not a simple matter and needed to follow the rules of the donor and that if a decision to cancel was warranted, it should be taken in a collegial matter through the PSC. In the same letter it was noted that the MTR provided the opportunity to explore corrective actions where needed. In a follow-up letter to MMA dated 31st of August 2022 UNEP agreed to the temporary suspension of future disbursements beginning with the 8th disbursement. For all intents and purposes by the time of the MTR Mission all progress in project implementation had ceased. This situation had a major impact on project achievements and adversely affected the findings and the ranking of most criteria.

12. A complex set of factors and processes and their interaction appear to have contributed to the present situation. Moreover, no single individual/institution appears to have been responsible for their cumulative impact on project implementation progress, rather it was a responsibility shared among the three leading stakeholders due to their respective management roles and responsibilities to ensure that the project stayed on track. Further detail has been detailed in the body of the Review.

13. Some possible contributory factors to this situation in the project design phase include: (i) GEF's relative new one year deadline requirement for project submission; (ii) prior experience with GEF project design requirements; (iii) adopting a "new" model of institutional arrangements; (iv) an overly ambitious project design given the need to work with different institutional arrangements (national, state, local, private sector); (v) a process that may not have included key partners in project design itself (as opposed to solely consultation); and (vi) an overly simplistic perception of the complexity of the pilot areas where the project would be implemented.

14. Some possible contributory factors during project implementation include: (i) a rapid increase in IIS staff following project approval and the 1st and 2nd budget revisions, many of them relative young; (ii) differences in “corporate culture” between the two executing agencies; (iii) overlapping technical competence (with exception of modelling); (iv) differing views on their respective mandates in project implementation; and (v) an absence of project management “safeguards” that failed to resolve issues leading to request for cancellation.

15. There also existed several externalities that exacerbated the situation and further adversely affected project progress. Of these the most significant were: (i) the effects of Covid19 pandemic, (ii) staff turn-overs in both EAs, (iii) changes in priorities, policies, staff, administrative processes, and institutional changes associated with the election of the Bolsonaro government in 2018 and (iv) the effects of yellow fever on the GLT populations affecting progress towards achieving one of the project’s outcomes.

16. It appears that these (among other) factors likely combined to: (i) affect continuity; (ii) generate disincentives to participate in “problematic” projects; (iii) undermine institutional memory ref. project design, institutional arrangements and *a priori* understandings in anticipation of project implementation; (iv) contribute to a growing distrust and loss of confidence between personnel of the two key institutions over time; (v) prevent finding the middle ground needed to take decisions in a process based on collegial consensus; and (vi) contribute to incentives to “push ahead” in certain aspects of project implementation without consensual “buy-in” from all the partners justified on principles of adaptive management.

17. Where meaningful progress in project implementation was found, it was difficult to measure given the absence of targets specified at the time of MTR combined with weaknesses in the Results Framework demonstrated by many outcome and output indicators judged not to meet SMART criteria and in the case of the latter, an absence of targets altogether precluding any quantification of project progress. Finally, in several cases outcome indicators were found to be ambiguous and/or accompanied by unrealistic targets.

18. Despite these constraints the Project was able to achieve some demonstrable progress. This included completing a technical cooperation agreement with EMATER Rio and the subsequent training of extension agents in SLM, SFM and vegetative recovery on private lands (Outcome 1.1) and the raising of public awareness and engagement strategies & supporting activities in the project’s two pilot APAs (Outcomes 1.1 & 1.2). In addition, there were also several products prepared (but still pending approval from MMA) including: a habitat connectivity map (1.1); interim products in support of biodiversity protocols (1.2), a project communication plan for 2021-2022 (3.2), a list of data bases to serve spatial mapping of HCV areas in the *Mata Atlântica* and *Cerrado* biomes (3.2); and a project-wide website.

Conclusions .

19. The worsening operating environment between the two EAs over the first half of project implementation permeated all aspects of the project progress and significantly contributed to the relative low rankings in the MTR.

20. The Project will not achieve MTR targets (where these were specified in the PRODOC) and will not meet any EOP targets by May 2023, the project end date of this 60-month project.

21. Despite the general operating environment that had evolved by the time of the MTR and its cumulative adverse effect on many of the MTR ratings, the Mission concluded that the Project should not be cancelled, rather there is a strong foundation for the continued support of the Project; one that is substantially reformulated to address the issues raised in the MTR. The main arguments for this conclusion include: (i) the basic project logic was and remains sound; (ii) “favourable winds”

in support of project goals and objectives with the change in government and Brazil's renewed commitment to the environment and biodiversity conservation; (iii) the recent strong commitment in support for the Project from MMA's new team now in place; (iv) compatibility with the most recent international framework (e.g., UN SDGs, GEF 8, CBD GBF and UNEP's MTS and PoW); (v) UNEP/Br favourable disposition to be more directly involved and supportive in project implementation within a renewed cooperation framework with the GoB; (vi) the "sunk" costs in sub-components/activities whose design, approach and results to date appear sound and viable; (vii) existing expectations raised among stakeholders in the field; and (viii) possible reputational risk associated with a "cancelled" project.

22. However, the Project will need to be reformulated. This process should include: (i) addressing concerns expressed by past MMA administrations, (ii) updating and/or changes in project components/sub-components and supporting activities from a project design dating back to 2016/2017 PRODOC to reflect the needs in biodiversity conservation in Brazil in 2023 (always within the project context and in conformity with its goals and objectives); (iii) determining how best to achieve efficiencies in project management and (iv) clarification and/or modification of institutional arrangements to meet new demands resulting from project reformulation. The reformulation process should be used to address issues raised in the MTR. These have been included in the Recommendations section below.

Lessons Learned

23. Lesson 1: Need for due diligence in assessing institutional capacity and institutional arrangements (not just focused on financial capacity).

24. Lesson 2: The importance of clear and simple institutional arrangements, roles and responsibilities supported by a strong project steering committee capable of resolving issues affecting project performance in particular when consensus is not possible.

25. Lesson 3: Senior managers associated with top-down decisions affecting institutional arrangements and approaches to a project should share the underlying background and logic with relevant technical staff and colleagues at the time of project preparation to seek their technical inputs, "buy-in" and retain ensuring the retention of institutional memory and support in case of future management changes.

26. Lesson 4: The value of having a robust analytical framework in place at the initiation of project implementation to ensure that products/activities contributing to project outputs/outcomes are "captured" in the monitoring and evaluation process.

27. Lesson #5: The importance of the identification and addressing of gaps/weaknesses in project design early in the implementation phase.

28. Lesson #6: The value of applying effective monitoring tools early in project implementation in supervision missions to assess project progress and where needed, promote quick and effective change when the project becomes at risk.

29. Lesson #7: Planning methodologies (e.g., Open Standards) can be valuable in refining project design but should be applied in concert with the monitoring/reporting requirements of the client (i.e., GEF) and accompanying tools (e.g., Results Framework).

30. Lesson # 8: The need to ensure that the application of adaptive management and bottom-up principles are firmly rooted in the context of the project and its design.

Recommendations

31. Recommendation 1: Reach Agreement on the Decision and Process Leading to the Relaunching of the Private Lands Project. Specifically, (i) re-establish formal bi- and tri-partite project communications; (ii) designate a joint, independent working group tasked with a review of past existing and “interim” project “products” at time of MTR and the making of recommendations to guide future project interventions in support of the project development objective (DO); (iii) where needed, agree on changes to technical components / sub-components and respective activities to improve chances of reaching the DO; (iv) redefine institutional arrangements based on past “lessons-learned”, project priorities and cost-efficiencies; (v) reflect agreed on changes in a revised work plan and budget (AWP/B) and Results Framework (RF); (vi) dependent on agreements reached during project reformulation, plan for a 24 months extension; (vii) support post-MTR workshop (s) in support of “relaunching” the Private Lands Project initially based on aforementioned discussions; and (viii) where needed, consider subsequent workshops to re-engage critical stakeholders (in particular in the two pilot areas).

32. Recommendation 2: Project Reformulation Priorities. In addition to the issues cited in the Conclusions section (para. 22), the reformulation process should be used to address issues raised in the MTR. These include: (i) project management (see Recommendation 4 below); (ii) the project’s M&E programme (see Recommendation 5, below); (iii) a reassessment of assumptions and risks and the adoption of mitigation measures in the latter; and (iv) adjustments in project budget reflecting needs in a reformulated project (but also reflecting any increases in R\$-based budget due to appreciation of US\$).

33. Recommendation 3: Revision of Outcomes. All outcome and output indicators need to be reviewed and revised where required for each Outcome. In addition, the following recommendations are:

- Outcome 1.1 (i) revive dialogue with MMA, SFB and INEA and increase the collaboration with ICMBio to identify the areas in need of restoration/connectivity in APA SJ; (ii) continue support of this sub-component ensuring “on the ground” activities (e.g., public awareness, training, establishment of initial UPs) contribute to the restoration/enhancement/protection of areas that create connectivity and the minimum areas for the biological security of these species; (iii) formalize counterpart institutional relationship with ALMD to support relevant, efficient interventions at APA SJ; and (iv) support closer articulation between project supported activities in the APA and CAR/PRA process;
- Outcome 1.2: (i) revive dialogue with MMA, SFB and SEMAD and increase collaboration with ICMBio to identify the areas in need of restoration/connectivity in the APA PA; (ii) review project supported interventions to date and their relevance to project objectives and reformulate project interventions if required; (iii) identify and formalize appropriate counterpart institutional relationships to ensure direct and efficient project interventions in APA PA; and (iv) support closer articulation between the APA and CAR/PRA process;
- Outcome 1.3: integrate Outcome 1.3 into Outcomes 1.1 and 1.2 respectively so that proposed economic incentives will be more reflective of the specific characteristics of each APA and more effective in promoting restoration and/or halting native vegetation conversion.
- Outcome 2. (i) following agreed on actions with MMA/SFB, re-establish communications with the 12 forestry companies previously responding to the survey questionnaire implemented through SEMA; the SFB shall be instrumental in this articulation; (ii) finalize the existing draft agreement in support of promoting the implementation of improved conservation and restoration guidelines; (iii) support the further definition and prioritization of HCV forests to manage/restore in each company forest area; (iv) promote the adoption of BD monitoring protocols; and (v) ensure that the private sector support for “good practices” are reported to CDB (via MMA with the support of SFB);

- Outcome 3.1: revise the information produced by the project to date and promote increased collaboration with other key actors for purposes of discussing existing outputs and how to facilitate their “mainstreaming” into the legal framework;
- Outcome 3.2: (i) MMA and SFB promote the establishment of an expert group to assess how best to ensure that scientific data reaches and supports the decision-making process for the PRA of priority areas for conservation.

34. Recommendation 4: Project Management. (i) assess technical merits of alternative institutional arrangements that would lead to increase execution efficiencies and achieving chances of project success; (ii) clarify roles and responsibilities between MMA and institutions that will continue to be involved in project execution; (iii) adopt measures leading to increased efficiencies and accountability in the future management of the Project (shifting to an Output [product-based] budget); (iv) designate single focal points in MMA and counterpart institutions; (v) strengthen the role of the PSC including consideration of broader institutional representation and adopting procedures leading to decisions involving future issues that affect project implementation; and (vi) facilitate closer and more frequent consultation between UNEP and MMA in project matters.

35. Recommendation 5: Review and Update Monitoring & Evaluation Program. This should include: (i) a review and revision of TOC; (ii) GEF Core Indicators (including 1.2 [protected areas management effectiveness and 6.1 [carbon sequestered or emissions avoided in the AFOLU sector in metric tons of CO₂e]); (iii) a review and revision of the Results Framework indicators/targets and adoption of realistic process indicators, where justified; (iv) reconciliation of information / reporting differences between what GEF requires in its Results Framework (DO / Outcomes / Outputs) and other internal monitoring methodologies (e.g., CMP); and (v) inclusion of a standard RF template as an attachment to SPR/PIR reports to show incremental progress towards EOP outcomes/objectives.

I. PROJECT OVERVIEW

Institutional Context and Implementation Arrangements

36. The UN Environment Programme (UNEP) is the GEF Implementing Agency (IA) for the Private Lands (PL) Project (the Project). The Project is operated under the supervision of Brazil’s Environment Ministry (MMA), one of the two Executing Agencies (EA) designated in the PRODOC. The second EA is the International Institute for Sustainability (IIS) under the guidance of MMA.

37. The UNEP manages the Project through its Ecosystems Division (Biodiversity and Land Branch) in the GEF Biodiversity and Land Degradation Unit. UNEP’s Regional Office in Panamá is directly responsible for project supervision, follow-up, and evaluation, including the supervision of the medium-term review (MTR) and terminal evaluation (TE), as well as the review and approval of regular reports (financial and technical). It also provides guidance regarding the Global Environmental Benefits (GEB), analysis and technical support in relevant areas, and other liaison and coordination actions necessary to support the correct implementation of the Project.

38. The Project is expected to contribute to UNEP’s Subprogramme 3, Healthy and productive ecosystems. UNEP’s stated objective under subprogramme 3 was “Marine, freshwater and terrestrial ecosystems are increasingly managed through an integrated approach that enables them to maintain and restore biodiversity, ecosystems’ long-term functioning and supply of ecosystem goods and services.” The Project was also expected to contribute to the projected accomplishment(s), indicators and targets for UNEP’s 2018/2019 biennium (see Table 2 below).

Table 2. Project Contribution to UNEP’s Expected Accomplishment (s) and Programme of Work (PoW) Outputs.

Expected Accomplishment (3a)	Indicators of Achievements	Targets
The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks ³³ at the national and international levels	(i) Increase in the number of countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems	Number of countries and transboundary collaboration frameworks
	(ii) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services	Number of countries and transboundary collaboration frameworks
	(iii) Increase in the number of countries and groups of countries that improve their cross-sector and transboundary collaboration frameworks for marine and terrestrial ecosystem management	Number of countries and transboundary collaboration frameworks
	(iv) Increase in the number of education institutions that integrate the ecosystem approach in education frameworks	Number of educational institutions

39. Brazil’s Ministry of Environment (MMA), through its Secretariat of Biodiversity, Department of Conservation of Ecosystems (DECO) is one of the Project’s two Executing Agencies and is responsible for ensuring the proper execution, coordination, monitoring, and assessment of the project goals through MMA’s Project Coordination Unit (PCU) consisting of a Project Supervisor and staff, established at the municipality of Brasília. The PCU oversees IIS’s Project Management Unit (PMU). See Figure 1 below.

40. The IIS was selected as the second of the project’s two EAs. As EA, the IIS, through its PMU, under the supervision of the MMA, is responsible for the execution of every activity in the Project and provides administrative, logistical and financial support for its implementation. In addition, it

prepares the meetings with different partners and the Project Steering Committee (see below), as well as executes regular project plans, evaluation and follow-up reports etc. The PMU was established in the IIS headquarters (municipality of Rio de Janeiro) together with the majority of IIS project staff.

41. A Project Steering Committee (PSC) was created at the onset of project implementation consisting of a chairperson and two representatives (MMA), one representative from IIS and UNEP, respectively and one representative from the two participating civil society organizations (CSO), *São João* Environmental Protection Area (APA) and *Pouso Alto* Environmental Protection Area (APA), respectively. The main roles of the PSC are to: (i) ensure the achievement of the project goals and targets, (ii) monitor activities, (iii) provide strategic guidance, (iv) supervise compliance with the annual work plan, (v) support inter-institutional coordination and (v) ensure active participation of stakeholders and compliance with commitments made along the Project. It is also responsible for the review of evaluation reports and for the project follow-up and monitoring in the medium term and at the end of the process.

Project Problem Statement

42. Brazil is one of the world's most biodiverse countries and has one of the highest rates of carbon sequestration in the world. The country is also fortunate to have one of the world's largest systems of protected areas; a feature which is significantly increased when complemented by the existing system of indigenous reserves.⁶ There nevertheless is an estimated 53% of remnant native vegetation cover in Brazil that is thought to be in private lands which if properly managed could contribute to Brazil's meeting a number of its global environmental commitments as well the achievement of global benefits related to biodiversity conservation and climate change as specified in the CBD and UNFCCC frameworks, respectively.

43. At the time of project preparation, the Protection of Native Vegetation Law (LPNV) had been recently approved and among other requirements stipulated that landowners conserve native vegetation and rehabilitate degraded lands on their rural properties. It had estimated that if landowners were able to come into compliance with the LPNV over time, an additional 103 – 115 million ha presently held in private hands could be restored and/or managed for purposes of biodiversity conservation and greenhouse gas (GHG) sequestration.

44. The main threats identified in the PRODOC that serve to undermine the unlocking of this potential of private lands were unsustainable farming and native vegetation management.⁷ The main drivers identified in the PRODOC contributing to the situation were: (i) demand for commodities, (ii) harmful subsidies and (iii) rural land tenure requirements that contribute to the owners' desire to keep their lands in productive use or risk losing them to the State. The main constraints to address these factors were: (i) poor knowledge about conservation value of private areas and (ii) low institutional capacity and inadequate governance.

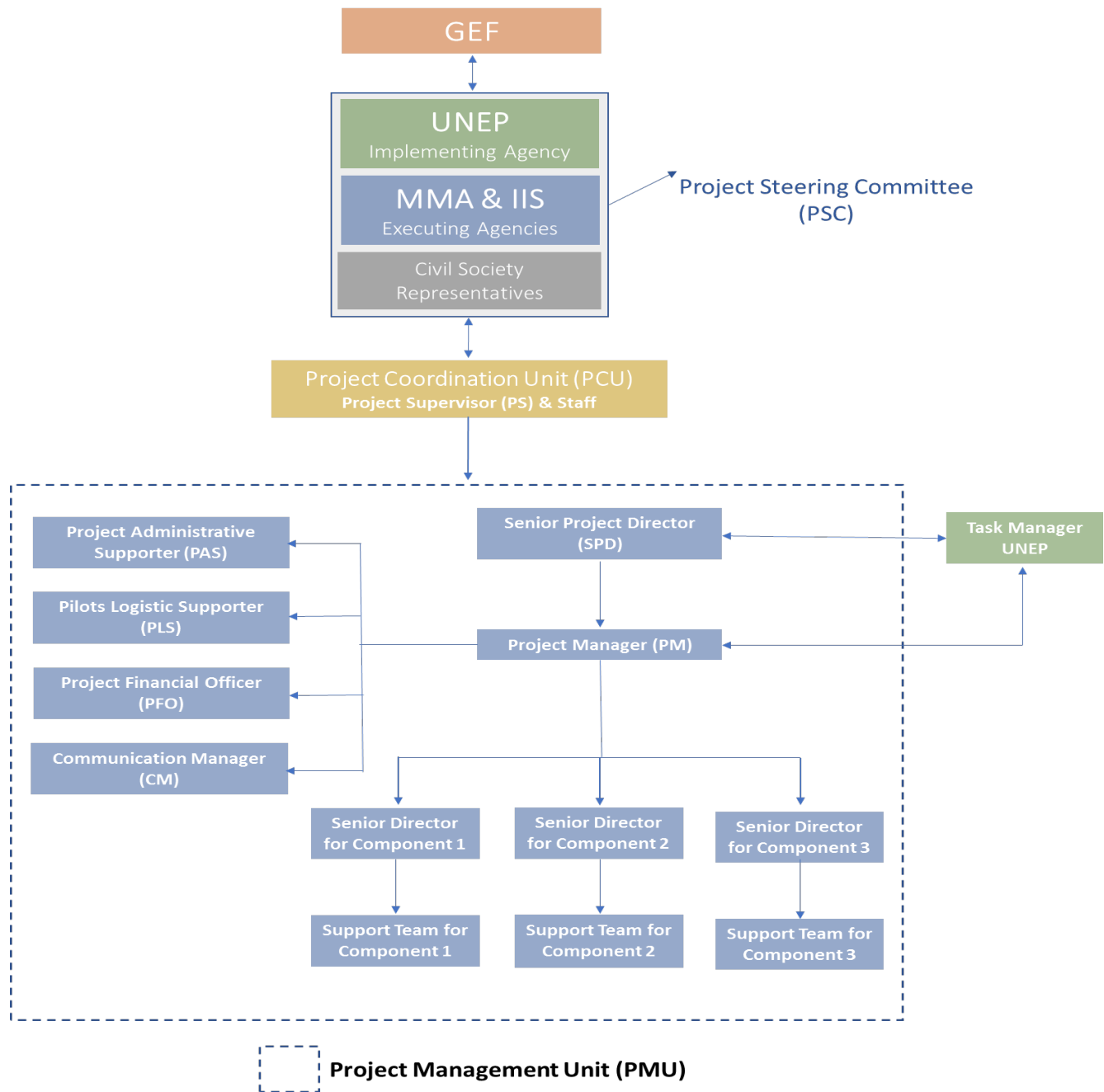
45. In response, the proposed project rationale was based on two recent developments at the time of its preparation: (i) the Government of Brazil's (GOB) decision to put more effort (i.e., resources) into the conservation of biodiversity conservation in private areas; and (ii) a significant

⁶ Areas traditionally occupied by indigenous peoples and used for sustainable productive activities and preservation of natural resources.

⁷ Two other significant threats are illegal hunting and the spread of alien invasive species however at the time of project design, these were being addressed by the National Strategy for Conservation of Threatened Species Project, so they were not addressed in the current project).

increase in public investment in support of the spatial identification of private properties and their subsequent registration by the landowners in the national Rural Environmental Registration System (SiCAR); the latter a key management tool to facilitate increased capacity in the Brazilian government to plan, implement and monitor biodiversity conservation policies and mainstream them into wider productive landscapes. The previously identified drivers and constraints would need to be addressed to realize the potential conservation value of Brazil's private areas.

Figure 1. Project Organogram



Project Parameters

46. The Project was approved as a Full-Size Project (FSP) by GEF on 1 February, 2018, followed by UNEP on the 10 May, 2018, for a period of 60 months with an intended completion date of May, MAY, 2023

2023. The Project was approved with a total budget of US\$ 42,846,342 consisting of a GEF grant of US\$ 8,953,425 and additional co-financing of US\$ 33,892,917. The first disbursement of project funds was on the 6th of August, 2018. Between 2018 and 2022 the Project faced a number of challenges which culminated in a letter from MMA to UNEP on the 11th of March 2022 requesting the cancellation of the Project and cessation of further disbursement of project funds to IIS. UNEP's response dated the 12th of May, 2022 noted that that the process of cancellation of a GEF project was not a simple matter and needed to follow the rules of the donor and that if a decision to cancel was warranted, it should be taken in a collegial matter through the PSC. In the same letter it was noted that the MTR provided the opportunity to explore corrective actions where needed. In a follow-up letter to MMA dated 31st of August 2022 UNEP agreed to the temporary suspension of future disbursements beginning with the 8th disbursement. For all intents and purposes at the time of the MTR all project progress had ceased to exist. A project timeline that illustrates the sequence of some of the more significant events that affected progress of project implementation up to the time of the MTR is presented in Figure 2 below. It was agreed among the three main stakeholders (MMA, IIS and UNEP) that many of issues identified in the PIRs and SPR mission reports over the course of the first half of the Project would be addressed at the time of the MTR. These issues are discussed in greater detail in Sections IV and V, below.

47. At the time of the MTR the Project had made five (5) budget revisions.

48. Finally, at the time of the MTR there appears to be an increase in the “purchasing power” of the remaining GEF grant for goods and services denominated in R\$ due to an increase in the US\$:R\$ exchange rate.

Project Objective and Logical Framework

49. The goal of the Private Lands Project was to enhance biodiversity conservation and ecosystem services provision, increase connectivity and native vegetation cover, reduce environmental degradation in private areas, improve endangered species conservation and mitigate climate change. The project objective (PO) was to scale up sustainable landscape management and contribute to biodiversity conservation and ecosystem services provision in private areas in Brazil.

50. The Project was structured into three components, 6 Outcomes and 7 Outputs. The project's Logical Framework is summarized in Table 3 below. More detail is provided in Table 6 in Annex VIII.

Realizing the Biodiversity Conservation Potential of
Private Lands in Brazil
Figure 2. Project Chronology up to the time of the MTR (1/2023)
Government of Jair Bolsonaro (2019 – 2022)

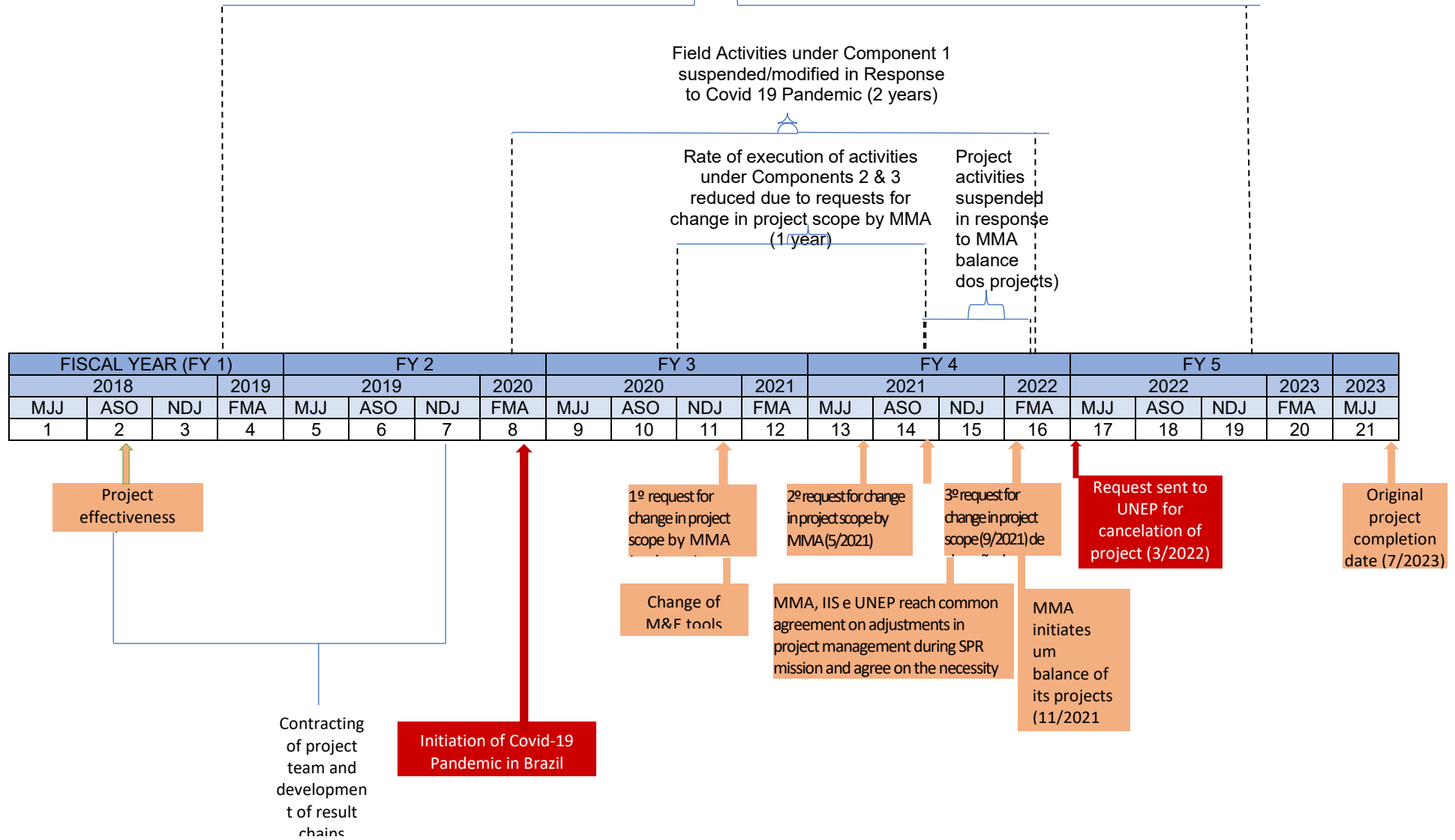


Table 3. Summary of Project Logical Framework

Components	Outputs	Outcomes
1. Pilot Implementation	<p>1.1.1. Programme for implementation of SLM, SFM, and native vegetation recovery in private areas at the <i>São João</i> APA (KBA area in the State of Rio de Janeiro)</p> <p>1.2.1 - Programme for implementation of conservation actions of the <i>Pouso Alto</i> APA's management plan in private areas</p> <p>1.3.1 - Incentive package for SLM, SFM, and native vegetation recovery in private areas in the two pilot areas</p>	<p><u>Outcome 1.1.</u> Increased vegetative cover, reduced degree of fragmentation in production landscapes and increased habitat availability for 'Golden Lion Tamarin (GLT)' in the Atlantic Forest pilot area of the <i>São João</i> APA (KBA area in the State of Rio de Janeiro);</p> <p><u>Outcome 1.2.</u> Reduced conversion rates and degree of fragmentation of current area of native vegetation cover in production landscapes and improved conservation actions for key endangered species populations in the <i>Cerrado</i> pilot area of the <i>Pouso Alto</i> APA (KBA are in the State of Goiás); and</p> <p><u>Outcome 1.3:</u> Biodiversity conservation, ecosystem services provision, SLM, SFM and recovery of native vegetation in private areas in the two pilot areas enhanced by the development of direct and indirect incentives schemes.</p>
2. Agreement with Forestry sector companies	2.1.1 Biodiversity conservation, ecosystem services provision, SLM and SFM in areas of highest conservation value managed by Forestry sector companies enhanced through an agreement for the implementation of improved conservation and restoration guidelines	<u>Outcome 2.1:</u> Biodiversity conservation, ecosystem services provision, sustainable land (SLM) and forest (SFM) management in areas of highest conservation value managed by Forestry sector companies enhanced through an agreement for the implementation of improved conservation and restoration guidelines.
3. Improvement of public capabilities to plan and implement conservation policies in private areas	<p>3.1.1 - Sustainable Native Vegetation Management Regulation proposal to support SLM, SFM, and native vegetation recovery in private areas</p> <p>3.2.1 - Public policies incorporating spatial databases with conservation value of private areas</p> <p>3.2.2 - Capacity building and dissemination programme for mainstreaming conservation value</p>	<p><u>Outcome 3.1.</u> Biodiversity conservation and Ecosystems Services mainstreamed into national regulatory framework to support SLM, SFM and restoration in private areas; and</p> <p><u>Outcome 3.2.</u> Conservation value of private areas mainstreamed into public policies and tools.</p>

51. GEF core indicator targets. As the Private Lands Project is a GEF 6 project, it was agreed that indicators from CEO Endorsement document and Tracking Tools would be "retrofitted" to correspond to the new (at the time) GEF 7 core indicators. These are presented in Table 4 below:

Table 4. GEF 7 Core Indicators for Private Lands Project*

Indicator	Description	EOP Target	Expected Values at Mid-term
1.2	Terrestrial protected areas under improved management effectiveness (hectares)	859,7000 Ha	N/A
3.1	Area of degraded agricultural land restored (hectares)	7,257 Ha	N/A

4	Area of landscape under improved practices (hectares; excluding protected areas)	859,700 Ha	N/A
6.1	Carbon sequestered or emissions avoided in the AFOLU sector (metric tons of CO ₂ e)	44,635,758 Mt CO ₂ e	N/A
11.	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	45,081	N/A

* Retrofitted from CEO Endorsement document Tracking Tools to correspond to GEF7 core indicator.

Stakeholder Analysis

52. In the project preparation stage, resources provided through a GEF Project Preparation Grant (PPG) supported a series of technical meetings involving a broad group of stakeholders related to biodiversity conservation, sustainable forest management and environmental degradation in private areas. The proposed project was discussed with potential stakeholders at the federal, state, and municipal levels as well as stakeholders from the civil society and farming sectors. Two workshops were also supported in each of the two proposed pilot areas, as well as one meeting with members of the federal Government was held in Brasília and a second with the Forestry Sector in São Paulo. An initial list of proposed stakeholder consultations in support of the MTR was presented in a detailed table in the PRODOC. Of these, those that were formerly engaged in one or more aspects of project implementation up until the time of the MTR provided the basis for scheduling follow-up interviews (see Annex III).

II. REVIEW METHODS

53. The MTR was conducted by an independent senior environmental consultant as per the Terms of Reference (TOR) developed by the Project for this purpose (Annex II). The MTR Report was structured as per 'Guidance on the Structure and Contents of the Main Mid Term Review Report' of the Evaluation Office of UN Environment Programme, Revised Version 9th August 2021.

54. Purpose and scope of the review. The objective of the Mid-term Review (MTR) is to focus on corrective actions needed for the Private Lands Project to achieve its potential outputs, outcomes and impact. More specifically, the Mission would identify progress against the Project's Results Framework for the project years 2019 - 2022. The following aspects were reviewed during the MTR with respect to the Project: (i) strategic relevance, (ii) quality of project design, (iii) effectiveness, (iv) financial management, (v) efficiency (vi) monitoring and reporting, (vii) sustainability and (viii) factors affecting performance. In the latter case, these included among others, (ix) project preparation and readiness, (x) quality of project management and supervision, (xi) stakeholder participation and cooperation and (xii) country ownership and driven-ness. The MTR also assessed the role of selected externalities that may have affected the progress towards reaching the stated outputs/outcomes during project implementation.

Data Collection

55. The main focus of the MTR was on assessing progress towards the realizing the biodiversity conservation potential of private lands in Brazil achieved through project-supported activities. Nevertheless, the evaluation also included a review of all relevant "contextual" documentation (e.g., reports to the CBD, UNFCCC, policy initiatives in support of private protected areas at national and State levels, etc.) and where activities/issues/lessons-learned were identified as relevant to the MTR were brought into the evaluation.

56. The approach to the MTR was phased sequentially. Prior to the launching of the mission this consisted of the following: (i) an initial teleconference with UNEP Task Manager; (ii) agreeing, securing and reviewing project documentation including evaluating for completeness (see Annexes VI); (iii) preparing a list of data needs and tables to provide IIS in anticipation of the mission's arrival in Rio de Janeiro (see Annex VIII); (iv) researching the internet for relevant non-project related documents (e.g., national government plans and strategies, updates on the IIS and MMA webpages, project documents and strategies, etc.); (v) preparation of a draft questionnaire and/or interview guide to discuss with UNEP, IIS and MMA counterparts and other project stakeholders; and (vi) drafting and finalizing a list of meetings with MTR counterparts of partners and other relevant individuals / institutions to meet during the field visits (see Annex III).

57. Due to the results of the December 2022 election and subsequent changes in government, a critical point in the aforementioned process was participation in an initial series of in-person, or more commonly remote, meetings scheduled with IIS staff responsible for project execution in Rio de Janeiro. This process provided critical inputs into and subsequent finalization of the MTR work plan and this Project Inception Report (Product 1) which was subsequently submitted to the UNEP project manager.

58. In light of the changes associated with the aforementioned election, a key assumption for the preparation of a balanced and useful MTR was to be able to identify and gain access to former federal and state personnel involved both with project design and implementation (over the Dilma/Temer and Bolsonaro governments). Of equal importance was to identify pending new changes to policies and staff associated with the incoming government that could provide inputs to the MTR and assess their importance to potential changes in project design and implementation. As a result, a second critical point in the MTR process was a subsequent series of remote meetings

completed in the first quarter of 2023 with existing and former MMA staff associated with the project at some time since its design.

59. Following discussions with UNEP and project counterparts and the finalization of Product 1, a mission was scheduled to the field. This was to *São João* Environmental Protection Area in Rio de Janeiro State using ground transport that departed from Rio (see Annex III). Due to the accumulative effect of the summer holidays followed by carnival, as well as the recent change in government and on-going process of appointing new staff in MMA, it was not practical to complete visits to Brasilia and to *Pouso Alto* Environmental Protection Area in Goiás State at that time.

60. Subsequent to the field visits, the consultant prepared a Preliminary Findings Note (Product 2) in the form of a ppt presentation that was shared with the project team for purposes of ensuring that sources and interpretation of information accessed are comprehensive and accurate (Annex V). The MTR was drafted from the consultant's home base. The MTR was based largely on: (i) review and assessment of written project and knowledge products and stakeholder workshop summaries (not provided previously to the mission); (ii) the findings derived from the aforementioned meetings held in Rio and one of the two APA sites; (iii) results from the semi-structured interviews by Skype/Zoom with project beneficiaries, project support staff, government officials and other stakeholder groups; and (iv) consideration of the responses received from UNEP and PCU and PMU staff from the preparation and presentation of the mission's Preliminary Findings Note.

61. The total duration of the MTR was 30 working days over a time period not to exceed five months from the date of the contracting of the consultant evaluator.

Limitations of the Mid Term Review

62. The major limitation to the MTR was gaining access to project-relevant MMA staff in particular during the field portion of the mission. This was due to a high rate of staff turnover over the period between project preparation (2016/2017) up to the present. Moreover, the change in government in December 2022 and subsequent changes in many senior staff beginning in January 2023 resulted in loss of institutional memory of the Project. Finally, given the December presidential elections, there were limitations on approaching MMA staff until the new was installed and agreed to proceed with the MTR. Summer holidays, delays in receiving the MTR contract and the advent of carnival also contributed to delays, albeit minor to the process. This was partially addressed by securing a large number of existing and former staff with a range of differing roles in the project that participated in remote interviews.

63. In certain cases, UNEP rating criteria were found difficult to interpret/apply to situations such as found for the PL Project where progress was limited and/or not quantifiable due to lack of MTR targets/indicators exacerbated by delays in many aspects of project operations and lack of progress in implementation progress.⁸ This typically equated to low ratings regardless of effort.

⁸ This was particularly with respect to cross-cutting issues and application of percentages and subjective criteria to ascertain the respective rating. (e.g., "cooperation with other agencies" rated from none (HU) to all (HS)).

III. THEORY OF CHANGE

64. The Theory of Change (TOC) is a method used for planning a project linking intended long-term impact backwards to identify preconditions necessary to achieve impacts. Following UNEP guidance a TOC should be able to explain the process of change by outlining causal linkages in a project (i.e., its outputs, project outcomes, ‘intermediate states’, and long-lasting outcomes or impact). The identified changes are mapped as a set of interrelated pathways with each pathway showing the required outcomes in a logical relationship with respect to the others, as well as with a broad chronological flow. Each ‘step’ in the pathway is a prerequisite for the next. The “change” processes between outcomes/intermediate states may require certain conditions to hold termed assumptions;⁹ significant external factors or conditions that need to be present for the realization of the intended results but that are beyond the influence of the project and its partners. These may be facilitated by supporting actions or conditions termed drivers; significant external factors that, if present, are expected to contribute to the realization of the intended results of a project and which can be influenced by the project and its partners.¹⁰

65. A TOC is best presented as a narrative description that is accompanied by a diagram. A diagram is often useful to show an overview of the causal pathways, the cause-to-effect relationships between different results / changes, and the drivers and assumptions that apply along the causal pathways. The narrative, however, will explain how or why one result is expected to lead to another, and should also present the roles of the main stakeholders in the change processes and how they can be affected by the changes resulting from the project intervention.

66. There are some other definitions that are important to clarify as providing the basis for an assessment of a TOC. GEF uses “project” outcomes and “project” outputs (as opposed to other types of outcomes and outputs). These are defined by UNEP as outcomes intended to be achieved by EOP; and outputs that are “products and services” (and/or gains in knowledge) supported by the project. Intermediate states are changes (at the outcome level) beyond project outcomes that are required to contribute towards the achievement of the intended impact of the project. Finally, Impact is defined by long-lasting results arising, directly (or indirectly) from a project.

67. The PL project’s TOC as presented in the PRODOC (see Figure 3 below) maps out the project goal, objective, components and outcomes. In addition, more detail is presented in three component-specific TOCs. In the latter, detail is provided on specific outputs, drivers and assumptions (by component). All other information remains the same as shown in the project-level TOC.

68. The “drivers” presented in the component TOCs appear in conformity with UNEP’s definition.¹¹ Among others, key drivers identified were: (i) level of interest among stakeholders in participation in component activities and the authorization of extension agents to be trained (Component 1); interest of forestry sector companies and national policy makers in component objectives (Component 2); and interest of stakeholders and ability of stakeholders to cooperate to address bottlenecks affecting component progress (Component 3).

69. Similarly, “assumptions” listed in the component specific TOCs also appear to be in conformity

⁹ Note that assumptions are not just a negatively formulated risk and they should be expressed as a contributing condition that needs to hold for a change process to happen.

¹⁰ The TOC also clearly identifies the main stakeholders involved in the change processes and what role(s) they play in, and/or how they are affected by, the changes driven by the project.

¹¹ Drivers are defined as external conditions necessary for project results to lead to next-level results, over which the project has a certain level of control (e.g. strong support from other development partners in-country, public pressure on policy makers).

with UNEP's definition¹². Key assumptions identified in the TOCs included: (i) status and possible changes to the LPVN and CAR, turnover of government officials, external factors affecting status of both APAs (including possible conflicts between communities and public authorities) and access to credit (Component 1); and (ii) status and changes to LPVN, turnover of government officials and the national financial situation (Components 2 and 3).

70. However, no Impact nor Intermediate Outcomes (IO) were defined in the TOC. The impact pathways are all linear defined by their respective component and do not demonstrate any interaction between components processes and causal linkages. They portray three separate sets of activities that support a view noted in more than one interview during the MTR that the Project appears to be composed of three discrete projects. Moreover, the IOs presented in the figure are a misnomer. Project outcomes need to be achieved by EOP. Intermediate outcomes (as opposed to intermediate states) should be achieved prior to EOP. However, many of these IOs appear overly ambitious, in particular if they are to be achieved prior to ensuring the achievement of the Outcomes at the next level. For example, under component 1, IO 1.1a is 'improved stakeholder's awareness, knowledge skills and commitment to SLM, SFM and native vegetation recovery in private areas at the SJ APA.' This is one of 5 IOs listed between the two APAs that apparently must be achieved prior to making progress towards project Outcomes for Component 1.¹³ Arguably, this IO alone, would serve as a satisfactory Outcome for many projects after 5 years. Following this argument, the three Component 1 Outcomes also appear overly ambitious. Similar arguments could be made for Component 3. The IO 3.2a, conservation value of private areas for the 5 biogeographical regions integrated into the SiCAR could be a challenge even as a project Outcome (but nevertheless possibly achievable). At the Outcome level, one has to question whether Outcome 3.1, "biodiversity conservation and ES mainstreamed into the national regulatory framework to support SLM, SFM and restoration in private areas" and Outcome 3.2, "conservation value of private areas mainstreamed into public policies," are realistically achievable by End of Project (EOP)?

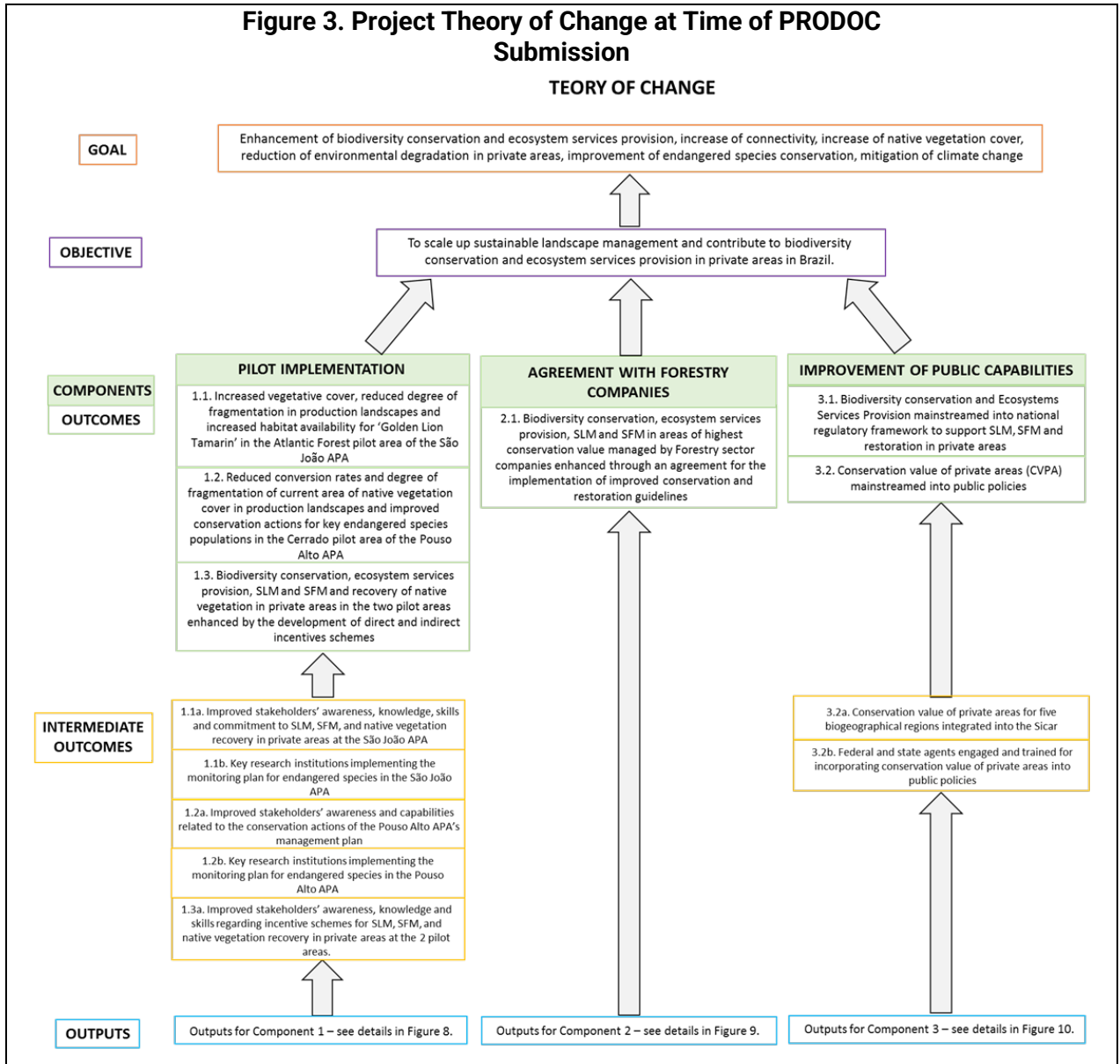
71. Of secondary importance is the matter of presentation. Much of the information across the four figures (general TOC and 3 component-specific TOCs) is duplicative (including some of the drivers and assumptions). It should be possible to provide this information in a single figure. Moreover, at the risk of attempting to provide too much information in a single graphic form, it would be useful to provide information on Impact (top row of TOC), dividing key drivers into positive and negative drivers and providing a row on risks.

72. Despite these weaknesses in the TOC no attempt was made to reconstruct the PRODOC's TOC at the time of the MTR. This decision was based on the present status of the Project, uncertainty over its future and the lack of designated MMA counterparts that would be needed to participate in the reformulation process. Nevertheless, as detailed elsewhere in the MTR (see Section V) there is a need to review and reformulate the TOC to reflect the current situation in Brazil some 5 years since the Project was designed, needed changes in the project's results framework, outputs/outcome indicators and targets, experiences and lessons learned from the project's implementation up to the time of the MTR and any changes in institutional arrangements.

¹²Assumptions are defined as external conditions necessary for project results to lead to next-level results, over which the project has no control (e.g., turn-over of government officials, global financial situation, technological advances).

¹³ These are: (i) increased vegetation cover/reduced degree of fragmentation for the GL Tamarin (SJ APA); (ii) reduced conversion rate and degree of fragmentation of current area of native vegetation cover and improved conservation actions (PA APA); and (iii) recovery of native vegetation in the two pilot areas enhanced by development of direct/indirect incentives.

Figure 3. Project Theory of Change at Time of PRODOC Submission



IV. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy¹⁴ (MTS), Programme of Work (PoW) and Strategic Priorities

73. As noted above, the Project was expected to contribute to UNEP's Subprogramme 3, Healthy and productive ecosystems and assessed through indicators and targets specified for UNEP's 2018/2019 biennium. For obvious reasons the contribution was marginal at best. Nevertheless, depending on what the future holds for the continuation of the Project in whatever form but ensuring that it continues to contribute to the same goal and PO, there appears to be ample opportunity for it to support UNEP's new MTS for the period 2022 – 2025. Specifically, the Project could likely contribute most significantly to UNEP's Strategic Objective (SO): Living in Harmony with Nature supported through its Nature Action Subprogramme and the latter's three outcomes, (i) an economically and socially sustainable pathway for halting and reversing the loss of biodiversity and ecosystem integrity is established; (ii) sustainable management of nature is adopted and implemented in development frameworks; and (iii) nature conservation and restoration are enhanced. Clearly, there are also potential contributions to UNEPs' other SOs, thematic subprogrammes and foundational and enabling subprogrammes.

Alignment to Donor/GEF/Partners Strategic Priorities

74. GEF 8. At the time of submission, this GEF 6 project was submitted for financing under GEF's BD, LD and SFM Focal Areas (FA). For the same reasoning cited above the Project appears to have contributed very little to the indicators and targets under these FAs (see section C below). Under GEF 8 the Project could likely contribute to the BD FA with the following indicators/targets: (i) biodiversity conserved (landscapes/seascapes measured in ha); and (ii) protected area under effective management (landscapes/seascapes measured in ha). In addition, the Project could also contribute to the LD FA Sustainable Land Management and the integrated Programs on Food Systems and Landscape Restoration, respectively. Finally, given that the main theme of the Project is on private lands, there is likely to be a close affinity to GEF's cross-cutting theme on private sector engagement.

Relevance to Global, Regional, Sub-regional and National Priorities

75. SDGs. Of the United Nation's 17 Sustainable Development Goals (SDGs), the Project is most relevant to supporting the achievement of Goal 15 (see Table 6). It will also contribute to varying degrees to SDG Goals: No Poverty (1); Zero-Hunger and Sustainable Agriculture (2); Gender Equality (5); Decent Works and Economic Growth (8); and Climate Action (13).

Table 6. UNSDGs and Targets to Which a Reformulated Project Could Contribute

SDG Goal	Targets
Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems; sustainably manage forests, combat desertification; and halt and reverse land	15.1. by 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
	15.5. Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species
	15.9: By 2020, integrate ecosystem and biodiversity values into national and local

¹⁴ UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>.

degradation and halt biodiversity loss.	planning, development processes, poverty reduction strategies and accounts
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76. **CBD GBF.** As 2020 marked the deadline for the Aichi Biodiversity Targets, the new global biodiversity framework (GBF) was needed to carry the global community into the future with a view to achieving the 2050 Vision for Biodiversity. The GBF, which was adopted in December 2022 in Montreal, has four long-term goals for 2050. Of these a reformulated Project could potentially most directly contribute to Goal A and the following relevant action-oriented targets for 2030 (Table 7).

Table 7. CBD GBF Goals, Milestones and Targets (2030) to which the Reformulated Project Could Contribute

GBF Goal (2030)	Targets
<p>Goal A. The integrity, connectivity and resilience of all ecosystems are maintained, enhanced, or restored, substantially increasing the area of natural ecosystems by 2050;</p> <p>Human induced extinction of known threatened species is halted and, by 2050, extinction rate and risk of all species are reduced tenfold, and the abundance of native wild species is increased to healthy and resilient levels; and the genetic diversity within populations of wild and domesticated species is maintained, safeguarding their adaptive potential.</p>	<p>1. Ensure that all areas are under participatory integrated biodiversity inclusive spatial planning and/or effective management processes addressing land and sea use change, to bring the loss of areas of high biodiversity importance, including ecosystems of high ecological integrity, close to zero by 2030, while respecting the rights of indigenous peoples and local communities.</p>
	<p>2. Ensure that by 2030 at least 30 per cent of areas of degraded terrestrial, inland water, and coastal and marine ecosystems are under effective restoration, in order to enhance biodiversity and ecosystem functions and services, ecological integrity and connectivity.</p>
	<p>3. Ensure and enable that by 2030 at least 30 per cent of terrestrial, inland water and of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories, where applicable and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities including over their traditional territories.</p>
	<p>8. Minimize the impact of climate change and ocean acidification on biodiversity and increase its resilience through mitigation, adaptation, and disaster risk reduction actions, including through nature-based solution and/or ecosystem-based approaches, while minimizing negative and fostering positive impacts of climate action on biodiversity.</p>

Complementarity with Existing Interventions/Coherence

77. **GOB Environmental Priorities.** With the election and recent instalment of the Lula government there appears to be a new opportunity to explore and establish complementarities between government priorities in the environmental sector and the Project. This was nowhere better illustrated than the shift of the Brazilian Forest Service (SFB) back to MMA from Ministry of Agriculture, Livestock and Food Supply (MAPA) on the first day of the new government's installation. Given the history leading up the requested cancellation of the Project by the last government and the new government presently in the process of outlining its priorities, close consultation, collaboration will be required to identify these complementarities.

78. The main UNEP criterion applied in assigning a rating for strategic relevance is degree of alignment between the project's implementation strategies and contributions (results) with the priorities of UNEP, GEF and Global and National Programmes/Frameworks. Despite the potential of the Project to contribute to the country's recent and future strategies and programmes, the paucity of results at the time of the MTR resulted in a **MU** rating.

Rating for Strategic Relevance: Moderately Unsatisfactory

B. Quality of Project Design

79. With respect to the PRODOC itself the background and context section, in particular the global significance and threat analysis sections were found to be comprehensive and convincing. Similarly, the institutional analysis of the federal legislative framework was found to be generally good but could have been improved by providing additional detail in the two pilot sites (legislative, executive and local conditions and status). The PRODOC also provided a comprehensive table identifying and describing possible roles of stakeholders in the proposed project as well as other on-going initiatives including GEF-supported projects to liaise with during project implementation. The description of gender and minorities was general for the sector with no detail provided for the two APAs.¹⁵

80. Nevertheless, a number of issues associated with initial project design and the PRODOC were flagged in the Review and described in greater detail in other sections of the MTR. These include: (i) the Theory of Change (see Section III); (ii) the Results Framework with a number of Outcome indicators that were judged not to meet SMART criteria and no indicators and targets specified for project outputs (see Section IV C); (iii) unclear institutional arrangements and lack of explicit decision-making protocols in the absence of consensus between the two EAs (see Section IV H); (iv) lack of clarity of roles / responsibilities of the PSC (see Section IV H); (v) the need for greater articulation among the project's three components (see Section III); and (vi) identification of Risks (see Section IV H).

81. In terms of public consultations supported through the PPG, two workshops were developed in the pilot areas, a meeting with members of federal Government (Brasília) and another meeting with the Forestry Sector (São Paulo). Two day workshops were also supported in each of the pilot areas. At the meetings potential partners and contributors to the Project were identified and where productive were followed up with new meetings to consolidate partnerships / collaborations and provide inputs into final project design. A project inception workshop (involving the three main stakeholders) was held on 7th – 9th August, 2018 followed by a project launch workshop attended by a broader and more diverse group of potential stakeholders on December 12th December, 2018.

82. Three issues were identified that could have been of value during the preparation of the Project. These were:

Lack of Due Dilligence in Assessing Institutional Arrangements. The contracting of IIS by MMA to implement the Project reportedly was the first time the Ministry had adopted this model to implement a GEF project. Similarly, despite IIS's participation in a number of earlier GEF projects, this was the first time the Institute would be responsible for the implementation of a GEF project and reportedly managed any project comparable in size (US\$ 8.95 M). IIS is a well-respected institution with both a national and international reputation in policy cum think-tank in sustainable environmental and NRM than in project implementation, in particular at the field level. Arguably, the mis-matching of institutional capacity with project needs may have been contributory to some of the institutional issues that arose later in project implementation including lack of clarity with respect to roles/responsibilities between the two execution institutions; differences in corporate culture; decision-making; and self-execution and ensuring quality control and avoiding possible conflicts of interest. A more detailed and comprehensive due diligence during project preparation may have flagged some of these issues and identified possible mitigative measures in project design;

MMA Technical Staff Consultation and "Buy-in". Results from a review of the PIRs supported by more than one interview indicated that, in particular with respect to the basic approach of

¹⁵ An SEA Scoping Exercise was to be undertaken at the commencement of the Project to ensure that particular attention is paid to environmental and social concerns but this was not found.

the Project, project indicators and targets and institutional arrangements, were largely confined to discussions and decisions taken among and between senior managers in both MMA and IIS. The departure of some of these managers early in the project's implementation phase (particularly in MMA), appeared to leave some technical staff unclear of the logic and project approach behind these decisions contributing to lack of clarity and misunderstanding that increasingly manifested itself during its implementation; and

Need for Additional Preparation Work in APA Pousa Alto. Additional preparation work appeared to be required in particular with respect to: (i) assessing the status and underlying reasons for the reluctance of the State to implement the APA PA management plan, (ii) status of APA council, (iii) lack of commitment of SEMAD GO to support the Project and (iv) the need for further identification and mobilization of support from key project stakeholders in the pilot area to ensure future project sustainability.

83. UNEP requires the quality of project design to be assessed using a template taken from the Review Inception phase. Ratings are assigned to project criteria and an overall Project Design Quality rating is established using a weighted approach. At the time of the MTR report, this template was updated from the inception phase based on new information generated during the MTR process. The main changes between the inception phase and the MTR were: 4 rated upgrades (project preparation, governance and supervision financial planning, risk identification and social safeguards), 5 rated downgrades (strategic relevance, intended results and causality, logical framework and monitoring, efficiency and sustainability) and the remaining were unchanged (4). This resulted in a Project Design Quality rating of **MU** (2.68 weighted score) which was the same rating as estimated in the Review Inception phase (3.16). The Mission notes that there did not appear to be a direct correspondence between some of the MTR and Design Quality Template rating criteria (Table 8).

Table 8. UNEP Project Design Quality Template

SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting/10)
Operating Context	2	0.4	0.08
Project Preparation	5	1.2	0.6
Strategic Relevance	3	0.8	0.24
Intended Results and Causality	1	1.6	0.16
Logical Framework and Monitoring	2	0.8	0.16
Supervision	2	0.4	0.08
Partnerships	4	0.8	0.32
Learning (Communication and)	3	0.4	0.12
Financial Planning / Budgeting	5	0.4	0.2
Efficiency	2	0.8	0.16
Risk Identification and Social Safeguards	3	0.8	0.24
Sustainability / Replication and Catalytic Effects	2	1.2	0.24
Identified Project Design Weaknesses/Gaps	2	0.4	0.08
		TOTAL SCORE (Sum Totals)	2.68

Rating	Score Range
1 (Highly Unsatisfactory)	< 1.83
2 (Unsatisfactory)	>= 1.83 < 2.66
3 (Moderately Unsatisfactory)	>= 2.66 < 3.5
4 (Moderately Satisfactory)	>= 3.5 <= 4.33
5 (Satisfactory)	>= 4.33 <= 5.16
6 (Highly Satisfactory)	> 5.16

C. Effectiveness

Availability of Outputs

84. At the time of submission of the PRODOC output “titles” were provided in the text and Results Framework (RF) but there was no attempt to provide indicators and targets to enable monitoring of project progress in their implementation. However, “sub-outputs” were identified under each Output in Annex 6 of the PRODOC (e.g., under Output 1.1 a total of 6 sub-outputs were identified with a total of 40 specific steps leading to their achievement and presumably their contribution to the achievement of their respective Output and Outcome). This approach was revised over a period of several months following project effectiveness (see Figure 2).

85. It is not clear why it was decided to bypass the RF logic. Rather the design team appeared to identify “clusters” of sub-outputs grouped by output that unfortunately also failed to specify indicators and targets. Given the difficulty in monitoring project progress towards achieving a specified output (with no indicators or targets) apparently the need arose to superimpose a system of subjectively assigning percentages to monitor progress for each sub-output and taking the average of each sub-output “cluster” and presenting it as a surrogate for measuring progress towards achieving the Output itself.¹⁶ Percentages adopting this approach are presented in Table 9, below.

86. UNEP’s definition of a project Outcome are those outcomes that are to be achieved by the End of Project (EOP) and for which outputs contribute to over the course of the project life. In general, there are typically a number of outputs per outcome that if achieved, assuming assumptions and risks are correctly identified and addressed in project design, should lead to the achievement of the stated outcome. However, in the PRODOC’s RF there is commonly only one output per outcome (following the logic behind the RF then the achievement of an output should equate to the achievement of the outcome, holding assumptions and risks constant).

87. This resulted in a system that was described in PIR III as largely subjective, a view shared by this MTR, and contributed to the eventual problem of resorting to parallel systems of ranking progress by IIS and MMA (more detail is provided on this in Section IV F).

88. With this background, the Mission found it very difficult to assess progress in project implementation with no output indicators/targets specified at time of the PRODOC. More to the point, there is no basis to assess quantifiable project implementation progress based on project outputs. Moreover, despite the fact there is clear empirical evidence of progress (e.g., people trained) there is little confidence that the percentages specified in the PIRs reflect actual progress toward the respective Output. Finally, it must be pointed out that most of these issues apply to all three components, but in practice they have manifested themselves mostly in Component 1 as little progress was made in components 2 and 3 due to the suspension of project implementation following MMA’s request for its cancelation. And where specified appeared to be highly subjective for the reasons cited above.

89. Despite this situation there nevertheless appeared to be a number of significant products/outputs produced. These that were submitted and approved by MMA included: (i) public awareness and engagement strategies & supporting activities (Outputs 1.1 & 1.2); and (ii) a Technical Cooperation Agreement (TCA) with EMATER Rio and training of extension agents in SLM SFM and vegetative recovery on private lands;. Moreover, there were a number of project supported products submitted to MMA that are still pending review/approval. These included: a habitat connectivity map (1.1); Funatura interim products in support of biodiversity protocols (1.2); a project communication plan for 2021-2022 (3.2); a list of data bases to serve spatial

¹⁶ A better approach for monitoring purposes would have been through the development of process indicators that link the selected sub-outputs sequentially and estimate progress towards reach the relevant output that to the extent possible reflect differences in time/level of effort for each sub-output but in total would reach 100 % when the Output was achieved.

mapping of HCV areas in the *Mata Atlântica and Cerrado* biomes (3.2); and a project-wide website.

Table 9. Estimations of Progress towards Achievement of Project Outputs

Outputs	Progress at MTR (%)	Details
Outcome 1.1: Increased vegetative cover, reduced degree of fragmentation in production landscapes and increased habitat availability for 'Golden Lion Tamarin (GLT)' in the Atlantic Forest pilot area of the São João APA (KBA area in the State of Rio de Janeiro)		
Output 1.1.1: Programme for implementation of SLM, SFM and native vegetation recovery in private areas at the Sao Joao APA (6 sub-outputs)	60%	Significant progress was reported on public awareness (95 %) and training EMATAR agents and landowners in SLM and native vegetation restoration. Due to the methodology used this was dragged down by lack of progress in development of an endangered species monitoring plan and (0%) and support for CAR analysis and the promotion of adoption of PRAs by private landowners in support of a connective landscape (0%).
Outcome 1.2: Reduced conversion rates and degree of fragmentation of current area of native vegetation cover in production landscapes and improved conservation actions for key endangered species populations in the Cerrado pilot area of the Pouso Alto APA (KBA area in the State of Goiás)		
Output 1.2.1: Programme for implementation of conservation actions of the Pouso Alto APA's management plan in private areas (6 SOs)	72%	Significant progress was reported to be achieved on public engagement of stakeholders in the APA do Pouso Alto (100 %) and strengthening of sustainable agrotourism (NA).
Outcome 1.3: Biodiversity conservation, ecosystem services provision, SLM, SFM and recovery of native vegetation in private areas in the two pilot areas enhanced by the development of direct and indirect incentives schemes.		
Output 1.3.1: Incentive package for SLM, SFM and native vegetation recovery in private areas.(6 SOs)	20 %	Defined business plan model structure (55 %) was only one of three sub-outputs in which progress was determined.
Outcome 2.1: Biodiversity conservation, ecosystem services provision, sustainable land (SLM) and forest (SFM) management in areas of highest conservation value managed by Forestry sector companies enhanced through an agreement for the implementation of improved conservation and restoration guidelines.		
Output 2.1.1: Programme for the identification of high value for conservation identified and protocols for biodiversity monitoring, SLM and SFM. (4 SOs)	10%	There were 2 sub-outputs and nothing progressed in the first but the second reached an estimated 19 % (1.1.2: Establish mechanisms to disseminate biodiversity monitoring data from forest sector to Government)
Output 2.1.2: Spatial database related to the prioritization for restoration in forestry sector companies' areas.(2 SOs)	11 %	The first sub-output was the same as the output itself and it achieved only 11%.The second sub-output made no progress (0 %). So applying the average between methodology SOs this should have been reported as 5 %.
Outcome 3.1: Biodiversity conservation and Ecosystems Services mainstreamed into national regulatory framework to support SLM, SFM and restoration in private areas		
Output 3.1.1. Sustainable Native Vegetation Management Regulation proposal to support SLM, SFM and native vegetation recovery in private areas(2 SOs)	33%	Progress towards the development to address strategic bottlenecks (suboutput 3.1.1.1) was estimated as 66 % but the orientation document to promote regulations and incentives for sustainable management of native vegetation in PL with a focus on PSA was 0 %
Outcome 3.2: Conservation value of private areas mainstreamed into public policies and tools.		
Output 3.2.1 Public policies incorporating spatial databases with conservation value of private areas (2 SOs)	35%	Progress estimated (in percentages) reported for application of spatial multicriteria analysis to identify HV areas in PL by biome were: <i>Mata Atlântica</i> (60), <i>Cerrado</i> (43), <i>Caatinga</i> (24), <i>Pampa</i> (24) and <i>Pantanal</i> (24).
Output 3.2.2 - Capacity building and dissemination programme for mainstreaming conservation value (2 SOs)	32 %	Progress reported for engagement and training of federal and state agents to integrate the conservation value of private areas into public policies (0%) and the program for exchanging and disseminating lessons learned on incorporating the conservation value of private areas into public policies (63%).

MAY 2023

32

Achievement of Project Outcomes

90. The lack of significant progress in most Outputs had an adverse effect on Outcomes. However, with some exceptions there were few indicators and targets specified in the PRODOC to assess at the time of the MTR so progress for better or worse, was not substantially “captured” (see Table 10, below). Nevertheless, it must be kept in mind that where progress was reported these determinations have yet to be validated by MMA (for more detail see Table 5, Annex VIII).

Table 10. Estimations of Progress towards Achievement of Project Outcomes

Outcome 1.1: Increased vegetative cover, reduced degree of fragmentation in production landscapes and increased habitat availability for ‘Golden Lion Tamarin (GLT)’ in the Atlantic Forest pilot area of the São João APA (KBA area in the State of Rio de Janeiro)			
No. of Indicator targets MTR/EOP	Indicator	Target (PRODOC/MTR)	Status
1 of 3	c) - assessment of Golden Lion Tamarin population	- population data confirmed with local partners	- not achieved
Outcome 1.2: Reduced conversion rates and degree of fragmentation of current area of native vegetation cover in production landscapes and improved conservation actions for key endangered species populations in the Cerrado pilot area of the Pouso Alto APA (KBA are in the State of Goiás)			
2 of 5	- a) number of stakeholders (e.g. landowners, community associations), both women and men, trained regarding implementation of conservation actions in private areas - e) Selection of key indicator species that reflect conservation status	- at least 200 stakeholders - key indicator species selected	- partially achieved (pending approval of MMA) - key indicator species indicated by Funatura and IIS (pending MMA approval)
Outcome 1.3: Biodiversity conservation, ecosystem services provision, SLM, SFM and recovery of native vegetation in private areas in the two pilot areas enhanced by the development of direct and indirect incentives schemes.			
1 of 2	- a) number of stakeholders trained regarding incentive schemes for SLM, SFM, and native vegetation recovery in private area.	At least 200	- not even partially achieved
Outcome 2.1: Biodiversity conservation, ecosystem services provision, sustainable land (SLM) and forest (SFM) management in areas of highest conservation value managed by Forestry sector companies enhanced through an agreement for the implementation of improved conservation and restoration guidelines.			
1 of 3	- a) area occupied by the companies that signed the agreement for improving and implementing protocols for biodiversity monitoring, SLM and SFM	- 150,000 hectares	- not even partially achieved
Outcome 3.1: Biodiversity conservation and Ecosystems Services mainstreamed into national regulatory framework to support SLM, SFM and restoration in private areas			
1 of 1	- a) number of engaged stakeholders to point bottlenecks and solutions regarding sustainable native vegetation management in LRs	- at least 30	- exceeded MTR target
Outcome 3.2: Conservation value of private areas mainstreamed into public policies and tools.			
2 of 3	- a) number of spatial databases on conservation value of private areas for biogeographical regions integrated into the SiCAR - c) number of federal and state public sector and third sector key stakeholders trained and engaged to apply the conservation value of private areas database	- 2 - At least 25	- achieved (pending approval of MMA) - partially achieved

Achievement of Likelihood of Impact

92. An assessment of likelihood of Impact was conducted using the tool required by the Evaluation Office of UN Environment Programme as updated on 29 July, 2021 (Table 11). As indicated in the Table, drivers to support transition from Outputs to Project Outcomes are partially in place (the evaluation was constrained by the fact that identified drivers were applied only to separate components rather than the Project as a whole as presented in the TOC). Similarly, some assumptions were determined to hold but again this assessment was constrained for the reason mentioned previously. However, the main issue was there were no drivers in place to support transition from Outcomes (only partially achieved and arguably not the more significant ones) to Intermediate States since no Intermediate States were identified in the TOC. Finally, given the present status of the Project at the time of the MTR, there is no basis to assess what the likelihood is that it will achieve any of the Outcomes much less the non-specified Intermediate States and ultimately achieve any impact. Following the Table's formulae, at the time of the MTR, the likelihood of impact is "**Unlikely.**"

93. The main UNEP criteria applied in assigning a rating for effectiveness were: (i) percentage of planned outputs achieved at the time of MTR, (ii) degree of Outcomes achieved and (iii) degree that assumptions and drivers are in place/hold to facilitate the change process from outcomes to intermediate states. Partial achievement of some of the few outputs and outcomes with indicators and targets specified at the time of the MTR coupled with the absence of specified intermediate states and a process leading to their achievement and likelihood of impact applying the UNEP formula resulted in a **HU** rating.

Table 11. Assessment of Likelihood of Impact

INSTRUCTIONS
 1. Start by clicking the "Reset Form" button to ensure the spreadsheet is clear of data and ready for use.
 2. Answer the questions posed in Column 'B' by selecting the relevant answer from the "Drop Down" menu in Column 'D'.
 3. Answer all the questions in Column 'B' unless prompted to stop. If prompted to stop, scroll to the bottom of the sheet to see the "Likelihood of Impact" rating.

NOTES
 The spreadsheet scores the answers in column 'D' using the rubric in columns 'I' to 'M'. The scores are shown in columns 'O' to 'T' and then totalled. The rating is the category with the highest score.

A GUIDE FOR THE RATINGS LIKELIHOOD OF IMPACT

Reset Form **Select Response**

Likelihood of impact **Likelihood of impact**

			HU	U	MU	ML	L	HL		HU	U	MU	ML	L	HL
Drivers to support transition from Outlets to Project Outcomes are ...	Partially in place		Not in place	Partially in place	Partially in place	In place	In place	In place		1	1				
Assumptions for the change process from Outlets to Project Outcomes ...	Partially hold		Do not hold	Partially hold	Partially hold	Hold	Hold	Hold		1	1				
Proportion of Project Outcomes fully or partially achieved?	Some		None	Some	Some	Some	Some	All		1	1	1	1		
Which Project Outcomes? (The most important to attain intermediate states / impact or others)	Others		n/a	Others	Others	Most important	Most important	n/a		1	1				
Level of Project Outcomes achievement?	Partial		n/a	Partial	Full	Partial	Full	Full		1	1	1			
Drivers to support transition from Project Outcomes to Intermediate States are ...	Not in place		n/a	Not in place	Not in place	Partially in place	Partially in place	In place		1	1				
Assumptions for the change process from Project Outcomes to Intermediate States ...			n/a	Do not hold	Do not hold	Partially hold	Hold	Hold							
Proportion of Intermediate States achieved?		Stop, no further entries required	n/a	n/a	None	None	Some	All							
Level of Intermediate State achievement?			n/a	n/a	n/a	n/a	Partial	Full							
Drivers to support transition from Intermediate States to Impact are ...			n/a	Not in place	Not in place	Not in place	Partially in place	In place							
Assumptions for the change process from Intermediate States to Impact ...			n/a	Do not hold	Do not hold	Do not hold	Partially	Hold							
OVERALL RATING										0	6	5	2	1	0

UNLIKELY

Rating for Effectiveness: Highly Unsatisfactory

D. Financial Management

Adherence to UNEP’s Financial Policies and Procedures

94. At the time of the MTR the Project had successfully accounted for disbursements totalling US\$ 4.2 M (47 %) of the US\$ 8.95 M GEF grant (Table 2, Annex IV). Disbursements by components were: Component 1 (31 %), Component 2 (7 %), Component 3 (44 %) and Project Management (18 %). See Table 1, Annex IV.

95. Disbursement of GEF funds by selected budget category were: (i) project personnel (US\$ 2.83 M), equal to 68% of total funds disbursed at the time of the MTR and 94 % of the projected PRODOC budget for that category at EOP; (ii) sub-contracts (US\$ 790 K) equal to 19 % of total funds disbursed at the time of the MTR and 19 % of the projected PRODOC budget for that

MAY 2023

35

category at EOP; and (iii) equipment & premises (US\$ 359 K) equal to 9 % of total funds disbursed at the time of the MTR and 43 % of the projected PRODOC budget for that category at EOP. See Table 4, Annex IV. It should be noted these figures are preliminary as of 31 December 2022 and not been approved by MMA nor UNEP, as of yet). Most money did not go to the field.

96. It should be noted that project management at the time of the MTR accounted for US\$ 748,100 of the GEF grant or 8.3 % of the total grant. The total project management costs for the project were projected to be only US\$ 651 K for the total Project. This will merit careful consideration for the revised budget.

97. There were four co-financiers identified at the time of the PRODOC (IIS, SECIMA GO, MMA-SFB & MMA-SBio). At the time of the MTR they all appear to have exceeded mid-term projections of 50% or over contributing to an meeting 63 % of co-financing commitments made at the time of the PRODOC (see Table 3 in Annex IV). Nevertheless, in terms of co-financing, it must be cautioned that there is no specific or comprehensive tool to accurately account for project partners' counterpart contribution. In this regard, services, and provisions in-kind are monetized to determine dollar value. Of the total amount of co-financing estimated to date, US\$ 21,222,600 or 63% of the total commitment at time of the PRODOC, it is unclear given the low level of project progress implementation how this figure can be justified, in particular given that SECIMA/GO has not been an active participant in supporting the APA PA pilot activities and SFB was transferred to MAPA shortly after the 2018 elections. The amounts of co-financing estimated at the MTR may require the assistance of UNEP to be clarified before the project's terminal evaluation.

98. In a letter to MMA dated 31st of August 2022 UNEP agreed to the temporary suspension of future disbursements beginning with the 8th disbursement (see para. 46 for more detail).

99. At the time of the MTR there appears to be a projected increase in the remaining portion of the GEF grant's "purchasing power" for goods and services denominated in R\$ due to an increase in the US\$:R\$ exchange rate.

Completeness of Financial Information

100. UNEP's approval of expenditures and provision of replenishments are evidence of compliance with required policies and procedures. All project financial information appear to be complete and up to the date of the suspension of the 8th disbursement and the audited financial statement for 2022, which should be available by the next quarter, as per regular schedule. A review of the three project audits covering the period 2019 – 2021 found no significant issues.

101. There were five project revisions approved up to the time of the MTR involving mainly changes in budget line items for project personnel and reallocation of unspent budgets to the next fiscal year. The largest sums involved shifts from a budget line item for personnel: (i) in Revision 1 this involved from PUC, a proposed partner no longer able to participate in the Project, to IIS to support personnel (US\$ 1.87 M); and (ii) in Revision II a shift for consulting firms that were barred from providing services not involving technical "products" to IIS (US\$ 676,989). The remaining revisions were minor, entailing a reallocation from IIS to a private firm (US\$ 62 K) to support office supplies, equipment maintenance and others (Revision 3) and the "rephasing" of budgets by "pushing unspent balances forward into the next budget years with no changes to budget line items (Revisions 4 & 5).

Communication Between Finance and Project Management Staff

102. There is no evidence of any issues in communication between the finance and project management staff. Complete and timely financial reporting also suggest communications were of the standard required. A summary assessment of the project's financial management is provided in Table 12.

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		S	
Any evidence that indicates shortcomings in the project's adherence ¹⁷ to UNEP or donor policies, procedures or rules		No	
2. Completeness of project financial information¹⁸:		S	
Provision of key documents to the reviewer (based on the responses to A-H below)		S	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	
B.		Yes	There were 5 revisions. Revision 1, due to PUC no longer being a project partner resulted in shift of budget funds to IIS (USD 1.87 M); Revision 2, due to project services required not involving technical products, private firms were barred from participating resulting in a further shift from consulting services budget line to IIS budget line (USD 676,989); Revision 3 was a reallocation from IIS to a private firm (USD 62 K) to support office supplies, equipment maintenance and others. Revisions 4 and 5 did not result in change between budget line items but just "rephasing" by "pushing unspent balances forward into the next budget year.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	
D.	Proof of fund transfers	Yes	
E.	Proof of co-financing (cash and in-kind)	Yes	
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	See Annex IV
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	Yes	3 audits completed
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		S	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	
Level of addressing and resolving financial management issues among		S	

¹⁷ If the review raises concerns over adherence with policies or standard procedures, a recommendation may be given to cover the topic in an upcoming audit, or similar financial oversight exercise.

¹⁸ See also document 'Criterion Rating Description' for reference.

Fund Management Officer and Project Manager/Task Manager.		
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	S	
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	S	
Overall rating	S	

103. Despite the Mission’s misgivings on some cost category allocations of the GEF grant at the time of the MTR, they appear to be in adherence with UNEP’s financial policies and procedures. This finding, together with the results of the three audits, completeness of financial information, communication between finance and project management staff and the UNEP Financial Management Assessment Summary warranted a **S** rating.

Rating for Financial Management: Satisfactory

E. Efficiency

104. Progress in project implementation appears to have been heavily affected by delays, among other factors, associated with: (i) approval of TORs; (ii) approval of hiring of consultants; (iii) facilitating, scheduling and maintaining agreed on meetings; and (iv) submission of draft and subsequent approval of project supported products and related communications; the latter in particular between the two EAs that grew gradually worse with the decline in the overall inter-agency operational environment. Of particular note was: (i) apparent delays in the early months of project execution associated with the refinement of the Open Standards for Conservation methodology with little apparent increase in impact on project implementation progress and its subsequent monitoring (see Section IV F); and (ii) the request by MMA for a change of scope in the Project (to include the *Amazonas* as a third biome to join with the *Mata Atlântica* and the *Cerrado*); a request that was subsequently withdrawn after considerable effort had been invested on the part of IIS to accommodate the request (see Figure 2).

105. Delays in the project execution caused by limited communication between the two executing agencies and reduced efficiency in the project management were identified as early as PIR I. Reportedly the executing agencies agreed to the establishment of different forms of communication in order to improve information and management fluxes (e.g., monthly meetings to inform about project progress and between the respective institution’s project coordinators and management team to inform about progress and solve any outstanding issues). There appeared to be little evidence of these meetings taking place and/or improvement in communications.

106. The effect of these delays on project implementation were exacerbated further by the externalities including: (i) Covid 19 that constrained working in the field and holding meetings; (ii) change-over staff in both EAs (senior staff in the case of MMA) and in some of the partners that affected continuity, institutional memory and existing inter-agency contacts; and (iii) changes in government (both immediately following the design process as well in implementation). The latter bringing in a new government with different policy priorities including the environment from the previous governments.

107. These factors appear to have contributed to an ever-worsening negative feedback mechanism as the institutional operating environment deteriorated, exacerbated by changes in personnel in both institutions over time followed by change in government bringing in changes in priorities/policies the virtual suspension of most project activities and finally resulting in MMA’s request to cancel the Project.

108. The main UNEP criteria applied in assigning a rating for efficiency were: (i) number of “no cost” extensions, (ii) delays in timeliness and adverse impacts on stakeholders, (iii) cost-

effectiveness and (iv) the establishment of unnecessarily duplicative roles, mechanisms or institutions. Application of these criteria primarily (ii), (iii) and (iv), contributed to a **U** rating.

Rating for Efficiency: Unsatisfactory

F. Monitoring and Reporting

Monitoring Design and Budgeting

109. The PRODOC stated that project implementation would follow UN Environment standard monitoring, reporting and evaluation processes and procedures and all financial and reporting requirements are integral to the legal instrument signed by UNEP and IIS.

110. A costed first draft of the project M&E Plan was included with the PRODOC. Costs presented in the draft plan were fully integrated in the PRODOC project. While the project M&E plan was found to be consistent with the GEF Monitoring and Evaluation policy, the project's Results Framework (RF) included indicators and targets only for Outcomes and many of these did not appear to meet "SMART" criteria. These indicators along with the key deliverables and benchmarks included in the PRODOC's Appendix 6, were the main tools for assessing project implementation progress and whether the project's projected results were being achieved at the time of the MTR. The means of verification of these elements are summarized in the Project Result Framework in Table 6, Appendix VIII.

111. At the time of the PRODOC a total of 6 Outcomes, 7 Outputs, 30 sub-outputs and 151 discrete activities were identified in Annex 7 (Deliverables and Benchmarks). Indicators and targets were only provided for Outcomes.

112. The aforementioned weaknesses in the RF manifested itself in a number of issues raised during the early months/years of implementation with respect to indicators and/or targets requiring proposed changes in a what appeared to be a "rolling" monitoring plan justified on the basis of "adaptive management." The resolution of many of these issues were by general agreement postponed until the MTR. One interviewee mentioned that there was much discussion with respect to indicators but difficulty in reaching agreement on indicators and/or targets in the design phase and wording/values may have been crafted to reach compromise. This may have contributed to what more than one interviewee described as a lack of understanding of some of the results framework indicators or how targets were calculated despite both EAs being involved in project design.

113. METTs were prepared for SLM, SFM and Biodiversity. GEF core indicator 1.2 ("management effectiveness") requires application of METT (or similar evaluation/monitoring tool) to assess;

Monitoring of Project Implementation

114. Monitoring as opposed to reporting was found to be particularly confused. It begins with a particularly weak RF due to lack of use of SMART indicators for outcomes, lack of any indicators and targets for outputs and a superimposed system of estimating progress against the project's many sub-outputs that was highly subjective¹⁹. Finally, there were few MTR targets specified by the time of the MTR. These factors combined to impede forming a clear and simple understanding of what the indicator is supposed to measure and more generally, assess progress in project implementation.

¹⁹ An assessment of outcome indicators yielded examples of no values to assess progress, non-realistic targets (e.g., policies) and ambiguity (in terms of numeric values vs percentages and on occasion the indicator itself).

115. Core indicators are established by GEF for each funding cycle for which all projects submitted under that cycle have to report their contributions to the relevant core indicators. In this case, no values were projected at time of MTR so an assessment was not possible however it appears there is a possible case of double-counting between indicators 1.2 and 4

116. The situation was significantly exacerbated due to the overlapping of the RF and Conservation Measures Partnership (CMP) Open Standards Methodology reinforced by a subsequent replanning exercise beginning in the first year of project implementation. This resulted in the development of a series of sub-outputs supported by activities for each specified output (see Section IV C for more detail). To measure progress percentages were arbitrarily assigned to each sub-output apparently on a simple arithmetic basis (e.g., one sub-output from a 4 sub-outputs cluster contributing to an output is equivalent to 25 %). When reporting on project progress, progress for each of the sub-outputs was estimated subjectively by the IIS team and then averaged to calculate a percentage of progress against the respective output (e.g., in the example above, if 50 % progress was estimated for one sub-output and 0 % estimated for the remaining three sub-outputs then 12.5 % was reported for the output).

117. Indicators used for reporting purposes (but in the absence of PRODOC RF benchmarks and achievements and process leading to said achievement measured defined *a priori* in percentages) resulted in subjective progress assessments and reporting in PIRs.

118. By PIR III a total of 28 risks had been identified beginning with the PRODOC of which 13 were classified as medium to high risk among which were the following: (i) low replicability, sustainability, and amplification of the project; (ii) changes in governance of key partner institutions that were previously aligned with the project; (iii) delays in the project execution caused by low communication between the two executing agencies and reduced efficiency in the project management; (iv) substantial changes of project strategies, requests of activities replanning, and activities put on hold by PCU/MMA delay or suspend the development of the project; and (v) problems with execution and high operating costs cause by project's implementation arrangement bottlenecks. This is a frank and concise summary of the situation and which the MTR Mission largely concurs. None of these issues appear to have been discussed in any of the PSC meetings, much less resolved

Project Reporting

119. The UNEP project data base was easily accessible and comprehensive. Similarly, IIS provided documents and data readily on request. Evaluation of project reporting for purposes of the MTR and the monitoring of project implementation progress was focused on the 3 PIRs that had been prepared by the time of the MTR and the three SPR mission Aide Memoires. The PIRs were found to be highly detailed, transparent and "frank." However, monitoring and reporting increasingly suffered with general deterioration of project operating environment between IIS and MMA. Evidence for this can be found in the 3rd PIR, where as a compromise between the two EAs and apparent agreement with UNEP, a parallel rating system was developed to allow each EA to provide their respective ratings and justifications for each criteria. Unsurprisingly, it appeared that IIE and MMA estimations of project progress in percentages were on average, higher and lower, respectively. This approach, in combination with the previous factors mentioned above, precluded much of their utility as documents to assess progress.

120. The PSC met three times and their findings and recommendations were summarized in their respective Aide Memoires. Similarly, Aide Memories were prepared summarizing the findings and agreements resulting from the project's three SPR missions. Other documents reviewed included the summaries from the project's inception and launch workshops.

121. The main UNEP criteria applied in assigning a rating for efficiency include: (i) a monitoring plan that tracks progress against SMART indicators; (ii) the relevance and appropriateness of the project indicators; (iii) the timely tracking of results and progress towards project milestones and targets throughout the project implementation period; (iv) evidence of how information generated by the monitoring system was used to adapt and improve project

execution, achievement of outcomes and ensure sustainability; and (v) performance at the project's mid-point against Core Indicator Targets. Application of these criteria contributed to a **U** rating.

Rating for Monitoring and Reporting: Unsatisfactory

G. Sustainability

122. UNEP measures sustainability against three sub-criteria: (i) socio-political sustainability (assess the extent to which social or political factors [i.e., commitment among government and other stakeholders] support the continuation and further development of project outcomes; (ii) financial sustainability (degree to which project outcomes are dependent on future funding and the availability/likelihood of future funding); and (iii) institutional sustainability (degree that project outcomes are dependent on issues relating to institutional frameworks and governance and in particular institutional capacity).

Socio-political Sustainability

123. As an issue, social sustainability appears to be most relevant in the two APAs supported under the Project. Certainly, the training and capacity building workshops supported under the Project should be cited (see Table in Annex VIII for more detail). In APA SJ, there seemed to be continued general public support for the Project based on the mission's site visit. Perhaps the most worrisome issue raised in the field visit was the continued out-migration to urban areas of the region's youth due to several factors including seeking greater employment opportunities. For those interested in remaining in the APA's agriculture sector this provides a critical target group and opportunity for the Project. Nevertheless, given the rate of out-migration project activities would have to be scaled-up significantly. With respect to APA PA, the opposition to LPVN, in particular among the large landowners, will likely continue to represent a challenge to the Project (at least as initially intended in the PRODOC). To meet this challenge a more comprehensive approach is required including the re-establishment of a close working relationship with SEMAD and achieving a more collaborative approach ideally within the context of an approved and adopted APA management plan.

124. With respect to political sustainability, following the 2018 elections the radical shift in public policies and priorities accompanied by re-organization and their combined effect on the project's enabling policy framework were understandably unforeseen during the project's design phase. While the Project faced a number of challenges in the period prior to the election, this nevertheless was one key factor in contributing to a lack of progress in project implementation up to the time of MTR. Given the priorities of the new incoming government and likely renewed support to the policy framework (re LPNV, SiCAR, CAR, PRA) and shift of SFB back to MMA, there still exists significant potential for the Project to achieve its project goal and objective. However, given the current status of the Project and remaining uncertainties over the new incoming government's support for the Project, at least in its present form, there is little basis to assess the future institutional sustainability of the Project.

Financial Sustainability

125. No financial sustainability strategy appears to have been proposed in project design. Rather future funding for project outcomes appears to be largely based on government funding with little evidence of effort to capture other sources of potential financing. This is a risky assumption for any project and should be addressed in the second half of the Project, in particular with respect to outcomes proposed for the two pilots. Similarly, an explicit exit strategy should be prepared early in the project's second half. Finally, while several arguments were given for the potential for replication and scaling up of project outcomes in the PRODOC, a detailed strategy was found.

Institutional Sustainability

126. At the time of the MTR some activities in support of institutional sustainability were found. For example, the training of EMATER agricultural extensionists through Training of Trainees (TOT) and of federal and state employees under components 1 and 3, respectively. These activities could lead to longer term benefits. However, with respect to ensuring a closer collaboration with the forestry sector companies in the implementation of improved conservation and restoration on their respective lands, an agreement with accompanying legislation prepared with project-support remains in draft and should be finalized and adopted to increase chances of sustainability (Component 2). Similarly, project support for mainstreaming the conservation value of private areas into public policies and tools has progressed somewhat through the reported application of spatial multicriteria analysis to identify HV areas in PL in the *Mata Atlântica* and *Cerrado* biomes though MMA has expressed concerns over the degree of inclusion of relevant stakeholders in the process and have yet to accept the final products. However, there is little evidence of progress in the formulation of regulations and policies in support of conservation in private areas was found at the time of the MTR (Component 3).

127. At the time of the MTR there appears little evidence for project sustainability (as opposed to its potential) particularly for uncertainty over financial and institutional aspects, the latter for many of the same factors cited under the assessment of likelihood of impact (para. 92) and contributed to an “U” ranking for project impact

Rating for Sustainability: Unlikely

H. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

128. The intent of this factor is to assess what actions were taken between project approval (February 2018) and the first disbursement (August 2018) focusing on the mobilisation stage of the Project. Key actions that took place over this period included: (i) preparation and signing of the Project Cooperation Agreement (PCA) between UNEP and IIS (May 2018); (ii) the preparation and signing of the Technical Cooperation Agreement (TCA) between MMA and IIS (July); (iii) the holding of a three day inception workshop between the three aforementioned institutions (albeit beginning one day after the date of the first disbursement); and (iv) drafting the TORs of project personnel and preparation of the first project operation manual (MOP). No evidence was found of effort to address the various gaps/weaknesses in the PRODOC that manifested themselves during implementation. Given the contribution of these efforts to project implementation readiness this factor was rated **S**.

Quality of Project Management and Supervision

129. UNEP uses this factor for GEF funded projects to address both project management performance of the executing agency and the technical backstopping and supervision provided by the Environmental Programme itself.

130. Project management by default has to accept much of the responsibility for the present status of the Project. As has been noted elsewhere in the MTR, the Project suffered from unclear institutional arrangements in particular with respect of having two “executing agencies” and apparent (or perceived) overlapping project responsibilities. Furthermore, the roles/responsibilities of PSC were not clear and remained open for discussion (e.g., advisory vs. deliberative roles were discussed but not finalized in minutes of the PSC meetings). There also appeared to be an over-dependence on reaching decisions based on consensus in project design with no defined decision-making body/process in place in case of lack of agreement. These factors were exacerbated by turn-over in staff (in particular senior staff involved early in project design as well as changes in government). The PSC met three times up to the time of the MTR. A review of the minutes of these meetings found no evidence of the body substantially

addressing the growing list of issues associated with the general decline in the project's institutional operating environment. In terms of institutional arrangements, the PRODOC called for the creation of technical workgroups (GTs) composed of outside technical experts to advise the CDP however these were never created. Finally, it remains unclear what were the contributions to achieving the project goal and outcomes associated with the changes in the approach to the *Pouso Alto* APA pilot area based on the principle of "adaptive management."

131. The MTR found that MMA initially expected IIS to serve as a technical clearing house for and ensuring the quality of products and services provided by sub-contractors in support of project implementation. However, following the first 2 budget revisions, monies were shifted to IIS that led to a significant reduction in sub-contractors (in particular PUC) and an increase Institute staff and their taking the lead in the execution of project activities affecting technical work, quality control and an contributing to an appearance of possible conflict of interest associated with their reviewing/clearing on their own work products before forwarding them to MMA for final review and approval.

132. One key effort to highlight was the joint effort aimed at trying to resolve many of project management issues when it was agreed in the 3rd SPR mission (September 2021) that a re-planning workshop would be held to identify the project's challenges and proposed solutions. This was envisioned as an inter-institutional relationship/communication workshop between the MMA and IIS, with the hiring of an external moderator planned for late 202. Unfortunately, it was cancelled by the MMA shortly after the mission.

133. The Covid pandemic and its impact on the execution of project activities, in contributing to delays in the project's field activities, was another challenge as reported in PIR III. However much to the credit of the project team, an adaptation plan was prepared that allowed the continuity of actions primarily in facilitating a shift to a remote format and reduced the overall impact on the Project execution.

134. UNEP participated in 3 SPR missions by the time of the MTR that included tri-partite meetings as well as separate bi-lateral meetings that were recorded in their respective Aide Memoire. Selected agreed on actions following each mission and their respective status at time of the MTR can be found in Table 5, Annex VIII. The MTR, supported by the results from interviews, found that the project partners were highly appreciative of the support and guidance received from UNEP and the SPR missions but noted that a greater presence (i.e., local), more technical support and taking a firmer role with the other two partners in addressing the various management issues described above would not have gone amiss.

135. The shared responsibility of the three principal stakeholders for many of the issues that arose in project implementation and low project implementation progress, the unclear and overlapping roles and responsibilities between the two EAs and the inability of the PSC to resolve issues as they developed were factors contributing to an **MU** rating.

Stakeholders Participation and Cooperation

136. The intent of this factor is to assess the degree to which stakeholders were included in project implementation and the role project partners played in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP.

137. The PRODOC presented a reasonably comprehensive table identifying and describing possible roles of institutional stakeholders in the Project at the national level but at the local level there was less detail provided for the two APAs. Through the PPG, two, two-day workshops were supported in the pilot areas, a meeting with members of federal Government (Brasília) and another meeting with the Forestry Sector (São Paulo). Through these meetings potential partners and contributors to the Project were identified subsequent to which new meetings to consolidate partnerships/collaborations were conducted where relevant. This process provided the inputs describing the potential roles of institutional stakeholders in the future implementation of the Project.

138. At the time of the launch workshop (December, 2018) there appeared to be a relatively high correlation between the institutions identified in the PRODOC and participants in the workshop. Nevertheless, some institutions apparently did not participate (e.g., FUNATURA, PESAGRO, PUC and EMATER) but this was partially offset by presence of other new institutions (e.g., some UN agencies and embassies). Throughout the Project, these stakeholders were to be informed about the project strategies development. However, here seemed to be little evidence that many of the institutions/projects initially identified in PRODOC were subsequently engaged (e.g., PROSPECIES, PLANAVEG, FBDS, PESAGRO, CEPA and ABIO).

139. In terms of formalizing relationships, agreements in addition to the three main institutions agreements were reached with: (i) EMATER Rio (training of trainers in sustainable agriculture of agents and rural landowners in APA SJ); (ii) FAPED (managing scholarships which reportedly never materialized); and (iii) GO State Tourist Agency (regulate trekking route in *Caminho dos Veadeiros* NP). Other agreements that were agreed to but not approved/implemented at the time of the MTR were with INEA (CAR), GO SEMAD (APA PA); Ambientago (CAR), and AMLD (GLT). There seemed to be very little interaction with MCTI ref. collaborating with a previously funded GEF project (SIBBR). See Table 1 in Annex VIII for further detail.

140. In the two APAs the Mission found that there was follow-up from the workshops supported in the PIF/PPG phase that included planning/orientation workshops during implementation that engaged a range of local landowners, NGOs and federal and local governments. Participation was complemented by the formation of What's Up groups and public awareness and engagement activities supported under the Project's communication and public awareness strategy.

141. The main factors affecting stakeholder engagement and partnerships appeared to be: (i) limited outreach by IIS to potential project partners, (ii) MMA's use (or lack thereof) of its convening responsibility of key stakeholders for project purposes, (iii) the effects of Covid 19 and (iv) the change of government in 2018 and shifting of SFB from MMA to MAPA in 2018.

142. Relevant UNEP criteria for assessing the rating were: (i) implementation began, with a good analysis of stakeholder groups; (ii) moderate efforts, with mixed effectiveness, made by Project Team to promote stakeholder ownership; and (iii) good (mostly effective) but sometimes irregular and/or poorly timed) consultation and/or communication with stakeholder groups during the life of the project. As a result, this factor was rated **MS**.

Responsiveness to Human Rights and Gender Equality

143. For this factor the MTR was to assess to what extent the PRODOC identified concerns with respect to human rights, including with respect to differentiated gender needs and sustainable development. Similarly, during its implementation, if the Project took into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women and children) to environmental degradation or disasters; and (iii) the role of disadvantaged groups.

144. In the PRODOC gender was discussed in general terms with respect to the sector but there was little information provided from the two APAs at the time. A Strategic Environmental Assessment (SEA) Scoping exercise was to be completed at the beginning of project implementation but this did not occur. However, gender was reflected in a number of indicators and targets in the Results Framework and was one of the GEF 7 Core Indicators specified for the Project. During implementation most of the activities focused on increasing public awareness, training and stakeholder engagement that included women supported by data collection on public participation and benefits disaggregated by gender (with the exception of UTube videos). In should be noted that the Project did initiate an activity to assess how it could better support and empower women through identifying and reviewing activities that are already taking place in the APAs (e.g., mapping a group of women called *Mulheres do Amanhã* in the APA SJ. This

occurred before the Covid-19 quarantine and was to begin again post-pandemic but apparently did not happen. Given that the project's main focus was not on human rights and gender and much of the effort (and budget) were allocated for studies and policy work, this factor was rated **MS**.

Environmental and Social Safeguards

145. The main UNEP criteria applied in assigning a rating for environmental and social safeguards (SS) were: (i) evidence of number of SS considerations (management plan, review of risk ratings, monitoring if safeguard issues exist, response to issues if relevant and reporting); and/or (ii) consideration of impacts of SS issues on stakeholders and /or (iii) level of effort by UNEP or its partners, to consider or minimize the project's environmental footprint.

146. The PRODOC stated that a SEA Scoping Exercise would be undertaken at project commencement. This was not done. Nevertheless, it was stated that the execution of the project activities had taken into consideration the main safeguards, particularly with respect biodiversity conservation and sustainable management of living natural resources (PIR I). It was further reported that project activities were subject to ESERN screening criteria (PIR III) but the MTR found no evidence of this.

147. Similarly, with respect to Social Safeguards (ref. equality and empowerment), early in project implementation it was reported that the Project would apply ROAM/FLR Analytical Framework (PIR I) as a reference but at the time of the MTR no evidence of this was found.

148. Fortunately, with the possible exception of possible project supported activities in the PA APA associated with construction of a trail in the national park, environmental and social risks do not seem to be significant. However, there is concern over the appearance of the use of GEF resources in a protected area without an approved management plan, no collaborative relationship with the GO state entity responsible for the management of the APA (SEMAD), a non-active APA council and at the time of the MTR, a suspended relationship with the counterpart agency (MMA/ICMBio) responsible for the adjacent national park (*Chapada dos Veadeiros*); all in the absence of an initial environmental evaluation (IEE). Issues of status/viability of the management plan issue should have been flagged during PIF/PPG phase and the real threats to the APA assessed (e.g., mining and soy production).

149. With respect to risks, those identified in the PRODOC do not appear in fact to be risks external to the Project but rather internal to the Project and at least in theory, manageable. Moreover, factors that significantly contributed to the gradual decline in the institutional operating climate and eventual suspension of project support were never identified in the PRODOC. Finally, by the time of PIR III 27 risks were identified by MMA and IIS but with differences in rankings and/or mitigation measures due to the previously described parallel evaluation system of the Project that had developed as a response to institutional issues by that time. This was found not to be particularly useful for evaluative purposes by the Mission.

150. The absence of SEA, evidence of application of ROAM/FLR Analytical Framework and poor risk assessment mitigated somewhat by the environmental objectives of the project warranted a **MU** rating.

Country Ownership and Driven-ness

151. The main objective of this factor is to assess the quality and degree of engagement of government / public sector agencies in the Project.

152. At the time of the MTR (and prior to likely pro-project changes that may be supported by the recently elected new government) there appeared to be little evidence of country ownership and driven-ness. The critical lead institution in the Project requested the PL project be cancelled some 3.5 years following project approval. Relations were never formalized with the lead institutions critical for the CAR in the two APAs (INEA and SEMAD for APA SJ and APA AP, respectively). The lead institution for component three responsible for the SiCAR was transferred from MMA to MAPA in 2018. Finally, there appeared to be few other Government

ministries essential for moving from outputs to project outcomes or from project outcomes to intermediate states that took a leadership role in the Project. In particular for lack of evidence for the following UNEP rating criteria of (i) strategic guidance of project delivery, (ii) driving or advocating for change to achieve higher level results, and (iii) endorsing / accepting project results this factor was rated as **U**.

Communication and Public Awareness

153. The main elements to assess this factor are: (i) communication of learning and experience sharing between project partners and interested groups and (ii) public awareness activities undertaken to influence attitudes/ shape behaviour among wider communities and civil society at large.

154. With respect to this factor, the Project had by far the most tangible impact on the ground focused in the two APAs. A project communication plan was prepared in 2018. Specific tools developed and applied in support of KM included: (i) bimonthly electronic bulletins (1000 + subscribers); (ii) various pieces of content disseminated through Project's social media profile on Instagram and Facebook; (iii) extensive use of virtual communication (e.g., WhatsApp conversations and webinars); and (iv) regular distribution of relevant material to interested stakeholders (see Tables 3 and 4 in Annex VIII for more detail). In February 2020, the Project was presented at the World Biodiversity Forum in Davos, Switzerland. A project homepage was designed by remains pending approval by MMA before it can be launched.

155. Based on the following UNEP rating criteria: (i) key audiences driving the desired change have awareness of project's main messages; (ii) communication activities and channels were well-targeted towards some audiences; (iii) interactive / responsive to audience feedback; (iv) degree of monitoring, budgeting and financing; and (v) the existence of a communication plan/strategy and degree of implementation, this factor was rated to be **MS**.

Rating for Factors Affecting Performance and Cross Cutting Issues: Moderately Satisfactory

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

156. The worsening operating environment between the two EAs over the first half of project implementation permeated all aspects of the project progress and significantly contributed to the relative low rankings in the MTR.

157. The Project will not achieve MTR targets (where these were specified in the PRODOC) and will not meet any EOP targets by May 2023, the project end date of this 60-month project.

158. Despite the general operating environment that had evolved by the time of the MTR and its cumulative adverse affect on many of the MTR ratings, the Mission concluded that the Project should not be cancelled. Rather there is a strong foundation for the continued support of the Project, but one that is substantially reformulated to address the issues raised in the MTR. The main arguments for this conclusion include: (i) the basic project logic was and remains sound; (ii) “favourable winds” in support of project goals and objectives with the change in government and Brazil’s renewed commitment to the environment and biodiversity conservation; (iii) the recent strong commitment in support for the Project from MMA’s new team now in place; (iv) compatibility with the most recent international framework (e.g., UN SDGs, GEF 8, CBD GBF and UNEP’s MTS and PoW); (v) UNEP/Br favourable disposition to be more directly involved and supportive in project implementation within a renewed cooperation framework with the GoB; (vi) the “sunk” costs in sub-components/activities whose design, approach and results to date appear sound and viable; (vii) existing expectations raised among stakeholders in the field; and (viii) possible reputational risk associated with a “cancelled” project.

159. However, the Project will need to be reformulated. This process should include: (i) addressing concerns expressed by past MMA administrations, (ii) updating and/or changes in project components/sub-components and supporting activities from a project design dating back to 2016/2017 PRODOC to reflect the needs in biodiversity conservation in Brazil in 2023 (always within the project context and in conformity with its goals and objectives); (iii) determining how best to achieve efficiencies in project management and (iv) clarification and/or modification of institutional arrangements to meet new demands resulting from project reformulation. The reformulation process also provides an opportunity to address issues raised in the MTR. These have been included in the Recommendations section below.

Table 12. Summary of UNEP Findings Table

UNEP Questions	MTR Findings
What is the performance at the project’s mid-point against Core Indicator Targets?	No targets were specified for the Core Indicators to be evaluated at the time of the MTR nor was there any evidence found of progress towards the 5 core indicators with the exception of number of beneficiaries directly benefiting from the GEF grant (e.g., the updated RF indicates that 178 participants were involved in training activities. There are likely to be more direct beneficiaries of the Project).
What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/program	Progress has been limited with respect to engagement of stakeholders when compared to the number of potential stakeholders identified in the PRODOC. Few of the stakeholders initially identified in the PRODOC were subsequently engaged in project implementation. The main challenges appear to be lack of outreach to some of the stakeholders and MMA’s use of its convening power for project purposes.
What has been the progress, challenges and outcomes regarding gender-responsive measures and any internal gender result areas?	Gender was not a specific objective of the Project. Nevertheless, project data were broken down by gender where relevant. 47
What has been the experience at the project’s mid-point against the Safeguards Plan submitted at CEO Approval?	No Safeguards Plan was submitted at time of CEO approval.
What has been the progress, challenges and outcomes	While there have been a number of productive

regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables	communication and public awareness activities supported in particular in the two APA, there has not been enough progress achieved at the project level prior to the suspension of the Project to base the development of knowledge and learning deliverables at this time.
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B. Lessons learned

Lesson Learned #1:	Need for due diligence in assessing institutional capacity and institutional arrangements (not just focused on financial capacity);
Context/comment:	The new model adopted by MMA was intended to outsource the implementation of this USD 8.5 M project to an internationally respected institute whose reputation was based largely on policy work in the environmental and NRM sectors in Brazil. While the latter had been associated with GEF projects in the past they had no record of leading the implementation of GEF projects nor of any project of the similar size. Given these factors, more effort should have been made to assess the proposed institutional arrangements including matching capacity with project needs and where possible questions arose, propose responsive mitigation measures (see below).
Lesson Learned #2:	The importance of clear and simple institutional arrangements, roles and responsibilities supported by a strong project steering committee capable of resolving issues affecting project performance in particular when consensus is not possible.
Context/comment:	In addition to the new model mentioned to above, there remained confusion and lack of agreement over time on the respective institutional responsibilities and, when inter-institutional issues arose, the lack of a decision-making mechanism to resolve these issues. This began perhaps with the convention of naming both IIS and MMA EAs (per legal agreement IIS was the only EA) and with additional issue of IIS assuming responsibility for reviewing their own in-house generated products due to budget revisions reducing out-sourcing of project-supported products.
Lesson Learned #3:	Senior managers associated with top-down decisions affecting institutional arrangements and approaches to a project should share the underlying background and logic with relevant technical staff and colleagues at the time of project preparation to seek their technical inputs, “buy-in” and ensuring the retention of institutional memory and support in case of future management changes.
Context/comment:	One constraint associated with finding potential solutions to institutional issues as the arose in project implementation were the few senior technical staff in MMA that could explain what the justification was for decisions taken earlier in the project design phase. This absence of a common vision (or at least the ability to explain it) shared among a critical mass of MMA staff made it increasingly difficult to find common ground in seeking solutions to issues as they arose; rather issues were increasingly deferred to the time of the MTR.
Lesson Learned #4: MAY, 2023	The value of having a robust analytical framework in place at the initiation of project implementation to ensure that products/activities contributing to project outputs/outcomes are “captured” in the monitoring and evaluation process.
Context/comment:	The results framework is a critical monitoring tool for GEF and many other donors (see issue 7 below). It should be robust and provide

	realistic SMART indicators and targets and means to demonstrate progress in quantitative terms in project implementation. Given the importance of MTR, indicators and targets should be provided at that time. While often not a requirement, annual indicators and target are also useful to provide a more “fine-grained” analysis of progress. Where a process is involved leading to a “product,” time-based quantitative indicators are useful tools termed process indicators.
Lesson Learned #5:	The importance of the identification and addressing of gaps/weaknesses in project design early in the implementation phase.
Context/comment:	Many issues faced in implementation typically begin with in the design of a project. Ideally, they should have been identified and addressed during project preparation but due various reasons (e.g., time and/or financial constraints) they don’t manifest themselves until later in the implementation phase. Similarly, new issues may arise during implementation that were not envisioned in the design phase. Regardless, these issues should be addressed where possible early in the implementation phase rather than deferred later into the implementation phase (e.g., MTR) in light of their “knock-on” effect on other aspects of the project its impact on implementation progress.
Lesson Learned #6:	The value of applying effective monitoring tools early in project implementation in supervision missions to assess project progress and where needed, promote quick and effective change when the project becomes at risk.
Context/comment:	Monitoring and decision-making frameworks should be in place to identify and decide how to address these issues, early implementation and through the project’s LOP, preferably on an annual basis.
Lesson Learned #7:	Planning methodologies (e.g., Open Standards) can be valuable in refining project design but should be applied in concert with the monitoring/reporting requirements of the client (i.e., GEF) and accompanying tools (e.g., Results Framework).
Context/comment:	GEF projects and most if not all internationally funded projects use the results framework (or a variation thereof) as the basic monitoring tool. This does not preclude the use of other tools to monitor project progress but these should be super-imposed on the requirements of the donor nor be allowed to contribute to project inefficiencies and confusion in reporting project progress.
Lesson Learned #8:	The need to ensure that the application of adaptive management and bottom-up principles are firmly rooted in the context of the project and its design.
Context/comment:	Adaptive management is a tool that brings increased flexibility into the implementation of projects when facing challenges that were not considered in project design but avoids the need to wait the time of the MTR (typically two or more years into the future). However, it is understood that actions taken during project implementation that differ from what were approved in project design still fall within the project framework and stated goals, DO and respective outcome.

C. Recommendations

Recommendation #1:	Reach Agreement on the Decision and Process Leading to the Relaunching of the Private Lands Project. Specifically, (i) re-establish formal bi- and tri-partite project communications; (ii) designate a joint, independent working group tasked with a review of past existing and
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	<p>“interim” project “products” at time of MTR and the making of recommendations to guide future project interventions in support of the project development objective (DO); (iii) where needed, agree on changes to technical components / sub-components and respective activities to improve chances of reaching the DO; (iv) redefine institutional arrangements based on past “lessons-learned”, project priorities and cost-efficiencies; (v) reflect agreed on changes in a revised work plan and budget (AWP/B) and Results Framework (RF); (vi) dependent on agreements reached during project reformulation, plan for a 24 months extension; (vii) support post-MTR workshop (s) in support of “relaunching” the Private Lands Project initially based on aforementioned discussions; and (viii) where needed, consider subsequent workshops to re-engage critical stakeholders (in particular in the two pilot areas).</p>
Challenge/problem to be addressed by the recommendation:	<p>The Private Lands Project has effectively ceased implementation and a request from MMA to UNEP requesting cancellation of the Project was pending at the time of the MTR. The rationale of the Project remains sound and steps are needed to relaunch the project with needed changes to address issues raised in the MTR.</p>
Priority Level:	Critical
Type of Recommendation	Partners
Responsibility:	MMA
Proposed implementation time-frame:	3 rd QTR 2023

- Section V

Recommendation #2:	<p>Project Reformulation Priorities. In addition to the issues cited in the Conclusions section (para. 22), the reformulation process should be used to address issues raised in the MTR. These include: (i) project management (see Recommendation 4 below); (ii) the project’s M&E programme (see Recommendation 5, below); (iii) a reassessment of assumptions and risks and the adoption of mitigation measures in the latter; (iv) inclusion of financial sustainability and exit strategies; and (v) adjustments in project budget reflecting needs in a reformulated project (but also reflecting any increases in R\$-based budget due to appreciation of US\$).</p>
Challenge/problem to be addressed by the recommendation:	<p>Structural issues identified during the first half of the project implementation period resulting in eventual request for cancellation and suspension of disbursement of the Project together with issues raised in the MTR justify the need for its reformulation.</p>
Priority Level:	Critical
Type of Recommendation	Partners
Responsibility:	UNEP/MMA and project partners
Proposed implementation time-frame:	3 rd QTR 2023

- Section V

Recommendation #3:	<p>Revision of Outcomes. All outcome and output indicators need to be reviewed and revised where required for each Outcome. In addition, the following outcome-specific recommendations are:</p> <p><u>Outcome 1.1</u> (i) revive dialogue with MMA, SFB and INEA and increase the collaboration with ICMBio to identify the areas in need of restoration/connectivity in APA SJ; (ii) continue support of this sub-component ensuring “on the ground” activities (e.g., public awareness, training, establishment of initial UPs) contribute to the restoration/enhancement/protection of areas that create connectivity and the minimum areas for the biological security of these species; (iii) formalize counterpart institutional relationship with ALMD to support relevant, efficient interventions at APA SJ; and (iv) support closer articulation between project supported activities in the APA and CAR/PRA process;</p> <p><u>Outcome 1.2</u>: (i) revive dialogue with MMA, SFB and SEMAD and increase collaboration with ICMBio to identify the areas in need of restoration/connectivity in the APA PA; (ii) review project supported interventions to date and their relevance to project objectives and reformulate project interventions if required; (iii) identify and formalize appropriate counterpart institutional relationships to ensure direct and efficient project interventions in APA PA; and (iv) support closer articulation between the APA and CAR/PRA process.</p> <p><u>Outcome 1.3</u>: (i) integrate Outcome 1.3 into Outcomes 1.1 and 1.2 respectively so that proposed economic incentives will be more reflective of the specific characteristics of each APA and more effective in promoting restoration and/or halting native vegetation conversion.</p> <p><u>Outcome 2</u>. (i) following agreed on actions with MMA/SFB, re-establish communications with the 12 forestry companies previously responding to the survey questionnaire implemented through SEMA; the SFB shall be instrumental in this articulation; (ii) finalize the existing draft agreement in support of promoting the implementation of improved conservation and restoration guidelines; (iii) support the further definition and prioritization of HCV forests to manage/restore in each company forest area; (iv) promote the adoption of BD monitoring protocols; and (v) ensure that the private sector support for “good practices” are reported to CDB (via MMA with the support of SFB);</p> <p><u>Outcome 3.1</u>: revise the information produced by the project to date and promote increased collaboration with other key actors for purposes of discussing existing outputs and how to facilitate their “mainstreaming” into the legal framework.</p> <p><u>Outcome 3.2</u>: (i) MMA and SFB promote the establishment of an expert group to assess how best to ensure that scientific data reaches and supports the decision-making process for the PRA of priority areas for conservation.</p>
Challenge/problem to be addressed by the recommendation:	Experiences, lessons-learned, existing status of progress towards achieving the project outcomes identified in the 2017/2018 project design should be reviewed and concrete steps adopted to ensure their realization.
Priority Level:	Important
Type of Recommendation	Partners
Responsibility:	MMA and project partners
Proposed implementation time-frame:	3 rd QTR 2023

MAY, 2023 Section NA

51

Recommendation #4:	Project Management. (i) assess technical merits of alternative institutional arrangements that would lead to increase execution
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	<p>efficiencies and achieving chances of project success; (ii) clarify roles and responsibilities between MMA and institutions that will continue to be involved in project execution; (iii) adopt measures leading to increased efficiencies and accountability in the future management of the Project (e.g., shifting to an Output [product-based] budget); (iv) designate single focal points in MMA and counterpart institutions; (v) strengthen the role of the PSC including consideration of broader institutional representation and adopting procedures leading to decisions involving future issues that affect project implementation; and (vi) facilitate closer and more frequent consultation between UNEP and MMA in project matters.</p>
Challenge/problem to be addressed by the recommendation:	<p>A number of unforeseen outcomes in the “new” model for institutional arrangements adopted for the PL GEF contributed to an increasingly difficult operating environment that served to undermine implementation progress of the Project. In addition, a number of management-related shortcomings became increasingly apparent as the situation worsened. These issues need to be addressed to ensure the project meets its goal and DO in the second half of its implementation.</p>
Priority Level:	Critical
Type of Recommendation	Partners
Responsibility:	MMA
Proposed implementation time-frame:	3 rd QTR 2023

Section **IV.H**

Recommendation #5:	<p>Review and Update Monitoring & Evaluation Program. This should include: (i) a review and revision of TOC; (ii) GEF Core Indicators (including 1.2 [protected areas management effectiveness and 6.1 [carbon sequestered or emissions avoided in the AFOLU sector in metric tons of CO₂e]); (iii) a review and revision of the Results Framework indicators/targets and adoption of realistic process indicators, where justified; (iv) reconciliation of information / reporting differences between what GEF requires in its Results Framework (DO / Outcomes / Outputs) and other internal monitoring methodologies (e.g., CMP); and (v) inclusion of a standard RF template as an attachment to SPR/PIR reports to show incremental progress towards EOP outcomes/objectives.</p>
Challenge/problem to be addressed by the recommendation:	<p>M & E was found to be a major shortcoming in project design at the time of the MTR. The TOC needs to be reformulated, the Results Framework was weak due to lack of use of SMART indicators, unrealistic targets and in the case of outputs, no targets at all. The RF remains the main evaluation tool used by GEF to monitor project progress. This should be revised, used in subsequent SPR Missions and PIR and available to support the project’s TE.</p>
Priority Level:	Important
Type of Recommendation	Partners
Responsibility:	MMA, UNEP and project partners
Proposed implementation time-frame:	3 rd QTR 2023

- Section **IV.F**
MAY, 2023

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 1: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Reviewer Response
	Xxx	Xxx

ANNEX II. MID-TERM REVIEW TORS

UNITED NATIONS



ATIONS UNIES

Terms of reference

<i>Job Opening number</i>	:	22-United Nations Environment Programme-192167-Consultant
<i>Job Title</i>	:	Midterm Review Expert - Brazil Project (GEFID 9413)
<i>General Expertise</i>	:	Environmental Affairs
<i>Category</i>	:	Evaluation
<i>Department/ Office</i>	:	United Nations Environment Programme
<i>Organizational Unit</i>	:	UNEP ODED DEPI BLB GEF BLDU

Purpose

The United Nations Environment Programme is implementing a project to scale up sustainable landscape management and contribute to biodiversity conservation and ecosystem services provision in private areas in Brazil. Achieving its objective, the project will contribute to increase ecological connectivity and native vegetation cover and reduce its degradation to boost biodiversity conservation and provision of ecosystem services in private areas in Brazil.

UNEP is therefore seeking to recruit a consultant to conduct the Midterm Review of the project which will analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTR will assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and supporting their sustainability. This consultancy post is located in UNEP / Ecosystems Division / GEF Biodiversity and Land Degradation unit. The Review Consultant will work under the overall guidance of and report to the Task Manager (based in Panama City).

Duties and Responsibilities

The United Nations Environment Programme (UNEP) is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment. Its mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action. UNEP's Ecosystems Division works with international and national partners, providing technical assistance and capacity development for the implementation of environmental policy, and strengthening the environmental management capacity of developing countries and countries with economies in transition. This consultancy post is located in UNEP / Ecosystems Division / GEF Biodiversity unit and reports to the GEF Task Manager, Robert Erath based in Panama.

The GEF Biodiversity and Land Degradation Unit within the Biodiversity and Ecosystem Services Branch fulfils the implementing agency role for UNEP on the Biodiversity and Land Degradation Focal Areas projects supported through Global Environment Facility funds. The unit currently oversees over 100 projects globally. The Global Environment Facility (GEF) Trust Fund was established on the eve of the 1992 Rio Earth Summit to help tackle our planet's most pressing environmental problems. The Biodiversity focal area of GEF addresses the loss of Biodiversity and the Land Degradation focal area encourages the implementation of sustainable land management practices.

The GEF-Biodiversity and Land Degradation unit is seeking to recruit a consultant to conduct the Midterm Review of the project which will analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTR will assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and supporting their sustainability. This consultancy post is located in UNEP / Ecosystems Division / GEF Biodiversity and Land Degradation unit. The Review Consultant will work under the overall guidance of and report to the Task Manager (based in Panama City).

MAY, 2023

Specifically, the consultant will be required to complete the following tasks:

Inception phase:

- preliminary desk review and introductory interviews with project staff;

- prepare the review framework in line with UNEP's evaluation guidelines;
- identify stakeholders;
- develop the interview/questions matrix;
- plan the review schedule;
- prepare the Inception Report;

Data collection and analysis phase of the Main Review, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders.
- regularly report back to the Task Manager on progress and inform of any possible problems or issues encountered and;

Reporting phase, including:

- draft the Main Review Report, ensuring that the review report is complete, coherent and consistent with the Task Manager guidelines both in substance and style;
- liaise with the Task Manager on comments received and finalize the Review Report, ensuring that comments are taken into account until approved by the Task Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted and indicating the reason for the rejection; and

Managing relations, including:

- maintain a positive relationship with stakeholders, ensuring that the review process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Task Manager on any issues requiring its attention and intervention.

The consultant will prepare the following documents, in consultation and collaboration with the Project team and in line with the detailed Terms of Reference for the Review and the guidance package provided by the UNEP Evaluation Office:

1. Review Inception Report: containing an assessment of the project, project stakeholder analysis, review framework and a tentative review schedule.
2. Preliminary Findings Note: typically, in the form of, a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, and act to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
3. Draft and Main Midterm Review Report: containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organized by review criteria and supported with evidence; lessons learned and recommendations and an annotated rating table.

The consultancy will be home-based with possible field visits.

Ultimate result of service

Midterm Review Report of the project "Realizing the Biodiversity Conservation potential of Private Lands in Brazil"

Travel Details: N/A

Travel	Per Diem	Other	Total
0	0	0	0

Output/Work Assignments

Tentative schedule for the review Milestone and Indicative Time frame:

- Inception Report by late January 2023
- E-based Telephone interviews, surveys, etc. by mid February 2023
- PPT/presentation on preliminary findings and recommendations by early March 2023
- Draft report to Task Manager (and Project Manager) by mid March 2023

- Draft Report shared with the wider group of stakeholders by April 2023
- Final Main Review Report by end of April 2023
- Final Main Review Report shared with all respondents by end of May 2023

Indicative level of remuneration:

The total remuneration payable for this service is US\$ 25,000 (upon delivery of outputs as outlined in below).
Schedule of Payment for the [Consultant]:

Deliverable	Percentage	Payment
Approved Inception Report	30%	\$ 7,500
Approved Draft Main Evaluation Report	30%	\$ 7,500
Approved Final Main Evaluation Report	40%	\$ 10,000

Contract Duration

Overall Contract Duration: 5 months

Estimated amount of actual time to worked (days, weeks, months):

Regular Working

Hours (if
applicable):

Total Remuneration: 25,000 USD

Payment Terms: To be processed upon delivery of satisfactory outputs

Qualification Requirements/Evaluation Criteria

Education:

- An advanced University degree in environmental sciences, international development or other relevant political or social sciences area is required. A University degree in the same areas is acceptable with two additional years of relevant experience.

Language:

- English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English and working knowledge of Portuguese is a requirement.

JFQ/JSQ:

- A minimum of 7 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach is required

- A good/broad understanding of biodiversity and land management issues as well as ecosystem services is desired.

ANNEX III. REVIEW ITINERARY AND LIST OF PERSONS INTERVIEWED/MET

The following individuals were consulted during the MTR period December, 2022 – March 31 2023.

Date	Time	Participant (s)
21.12.2022	14:00 – 17:00	IIS Meeting # 1: Robert Erath, Project Manager (UNEP)-R, Anna Fanzeres, Consultant (UNEP) -R, Agnieszka Latawiec, Coordinator Component 1, (IIS) -R, Camila Islas, Technical Leader APA PA (IIS) -R, Carlos Cordeiro, SIG specialist, (IIS) -R, Diogo Rocha, modelling specialist (IIS) -R, Jaqueline Visentin, Economics Researcher (IIS) -R, Luciana Azevedo, IEM specialist, component 1, (IIS) -R, Luciane C. Ribeiro dos S, agro-extratism specialist APA PA, (IIS) -R, Luiz Gustavo Oliveira, data analyst, (IIS) -R, Raisa Vieira, biodiversity conservation specialist APA PA & component 3, (IIS) -R, Samantha Brito, finance manager, (IIS) -R, Carlos Scaramuzza, coordinator components 2 &3, (IIS) -R, Random DuBois, Consultant, UNEP), Mariela Figueredo, Project Manager, (IIS), Isabelle Pepe, technical leader APA SJ, (IIS), Juliana Almeida Rocha, technical leader components 2 & 3, (IIS), Renata Capelão, modelling specialist, (IIS), Carolina Salcedo, Project management assistant, (IIS), Paulo Durval Branco, sr. project coordinator, (IIS), Fernanda D. Gomes, communication manager, (IIS), Ana Castro, general project assistant, (IIS), Aline Rodrigues, general project assistant, APA SJ, (IIS), Maiara Mendes general Project assistant APA SJ (IIS), Adriano Tamm, volunteer, APA SJ (IIS),
16.01.2023	15:00 – 16:00	Rodrigo Vieira (R) Former Coordinator/Director (MMA) 61 981121804
18.01.2023	14:00 – 15:00	Isabelle Pepe (R) Outcome leader (IIS) Component 1 – São João APA pilot
18.01.2023	15:00 – 16:00	Camila Islas (R) Outcome leader (IIS) Component 1 – Pouso Alto APA pilot
18.01.2023	16:00 – 17:00	Juliana Rocha (R) Outcome leader (IIS) Components 2 and 3
20.01.2023	14:00 – 16:00	Bernardo Strassburg (R) Project Coordinator (IIS) 21 993141977
23.01.2023	14:00 – 15:00	Otávio Ferrarini (R) Former Coordinator/Analyst (MMA) 61 998470377 otavioferrarini@hotmail.com
26.01.2023	10:00 - 12:00	Mariela Figueredo (R) Executive Director (IIS) 21 994546575 m.figueredo@iis-rio.org
26.01.2023	16:00 - 17:00	Nathalia Dreyer (R) Former Project Manager (IIS) 21 999111655
27.01.2023	15:00 –16:00	Flavio Valente (R) Head of GESEF (INEA) Fdwvalente.inea@gmail.com
31.01.2023	11:30 – 18:00	ISS Meeting # 2: Carlos Leandro, SIG Coordinator (IIS), Eric Lino, SIG specialist (IIS), Paulo Branco, Director (IIS), Isabelle Pepe, Sustainable Development Director (IIS), Juliana Rocha, Conservation Manager (IIS), Anna Fanzeres, consultant (UNEP), Eduardo Ribeiro Lacerda, modelling coordinator (IIS), Rafael Loyola, Executive Director (IIS), Mairella Figueredo, People and Project Director (IIS), Robert Erath, Project Manager (UNEP), Random DuBois, consultant (UNEP)
Field Visit # 1 APA SJ: (01.02.2023 – 02.02.2023)*		
01.02.2023	11:15 – 13:00	Luiz Paulo Ferraz Executive Secretary (AMLD) 22-277882025
01.02.2023	14:00 – 15:30	Dona Graça Family farmer
01.02.2023	16:00 – 17:30	Gisela Livino De Carvalho

		Director (Núcleo de Gestão Integrada Mico-Leão-Dourado) ICMBio 22-27785842
01.02.2023	18:00 – 19:00	Ayrton Violento Large land owner (Fazenda dos Cordeiros) 22-98147-0333
01.02.2023	19:00-21:30	Robert Erath UNEP Project Manager (UNEP LAC Office, Panama) robert.erath@un.org
02.02.2023	10:30:12:00	Jorge Ferreira de Souza Rural Extensionist (EMATER-Rio) 22-988095001; Marcia Mello de Amorim, Rural Extensionist EMATER-Rio) 22-998402582; Roberto dos Santos, Quilombo Tapinoã (Farmer) 99 7097210; Margarida (farmer)
02.02.2023	14:00 – 15:30	Sávio (organic farmer)
03.02.2023	11:00 - 12:00	Fabio Scarano (R) Component 2 (IIS) 21 985452045
03.02.2023	15:00 - 17:30	Carlos Alberto Scaramuzza (R) Coordinator of Components 2 and 3 (IIS) 11 995081003
10.02.2023	14:00-15:30	Agnieszka Latawiec Sr. Coordinator (Outcomes 1,1 & 1.2) a.latawiec@iis-rio.org
09.03.2023	09 :00-10 :00	Adriana Bayma Technical Analyst (MMA) Adriana.bayma@mma.gov.br
10.03.2023	10 :30-11 :30	Luiza Pizzutti Technical Analyst (MMA) luiza.pizzutti@mma.gov.br
13.03.2023	11 :15 – 12 :15	Luciane Lourenco technical analyst (MMA) luciane.lourenco@mma.gov.br
14.03.2023	10 :00 – 11 :00	Fabio Chicuta, technical analyst (MMA) Fabio.chicuta@mma.gov.br ; Lucia; Anna Fanzeres, Consultant (UNEP)
14.03.2023	11 :00 – 12 :00	Luana Duarte, manager/technical analyst (MMA); Luana.duarte@mma.gov.br
14.03.2023	16 :00 – 17 :30	Isis Freitas, acting project coordinator, technical analyst (MMA) Isis.freitas@mma.gov.br
21.03.2023	10 :00 – 11 :00	Elaine Coelho, technical analyst (MMA) Elaine.coelho@mma.gov.br
22.03.2023	10 :00 – 11 :00	Janaina Rocha (ex-SEMAD) Jrocha.florestal@gmail.com
03.05.2023	08 :30 – 11 :00	Robert Erath, Project Manager (UNEP), Anna Fanzeres, Consultant (UNEP), Rita Mesquita, Secretaria (MMA), Caê Marinelli (MMA), Elaine Coelho, technical analyst (MMA), Julia Hora (MMA), Claudia Mata Barbosa (MMA), Samuel Fernando Schwaida (MMA)

* The other members of the mission to the field were: Robert Erath (UNEP), Anna Fanzeres (UNEP consultant),

ANNEX IV. SUMMARY OF CO-FINANCE INFORMATION AND STATEMENT OF PROJECT EXPENDITURES
Table 1. Expenditure by Outcome/Output (as of Dec 31 2022)

Component / Outcome/output <i>All figures as USD</i>	Estimated cost at design (PRODOC)	Actual Cost/ expenditure	Expenditure ratio (actual/planned)
Component 1	\$ 4,669,845	\$ 1,310,661	28%
Outcome 1.1	\$ 2,569,807	\$ 858,434	33%
Output 1.1.1	\$ 2,569,807	\$ 858,434	33%
Outcome 1.2	\$ 1,253,911	\$ 327,352	26%
Output 1.2.1	\$ 1,253,911	\$ 327,352	26%
Outcome 1.3	\$ 846,127	\$ 124,875	15%
Output 1.3.1	\$ 846,127	\$ 124,875	15%
Component 2	\$ 1,239,696	\$ 302,662	24%
Outcome 2.1	\$ 1,239,696	\$ 302,662	24%
Output 2.1.1	\$ 672,483	\$ 179,868	27%
Output 2.1.2	\$ 567,213	\$ 122,794	22%
Component 3	\$ 2,617,531	\$1,834,724	70%
Outcome 3.1	\$ 229,219	\$ 63,874	28%
Output 3.1.1	\$ 229,219	\$ 63,874	28%
Outcome 3.2	\$ 2,388,312	\$ 1,770,850	74%
Output 3.2.1	\$ 1,030,938	\$ 1,134,650	110%
Output 3.2.2	\$ 1,357,374	\$ 636,200	47%
Project Management	\$ 426,353	\$ 735,727	173%

Table 2. Financial Performance by Financier by Component at time of MTR (as of Dec 31 2022 in USD'000)

Component	GEF*			Estimated IIS			Estimated SECIMA/GO			MMA-SFB			MMA-SBio			Totals		
	App	Actual	%	App	Actual	%	App	Actual	%	App	Actual	%	App	Actual	%	App	Actual	%
1. Pilots implementation	4,059.3	1,308.0	32%	463.0	327.7	71%	13,901.4	7,852.8	56%	7,242.4	4,948.4	68%	916.0	488.1	53%	26,582.1	14,926.6	56%
2. Agreement with Forestry Sector Companies	1,166.1	297.6	26%	278.1	194.9	70%	0			4,016.4	2,761.9	69%	305.1	166.0	54%	5,765.7	3,425.6	59%
3. Improvement of Public Capabilities to plan and implement conservation priorities in private areas	3,077.3	1,834.4	60%	432.6	301.2	70%	0			5,641.3	3,797.6	67%	615.7	322.2	52%	9,766.9	6,256.4	64%
Project management	650.6	748.1	115%	80.9	62.0	77%	0			0	0	0	0	0	0	731.5	798.0	109%
Total	8,953.4	4,188.1	47%	1,254.7	885.8	71%	13,901.4	7,852.8	56%	16,900.0	11,507.8	68%	1,836.8	976.2	53%	42,846.3	25,406.4	59%

*Does not include the PPG = USD 182,648

Table 3. Co-financing by Financier by Type at time of MTR (as of Dec 31 2022 in USD'000)

Co-financing (type/source)*	UNEP			Estimated IIS			Estimated SECIMA/GO			MMA-SFB			MMA-SBio			Totals		
	App	Actual	%	App	Actual	%	App	Actual	%	App	Actual	%	App	Actual	%	App	Actual	%
- Grants	0	0	0	1,254.7	885.8	71%	0	0	0	16,900	11,507.8	68%	0	0	0	18,157.7	12,393.6	68%
- Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
- Credits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
- Equity investments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
- In-kind support	0	0	0	0	0	0	13,901.4	7,852.8	56%	0	0	0	1,836.8	976.2	53%	15,738.2	8,829.0	56%
- Other	0	0	0	0	0	0	0	0	0	0	0	0						
Total	0	0	0	1,254.7	885.8	71%	13,901.4	7,852.8	56%	16,900	11,507.8	68%	1,836.8	976.2	53%	33,892.9	21,222.6	63%

*Does not include the PPG = USD 182,648

Table 4. GEF Budget Executed up to December 2022

Components						Project Years					
Budget Line Item	Component 1	Component 2	Component 3	Project Management	Total	2018	2019	2020	2021	2022	Total

Project personnel	985,979	153,206	1,351,127	339,047	2,829,354	374,634	566,426	768,037	638,053	482,202	2,829,352
Sub-contracts	269,209	133,599	344,468	42,883	790,179	-	49,573	277,646	234,485	228,475	790,180
Training	18,334	-	26,543	-	44,877	4,149	25,870	7,267	3,043	4,548	44,877
Equipment & premises	28,704	4,386	55,830	269,841	358,759	36,079	137,802	77,985	60,341	46,552	358,758
Miscellaneous	-	-	64,128	96,479	160,607	15,747	43,313	41,137	28,742	31,669	160,607
Totals	1,302,225	291,191	1,842,115	748,245	4,183,776	430,410	822,983	1,172,071	964,664	793,446	4,183,774

ANNEX V. OUTREACH TOOLS USED TO DISSEMINATE RESULTS

A Power Point presentation (ppt) on the “Preliminary Findings of the Draft MTR for Brazil: Realizing the Biodiversity Conservation Potential of Private Lands in Brazil Project” was prepared and presented (remotely) to MMA and UNEP on the 3rd of May, 2023 (see a list of attendees in Annex III). The PPT can be found in the PL project files.

ANNEX VI. LIST OF DOCUMENTS CONSULTED

Project documents (general)

- *Acordo de Cooperacao que entre si celebram a uniao, representada pelo Ministerio do Meio Ambiente, por intermedio da Secretaria de Biodiversidade, e o Instituto Internacional para Sustentabilidade, visando a execucao do Projecto "Concretizando o Potential de Conservacao da Biodiversidade em Areas Privadas no Brasil (GEF Areas Privadas)" 13.07.2018*
- Project Inception Workshop Report, August 7th – 9th, 2018
- *Apresentação Lançamento Projeto GEF_Areas Privadas, 11.12.2018*
- *Manual Operacional do Projecto (Versão 1, de 16 de marco de 2018; Versão 3, de 12 de dezembro de 2018; Versão 5, de 12 de Fevereiro de 2020)*
- Project Implementation Reports (PIR) (for reporting periods FY 2020, 2021 and 2022)
- Aide Memoires from Meetings of the Project Steering Committee for calendar years 2019, 2020, & 2021
- Annual Audit Reports for calendar years 2019, 2020 & 2021.

Project documents (by component: selected documents)

Component 1

APA SJ

- Reports from Workshops (10/11/2016; 27/3/2019; and 9/8/2019)
- *Plano de treinamento para a APA da Bacia do Rio São João /Mico-leão-dourado (RJ)*
- *Plano de Trabalho para Unidades Demonstrativas com melhores práticas para Manejo Sustentável da Paisagem na APA da Bacia do Rio Joã-Apoio do Tipo 1 (March 2020)*

APA PA

- Reports from workshops (10-11/10/16; 25-26/1/2017, 20/8/2019, July 2020 (agro-extratino))
- *Plano de Sensibilização e Engajamento dos Atores da eadeirosTrilha Caminho dos Veadeiros na APA de Pouso Alto (9/2022)*

Component 2

- *Questionário às empresas do setor de florestas plantadas*
- *Análise das possibilidades de ampliação das atuais estratégias de conservação da biodiversidade e da recuperação da vegetação nativa, adotadas pelas empresas diagnosticadas (por José Luiz da Silva Maia Rafael Loyola Walfredo Schindler)*
- *Acordo de Cooperção celebrado com entidade privada sem fins lucrativos*
- *Concretização do potencial de conservação da biodiversidade em áreas privadas do Brasil do setor de florestas plantadas*

Component 3

Estratégia 3.1.1.

- *Proposta de instrumento legal para o manejo sustentável de vegetação nativa para apoiar MSP, MSF e recuperação de vegetação nativa em áreas privadas (aug 2020).*
- *Oficina: Gargalos relacionados ao manejo sustentável da vegetação nativa no Brasil (20 de agosto de 2020)*
- *Levantamento preliminar de experiências de manejo sustentável da vegetação nativa em reserva legal no Brasil (nov 2021)*

Estratégia 3.1.2

- *Base de dados espaciais sobre o valor de conservação em áreas privadas (Maio, 2020)*
- *Valor de conservação para a biodiversidade em áreas privadas como subsídio a políticas públicas e ferramentas de gestão: Mata Atlântica e Cerrado (June 2022);*
- *Base de dados espaciais sobre o valor de conservação de áreas privadas para cinco regiões biogeográficas - conteúdo técnico (August 2020)*

GEF documents

JULY 2021

- Project Identification Form (PIF) & Project Preparation Grant (PPG), 27/4/2016
- STAP Review, 12/5/2016

- Request for CEO Endorsement/Approval Template, 26/1/ 2018
- GEF Review Sheet, 30/1/2018
- METTs (for BD, SLM, xxx)

UNEP documents.

- Project Document 2017
- United Nations Environment Programme Project Cooperation Agreement (PCA) for a Global Environment Facility Full-size Project "Realizing the Biodiversity Conservation Potential of Private Lands in Brazil" between UNEP and IIS. May, 2018.
- Supervision mission Aide Memoires for calendar years 2019, 2020, & 2021 (3)
- Request for Budget Revisions for calendar years 2018, 2019, 2020, 2021, 2022 (5)
- Project Workplans for calendar years 2018, 2020, 2021, 2023 (4)
- UNEP, 2016. Report of the Executive Director. Proposed programme of work and budget for the biennium 2018-2019. UNEP/EA.2/16. Nairobi, 23 – 27 May, 2016.
- UNEP Evaluation Manual, 2008
- UNEP Evaluation Policy, 2009
- UNEP Environmental and Social Sustainability Framework (ESSF), February, 2020.

Government documents.

- BRASIL, MMA. 2020. Sixth National Report to the Convention on Biological Diversity: Brazil. Brasília: Ministério do Meio Ambiente, 2020.
- BRASIL. MMA. 2017. National Biodiversity and Action Plan. Brasília: Ministério do Meio Ambiente, 2017.
- BRASIL, SFP/MAPA. 2021. Gestão de Florestas Públicas. Brasília: Ministério da Agricultura, Pecuária e Abastecimento Serviço Florestal Brasileiro <http://www.florestal.gov.br>
- CONABIO. 2013. Resolução nº 06, de 2013. Dispõe sobre as Metas Nacionais de Biodiversidade para 2020. Comissão Nacional de Biodiversidade. Brasília.
- IBÁ 2021. Relatório da Indústria Brasileira de Árvores. <http://www.iba.org>
- ICMBio 2017a. Fauna Brasileira. Instituto Chico Mendes – Ministério do Meio Ambiente. Brasília. Available at: <http://www.icmbio.gov.br/portal/faunabrasileira>
- ICMBio 2017b. Lista de espécies ameaçadas. Instituto Chico Mendes – Ministério do Meio Ambiente. Brasília. Available at: <http://www.icmbio.gov.br/portal/faunabrasileira/2741-lista-de-especies-ameacadas-saiba-mais.html>
- INEA, 2021. Relatório de Atividades Inea. 2021. Rio de Janeiro: Instituto Estadual do Ambiente. <http://www.inea.rj.gov.br>
- SEMAD. Secretaria do Meio Ambiente, Recursos Hídricos, Infraestrutura, Cidades e Assuntos Metropolitanos. <https://www.meioambiente.go.gov.br>.

Official correspondence

- Letter from MMA to IIS advising of intent to cancel project (8.3.2022).
- Letter from MMA to UNEP advising of intent to cancel project (11.3.2022)
- Letter from UNEP project task manager to MMA in response to letter of 11th March, 2022 (12.05.2022)
- Letter from UNEP Regional office representative to MMA (31.08.2022)

Other

- *Status de implementação das soluções propostas na Missão de Supervisão (2021). Março/2022*

ANNEX VII. BRIEF CV OF THE REVIEW CONSULTANT

DR. RANDOM DUBOIS

CURRICULUM VITAE

CONTACT NUMBERS

	(Switzerland)	(Brazil)
Address:	Libellenrain 21 6004 Luzern Switzerland	Rua Jayme Bittencourt 39 Bloco 4, Apto 102 Camboinhas, Niteroi, RJ
Telephone:	0041 – (0) 41- 420 - 1202	0055-(21) - 3254-7114
Cell:	0041 – 798 – 327 - 031	0055-(21) – 7496-4539
E-Mail:	random.dubois19@gmail.com	same as Switzerland

PROFESSIONAL EXPERIENCE

RECENT SHORT-TERM ASSIGNMENTS (May 2011- Present).

Senior Environmental Specialist (July – September 2020)

World Vision US

Washington, D.C.

Contracted by WVUS to prepare a guidance note based on the small-scale, coastal fisheries sector case study in Kenya (Mainstreaming Nutrition into Fisheries from Theory to Practice: A Guidance Note based on a Case Study from Kenya).

Project Preparation Lead Consultant (September 2019 – September 2020)

International Sustainability Seafood Foundation (ISSF)

Washington, D.C., USA

Contracted by ISSF on a WAE basis to lead the preparation of the “Sustainable Management of Tuna Fisheries and Biodiversity Conservation in the Areas Beyond National Jurisdiction. Project” in association with FAO. Project projected to be submitted for consideration for GEF funding in June 2021.

Senior Climate and Environmental Specialist (December 2019 – January 2020)

International Fund for Agricultural Development (IFAD)

Rome, Italy

Contracted by IFAD to conduct an in-depth Climate Risk Analysis (CRA) for the Maldives Agriculture Programme (MAP) and finalize the Social, Environmental and Climate Assessment (SECAP) developed at the programme concept stage and prepare the Environmental Social Management Plan/Environmental Social Management Framework.

Project Preparation Environmental Specialist (October – November 2019)

IFAD

Rome, Italy

Contracted by IFAD to lead the preparation of the draft SECAP) of MAP. Main duties were to prepare the draft SECAP and flag critical issues to be addressed in project design to reflect IFAD SECAP policies and procedures.

Project Evaluation Team Leader (June 2019 – November 2019)

United Nations Development Program (UNDP)

Brasilia, Brazil

Contracted by UNDP on a WAE basis to lead the “Mid-Term Evaluation of the UNDP GEF Project: Production of Sustainable, Renewable Biomass-based Charcoal for the Iron and Steel Industry in

Brazil,
JULY 2021

Project Evaluation Team Leader (March 2019 – May 2019)

UNDP

Brasilia, Brazil

Contracted by UNDP on a WAE basis to lead the “Mid-Term Evaluation of the UNDP GEF Project: Fourth National Communication and Biennial Update Reports to the United Nations Framework Convention on Climate Change (UNFCCC).

Team Leader (September - October 2018)

IFAD

Rome, Italy

Contracted by IFAD to lead the Mid-term Review (MTR) Mission for the GEF-supported Building Adaptive Capacity through the Scaling-Up of Renewable Energy Technologies in Rural Cambodia (S-RET). Main duties were to lead the preparation and prepare the TER following IFAD and GEFSEC policies and procedures.

Project Preparation Environmental Specialist (September - November 2017)

IFAD

Rome, Italy

Contracted by IFAD to lead the Terminal Evaluation (TE) of the partially GEF-funded Mongolia: Project for Market and Pasture Management Development (PMPMD). Main duties were to lead the preparation and prepare the TER following IFAD and GEFSEC policies and procedures.

Project Preparation Environmental Specialist (April - May 2017)

IFAD

Rome, Italy

Contracted by IFAD to lead the preparation of the Social, Environmental and Climate Assessment (SECAP) of the Republic of the Union of Myanmar: Eastern States Agribusiness Project (ESAP). Main duties were to prepare the SECAP and ensure project design reflected IFAD SECAP policies and procedures.

Project Preparation Environmental Specialist (September 2016)

IFAD

Rome, Italy

Contracted by IFAD to participate in the preparation of the “China-Poverty Reduction Agri-business Development (PRAD) in Sichuan and Ningxia Provinces Programme.” Main duties were to ensure design reflected IFAD SECAP procedures and prepare a working paper and the SECAP compliance note.

Project Evaluation Lead Author (December 2015 – June 2016)

World Bank (WB)

Beijing, China

Contracted by WB on a WAE basis to lead the final project evaluation (Implementation Completion and Results Report; ICR) of the GEF-funded “Sustainable Management and Biodiversity Conservation of the Lake Aibi Basin Project” in Bortala Prefecture, Xinjiang Uygur Autonomous Region. Project evaluation submitted and approved by the Bank in June 2016.

Project Preparation Consultant (December 2015 – May 2016)

WB

Beijing, China

Contracted by WB on a WAE basis to participate in the preparation of the “Mainstreaming Integrated Water and Environmental Management Project” in Hai River Basin (multiple provinces). Project submitted and approved for GEF funding in May 2016.

Project Preparation Team Leader (November 2014 – June 2015)

South Pacific Regional Environmental Program (SPREP)

Apia, Samoa

Contracted by South Pacific Regional Environmental Program (SPREP) on a WAE basis to lead the preparation of the “Resilient Islands, Resilient Communities Project” in Kiribati. Project to be submitted for GEF funding in July 2014.

Project Preparation Team Leader (February 2014 – June 2016)

WB

Beijing, China

Contracted by WB on a WAE basis to lead the preparation and supervision of the “Landscape Approach to Wildlife Conservation in Northeast China” Project submitted for GEF funding in July 2016 (5 missions including pre-appraisal).

Project Preparation Team Leader (October 2013 – October 2014)
United Nations Environmental Program (UNEP)

Beijing, China

Contracted by UNEP on a WAE basis to lead the preparation of the “Expansion and Improvement of Biodiversity Conservation and Sustainable Use of Natural Resources in the Greater Shennongjia Area (Hubei Province)” Project submitted for GEF funding in the third quarter of 2014.

Project Evaluation Team Leader (December 2013 – March 2014)

UNEP

Brasilia, Brasil

Contracted by UNEP on a WAE basis to lead the “Mid-Term Evaluation of the UNEP GEF Project: Improving Brazilian Capacity to Conserve and Use Biodiversity through Information Management and Use.

Project Preparation Team Leader (July 2013 – September 2013)

IFAD

Rome, Italy

Contracted by IFAD on a WAE basis to lead the preparation of a new lending activity in Angola in support of artisanal capture fisheries and fish farming in a 4 province area located in proximity to Luanda. The Angola Fisheries Development Project (AFAP) is scheduled to be appraised in the first quarter, 2014.

Project Preparation Team Leader (March 2012 – June 2013)

World Wildlife Fund (WWF)

Washington, D.C.

Contracted by WWF on a WAE basis to lead the technical preparation of a GEF-supported global project (Sustainable Management of Tuna Fisheries and Biodiversity Conservation in the Areas Beyond National Jurisdiction) with FAO as EA.

Protected Area Specialist (November 2011)

WB

Washington, D.C.

Participated in WB-led supervision mission of GEF-supported project areas component of China: Guanxi Integrated Forestry Development and Conservation Project.

MEDIUM- AND LONG-TERM ASSIGNMENTS

Senior Environmental Adviser (September 1991- April 2011).

FAO Investment Centre

Rome, Italy

As senior environmental adviser, Dr. DuBois’ main duties have been to work with FAO management to build capacity to identify and develop new opportunities for the Centre in the environmental sector. Specific duties/outputs include: working with new clients (e.g., the Global Environmental Facility and its implementing agencies); participation in environmental sector work; preparation of “stand-alone” GEF and environmental and natural resources-related investment projects; and developing and implementing the measures to respond to the World Bank’s (and other RDBs and IFAD) needs to meet their respective environmental policies as they apply to the design of investment projects. Over the years, Dr. DuBois has: (i) participated in or led a large number of World Bank (and other environmental-related) preparation missions to the field (on average, 6 – 7 missions per year with an average annual aggregate field time estimated to be in excess of 110 days); (ii) identified and developed new contacts with GEF and other non-traditional institutional clients for the Centre; (iii) developed environmental guidelines, publications, and other materials for use by Centre staff and management; (iv) assisted in the identification and recruitment of new staff to build institutional capacity in the environment; (v) worked with the management of a number of International Financing Institutions (IFIs), task managers, and IC Service Chiefs to more systematically incorporate environmental consideration into projects entering the Centre pipeline; (vi) increased awareness among professional staff through conducting training workshops, development and circulation of field-oriented operational tools, and project participation in project preparation; and (vii) cooperated with other FAO Divisions in a range of activities associated with the environment most recently in assisting in responding to GEF priorities as a newly designated Agency under GEF’s Expanded Opportunities Initiative. Under the

World Bank – FAO Cooperative Programme relevant experience included: (i) Venezuela: National Parks Management Project, a WB loan to the Government of Venezuela in support of the strengthening and expansion of the existing national protected area system; (ii) Argentina: Biodiversity Conservation Project (a GEF-funded grant in conjunction with the WB-supported Native Forests and Protected Areas Project), (iii) Brazil: Amazon Region Protected Areas Project Phase I (ARPA I), leading the technical assessment and evaluation of one of the largest GEF supported biodiversity projects in the GEF programme resulting in the preparation of the ICR for the World Bank and GEF; and (iv) OECS Protected Areas and Associated Livelihoods Project, the objective of this sub-regional project whose objective was to strengthen existing and create new protected areas in the high and low islands of the Eastern Caribbean region and promote the development of a sub-regional network that could be marketed to conservation enthusiasts to increase island visitation. After FAO became a GEF designated executing agency (EA), Dr. DuBois led a number of project preparation missions including: (v) China: Demonstration of Estuarine Biodiversity Conservation Restoration and Protected Area Networking (approved); (vi) China: Securing Biodiversity Conservation and Sustainable Use in China's Dongting Lake Protected Area (approved); (vii) China: Securing Biodiversity Conservation and Sustainable Use in Huangshan Municipality (approved); and (viii) China: Protection and Sustainable Use of Poyang Lake Wetland Ecosystem (approved).

Program Manager for Environment and Natural Resources (June 1989-September 1991).

Development Alternatives, Inc.

Bethesda, MD

As Program Manager for DAI's environment and natural resources portfolio, Dr. DuBois was responsible for managing contracts in this sector and increasing and diversifying DAI's presence in the natural resources field. In addition to these responsibilities, he served as a professional staff member specializing in watershed and coastal resources management. Research interests included working with professional staff in the development of new and more effective investigative frameworks required for the study and increased understanding of the processes leading to environmental degradation. In addition to fulfilling core staff duties at DAI, he participated in a number of short-term technical assignments including Fiji, Bangladesh, and the Dominican Republic.

Natural Resources Specialist (1988-1989)

Office of Forestry, Environment, and Natural Resources, US AID

Washington, D.C.

As direct hire consultant Dr. DuBois prepared issue papers for US AID's Natural Resources Strategy for the 1990s for the Asia/Near East Bureau and conducted an Agency-wide assessment of staffing needs for natural resource specialists.

Research Advisor (1987-1988)

ACIPHIL

Central Visayas Regional Development Project

Cebu, Philippines

Duties included establishing a research program designed to assess the biophysical, socio-economic and policy characteristics and dynamics of farming practices among upland communities on marginal lands contributing to land degradation and its attendant downstream effects on lowland resource livelihood systems. The program also involved assessing the effectiveness of upland land-use technologies designed and promoted under the project to mitigate water-driven soil erosion.

Technical Advisor (1986-1987)

Coastal Resources Management Project

ASEAN/US Cooperative Programme in Marine Sciences

Manila, Philippines

Provided technical support to participating government agencies within the six country region (including Indonesia) to facilitate the development of site-specific multi-sectoral natural resource strategies to manage tropical coastal ecosystems. The executing agency was the International Centre for Living Aquatic Resources Management (ICLARM). 68

'''.
PhD. Candidate (1983-1985)

**Department of Geography
University of Chicago
Chicago, IL**

Completed the residency requirement.

Direct-hire Consultant (1982-1983)

**Office of Forestry, Environment, and Natural Resources, US AID
Washington, D.C.**

Assisted in the preparation of US AID's Statement on Environmental Policy; participated in the design and management of the US AID/S&T's Coastal Resources Management Project; and participated in several in-country, interdisciplinary teams responsible for the preparation of country environmental profiles in the Latin America/Caribbean region.

Natural Resources Specialist (Winter 1982)

**Center for Technology, Environment, and Development (CENTED)
Clark University
Worcester, MA**

Developed renewable natural resource projections for a five-country region in east Africa.

Chief of Party (Fall 1981-Spring 1982)

**Tropical Science Centre
San Jose, Costa Rica**

Led teams to conduct a coastal and near-shore marine inventory of natural resources of the Costa Rican park "Manuel Antonio" as input into the development of management plan.

Research Staff Associate (1979-1980)

**Island Resources Foundation
St. Thomas, US Virgin Islands**

Assisted in the management operations of a National Oceanic and Atmospheric Administration-funded environmental assessment of a proposed marine sand extraction project in the U.S. Virgin Islands. In addition to management duties, he served as co-investigator in a study of the coastal current regime at the proposed mining site.

MMA Candidate (1978-1979)

**Geography and Marine Affairs
University of Rhode Island
Kingston, RI**

Completed residency requirement.

Marine Ecologist (1975-1977)

**Smithsonian-Peace Corps Environmental Programme
Santiago, Chile**

Duties in the first year included design and implementation of a marine research project (biofouling) and participation in a study of growth parameters of the Chilean "abalone" used to develop a fishery management plan for one of the country's most valuable living marine resources. In the second year, additional duties included working with Peace Corps staff in redefining the Chilean-Peace Corp Fishery Programme and providing assistance in the programming, recruitment, and placement process of future volunteers.

OTHER RELEVANT PAST SHORT-TERM CONSULTANCIES (illustrative list)

Coastal Resources Specialist

Asia Technical Department (Winter 1987)

World Bank

Washington, D.C.

Prepared an overview paper characterizing coastal resource issues in regional member countries.

'''.
Natural Resource Specialist (Spring/Summer 1987)
International Institute of Environment and Development
Washington, D.C.

Prepared a strategy paper to coordinate activities and inputs in several pending natural resource projects planned for the Philippines (National Conservation Strategy, US AID's Strategy on Maintaining Biological Diversity, and World Bank's FFARM Project).

Coastal Resources Specialist (Summer 1985)

IIED

Washington, D.C.

Participated as member of an inter-disciplinary team in the design of the US AID-funded Living Coastal Resources Management Project for the six-country ASEAN region.

Coastal Resources Specialist (Spring/Summer 1985)

Organization of American States

Prepared a methodological approach to natural hazards risk assessment in coastal areas for use by OAS planners in their project cycle.

Coastal Resources Specialist (Fall 1984)

World Bank/OAS

Participated on an interdisciplinary team to study the nature and extent of erosion of Grenada's Grand Anse Beach to ascertain the technical viability of a proposed Bank loan to rehabilitate a hotel in support of tourism development.

Natural Resources/Environmental Specialist (Summer 1984)

International Union for Conservation of Nature and Natural Resources

Worked with the Central Environmental Authority of Sri Lanka in the preparation of the country's National Conservation Strategy (NCS).

Coastal Resources Specialist (Spring/Summer 1983)

Office of Foreign Affairs, U.S. National Park Service

Prepared three in-country case studies documenting coastal resource issues (coastal fisheries management, marine sand coral mining, and upland land use activities affecting coastal areas) in the eastern Caribbean, Fiji, and Kenya, respectively.

Coastal Resources Specialist (Summer 1981)

JRB & Associates

Mclean, VA

Participated in the development of an in-country environmental profile of Honduras.

Fishery Resources Specialist (Summer 1980)

Eastern Caribbean Natural Areas Management Programme (ECNAMP)

Formulated basic management guidelines for coastal fishstocks in Anguilla and the BVI.

Coastal Resources Specialist (Summer/Fall 1980)

ISTI/JRB Associates

Participated on two interdisciplinary teams responsible for conducting in-country environmental profiles for US AID in the Dominican Republic and Panama.

Fishery Resources Specialist (Summer/Fall 1979)

ACTION/Peace Corps

Conducted the basic research and co-authored a fisheries management manual for use by Peace Corps volunteers.

SELECTED PUBLICATIONS (project-related)

Maldives: Climate Risk Analysis (CRA). 2020. Document prepared in support of the IFAD-funded Maldives Agribusiness Programme (MAP).

Global: Tuna in the Areas Beyond National Jurisdiction: A Review Paper. 2019. Report submitted to the International Seafood Sustainability Foundation (ISSF) in support of the GEF-funded Sustainable Management of Tuna Fisheries and Biodiversity Conservation in the ABNJ II Project.

Brazil: Mid-term Review (MTR). 2019. Document prepared of the GEF-funded Production of Sustainable, Renewable Biomass-based Charcoal for the Iron and Steel Industry in Brazil for 70 UNDP.

- Brazil: Mid-term Review (MTR). 2019. Document prepared of the GEF-funded Fourth National Communication (4NC) and Biennial Update Reports (BUR) to the United Nations Framework Convention on Climate Change (UNFCCC) for UNDP.
- Cambodia: Mid-term Review (MTR). 2018. Document of the GEF-funded Building Adaptive Capacity through the Scaling-Up of Renewable Energy Technologies in Rural Cambodia Project for IFAD.
- Mongolia: Terminal Evaluation (TE). 2017. Document prepared for the partially GEF-funded Project for Market and Pasture Management Development (PMPMD) for IFAD.
- Myanmar: Social, Environmental and Climate Assessment (SECAP). 2017. Document prepared for the Republic of the Union of Myanmar: Eastern States Agribusiness Project (ESAP) for IFAD.
- China: Working paper on Environmental and Social Safeguards for Poverty Reduction Agri-business Development (PRAD) in Sichuan and Ningxia Provinces Programme. 2016. Document prepared for IFAD.
- China: Implementation Completion and Results Report (ICR). 2016. Document prepared for the GEF-funded Sustainable Management and Biodiversity Conservation of the Lake Aibi Basin Project in Bortala Prefecture, Xinjiang Uygur Autonomous Region for the World Bank.
- China: CEO Endorsement Template. 2016. Document prepared for Mainstreaming Integrated Water and Environmental Management Project in Hai River Basin for the World Bank.
- China: CEO Endorsement Template and PDR. 2014. Document prepared for the Landscape Approach to Wildlife Conservation in Northeast China Project for the World Bank.
- China: CEO Endorsement Template and PDR. 2014. Document prepared of the Expansion and Improvement of Biodiversity Conservation and Sustainable Use of Natural Resources in the Greater Shennongjia Area for UNEP.
- Brazil: Mid-Term Evaluation (MTR). 2014. Document prepared for the UNEP GEF Project: Improving Brazilian Capacity to Conserve and Use Biodiversity through Information Management and Use.
- Brazil: Integrated Management of the Ilha Grande Bay Ecosystem. 2010. Project document (PRODOC) prepared for the Global Environmental Facility (FAO).
- Uruguay: Ecosystem-based Approach to Living Aquatic Resources Management. 2010. Project document (PRODOC) prepared for the Global Environmental Facility (FAO).
- Brazil: Amazon Region Protected Areas Project Phase I. Implementation Completion Results Report (ICR). 2009. Document prepared for the World Bank.
- Indonesia: COREMAP II MTR: Coral Reef Rehabilitation and Management Program Phase II. Mid-term Review (MTR). 2008. Document prepared for the World Bank.
- Comoros: Integrated Ecological Planning and Sustainable Land Management in Coastal Ecosystems in the Comoros. 2006. Project document prepared for the Global Environmental Facility (IFAD).
- BOBLME: Bay of Bengal Large Marine Ecosystem Project. 2005. Project prepared for the Global Environmental Facility (World Bank).
- OECS: Protected Areas and Associated Livelihoods Project. 2004. Project prepared for the Global Environmental Facility (WB).
- Slovenia: Pollution Reduction Project. 2002. Project document prepared for the Global Environmental Facility (EBRD).
- Peru: Environmental Issues and Strategic Options. 2000. "Green" cover prepared for the World Bank (LCSES/LCC6C)
- Ecuador: 2nd Phase Protected Areas' Project Proposal. Block B proposal prepared for Global Environmental Facility. 1999. Submitted by the World Bank.
- Trinidad and Tobago: ASIP-Water Resources Management for Sustainable Agriculture Component. Environmental impact assessment working paper. 1999. Working paper prepared for the Inter-American Development Bank.
- Argentina: Biodiversity Conservation Project. 1997. Project document (PRODOC) prepared for the Global Environmental Facility (World Bank).
- Madagascar: Environment Program. Implementation Completion Results Report (ICR) 1997. Project document prepared for the World Bank.
- Aug 2004: Native Forests and Protected Areas Project: Protected Areas' Component. Staff Appraisal Report (SAR). 1996. Project component prepared for the World Bank.

'''.
(non-project related)

- DuBois, R. 2005. Achieving Environmentally Sustainable Tourism in the OECS Sub-region. World Bank Caribbean Country Management Unit/FAO Investment Center.
- DuBois, R., Tolmos, Raúl, Ríos, Manuel, and Smith, Rick. 2005. Financial Gap Analysis of Peru's National Protected Natural Area System (SINANPE). *Paper presented at the Segundo Congreso de Economistas Ambientales y de Recursos Naturales de América Latina y el Caribe*. Oaxaca, México.
- DuBois, R. draft. Peru: National Global Environmental Facility (GEF) Interim Strategy. Prepared for the GOP in cooperation with the World Bank and UNDP.
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EDUCATION

Dr. DuBois was awarded a Ph.D. in Geography by the University of Chicago in 1989. He completed a Master's degree in Marine Affairs (M.M.A.) from the University of Rhode Island in 1979 and a second Master's degree in Oceanography from Texas A&M University in 1975. He graduated from the University of Kansas in 1971 with a B.A. in Biology. Additional short-term training includes short courses through Harvard' HIID Program on Environmental Economics & Policy Analysis and the International Seminar on Protected Area Management supported by the US Forest Service and the Universities of Montana and Colorado State University.

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AFFILIATIONS AND ACHIEVEMENTS

East-West Centre Visiting Research Fellowship; University of Chicago Open Fellowship; Jessies Smith Noye Fellowship; Phi Sigma Biological Honor Society; American Association of Professional Geographers; British Association of Geographers.

LANGUAGES

Dr. DuBois is functionally fluent in Spanish (3+ FSI), Portuguese, Italian and French. In his field work, he routinely uses Microsoft Office Suite and a host of relevant application programs and several communications packages. He is also a knowledgeable user of the Internet.

REFERENCES (provided on request)

ANNEX VIII. ADDITIONAL DATA TABLES

Table 1. Co-operating Institutions under the Private Lands Project at time of MTR

#	Name of Institution	Type and date of Formal Agreement (e.g., MOU, 12.05.2018)	Activities (by Outcome)	Status (active, terminated)*
Government organization				
1	Ministry of the Environment (MMA)	Cooperation Agreement - 13.07.2018	General cooperation - All Outcomes	Active
2	Instituto Estadual do Ambiente - Rio de Janeiro (INEA)	Cooperation Agreement - 13.08.2018	<p>Outcome 1.1 Activities:</p> <p>I) INEA:</p> <ul style="list-style-type: none"> ● Provide access and profiles to the IIS in the Rural Environmental Registration System - SICAR to carry out technical analysis of rural environmental registrations in the APA of the São João/Mico Leão Dourado Basin; ● Train IIS technicians to operate the SICAR analysis module; ● Delegate to IIS technicians the rural environmental records in the APA of the São João/Mico Leão Dourado Basin to carry out technical analysis; ● Approve scans performed by IIS technicians and notify owners of scan results. <p>II) IIS:</p> <ul style="list-style-type: none"> ● Provide its own personnel to carry out technical analysis of the records determined by INEA in the SICAR analysis module; ● Carry out the analyzes of the registers according to the regulation and guidelines passed by INEA; ● Assist the owners/possessors in the APA of the São João/Mico Leão Dourado Basin to rectify the analyzed records, when necessary; ● Promote in the APA of the São João/Mico Leão Dourado Basin the need for registration of owners/possessors in the CAR Owner/Possessor Center; ● Ensure the confidentiality of the data that may be accessed 	Active

			<p>through SICAR, pursuant to MMA Normative Instruction No. 3, of December 18, 2014.</p> <p>III) PARTICIPANTS:</p> <ul style="list-style-type: none"> Jointly define the priority registers for analysis in the APA of the São João/Mico Leão Dourado Basin, considering priority areas for restoration and with greater potential for natural regeneration. 	
3	Goiás Turismo - Agência Estadual de Turismo	Cooperation Agreement - 28.07.2021	<p>Outcome 1.3</p> <p>Activities: Regulate the joint efforts of Goiás Turismo and the IIS for the implementation of joint actions for the development of the Caminho dos Veadeiros, which is characterized by a Long Course Trail (TLC) that is part of the TLC Nacional Caminho of the Goyazes. The Caminho dos Veadeiros will initially consist of a walking route (Trekking) and a cycle tourism route starting in Formosa, GO and ending in Cavalcante, GO, and a second cycle tourism route, starting in the municipality of Planaltina, GO and end in Cavalcante, GO, and may contain secondary branches in order to compose a network of trails.</p>	Active
Non-government organizations				
4	Fundação de Apoio à Pesquisa e ao Desenvolvimento (FAPED)	Contract for services - 16.04.2019	<p>All Outcomes</p> <p>Activities: Support the administrative and financial management of scholarships necessary for the execution of the Project "GEF Private Areas – Conserving Biodiversity and Rural Landscapes".</p>	Active
Private Institutions				
5	Serviço para o Meio Ambiente e Sustentabilidade Ltda. (SEMA)	Contract for services - 01.10.2019	<p>Outcome 2.1</p> <p>Activities: Develop a cooperation agreement with companies in the forest sector in Brazil to improve biodiversity conservation strategies in their areas for the GEF Private Areas Project.</p>	<p>Terminated</p> <p>This contract expired on 08.02.2022 without all the products being developed as they depended on approval and feedback from the MMA.</p>
6	Ortus Consultoria Ltda	Contract for services - 06.12.2021	<p>Outcome 3.1</p> <p>Activities: Elaboration of a strategy to solve bottlenecks in the management of native vegetation in a Legal Reserve.</p>	Active
7	Fundação Pro Natureza (FUNATURA)	Contract for services - 16.11.2021	<p>Outcome 1.2</p> <p>Activities: Develop and implement a monitoring plan for medium and large mammals in the Pouso Alto APA, focusing on endangered species and develop a diagnosis of the population of an indicator mammal species (to be defined).</p>	Active
8	Rosan Valter Fernandes	Contract for services - 01.11.2021	<p>Outcome 1.1</p> <p>Activities: Advise the process of creating the Advisory Board of the Integrated Management Nucleus (NGI) Mico-Leão-Dourado, which</p>	<p>Terminated</p> <p>This contract was terminated on 08.02.2022 at the request of the</p>

			covers the Poço das Antas Biological Reserve, the União Biological Reserve and the São João/Mico-Leão River Environmental Protection Area -Gold, for the GEF Private Areas Project.	consultant to Mico-Leão-Dourado Integrated Management Center (NGI).
9	Café Artes Visuais Ltda - ME	Contract for services - 02.07.2020	Outcome 3.2 Activities: Creation and technical maintenance of the website for the "GEF Private Areas Project".	Active
10	Azulita Studio	Contract for services - 04.10.2021	Outcome 1.1 Activities: Preparation of the illustrations for the "Guide for recognizing and managing soils for sustainable agricultural production" aimed at rural producers in Brazil and, especially in the APA of the São João River Basin, for the GEF Private Areas Project	Terminated The contract service was finalized and the contract terminated on 30.04.2022.
11	Marta de Abranches	Contract for services - 18.10.2021	Outcome 1.1 Activities: Teach a mini-course on good practices in preserves (jams and jams) for rural producers in the APA of the São João River Basin, a pilot area of the GEF Private Areas Project in the Atlantic Forest biome.	Terminated The contract service was finalized and the contract terminated on 21.01.2022.
12	Cambarás Projetos Socioambientais Ltda-ME	Contract for services - 21.03.2019	Outcome 1.1 Activities: Moderation/facilitation of participatory processes for the presentation and discussion event of the GEF Project Private Areas in the APA of the São João River Basin / Mico-leão-dourado	Terminated The contract service was finalized and the contract terminated on 30.04.2019.
13	Cambarás Projetos Socioambientais Ltda-ME	Contract for services - 01.07.2019	Outcome 1.1 Activities: Moderation/facilitation of participatory processes for the workshop with rural producers from the APA of the São João River Basin / Golden Lion Tamarin within the scope of the GEF Private Areas Project	Terminated The contract service was finalized and the contract terminated on 30.08.2019.
14	Adie-Serviços em Agroecologia e Bioconstrução	Contract for services - 22.10.2019	Outcome 1.1 Activities: Teach a course on chickens and agroecological systems to train rural producers and technicians in the APA of the São João River Basin / Golden Lion Tamarin within the scope of the GEF Private Areas Project	Terminated The contract service was finalized and the contract terminated on 26.10.2019.
15	Nova Era Produtos e Serviços	Contract for services - 15.06.2021	Outcome 1.2 Activities: Application of questionnaires with agroextractivist producers and cooperatives operating in the Pouso Alto Environmental Protection Area for the GEF Private Areas Project	Terminated The contract service was finalized and the contract terminated on 14.08.2021.
16	Meio Hectare Produção Organica Comercio e Consultoria Ltda	Contract for services - 15.09.2021	Outcome 1.1 Activities: Teach classes on current legislation and federal and state organic certification (Rio de Janeiro) to about 30 extension technicians from EMATER-RIO who work in the APA of the São João River Basin, for the GEF Private Areas Project	Terminated The contract service was finalized and the contract terminated on 14.11.2021.
17	Leonardo Geluda Consultoria em Sustentabilidade	Contract for services - 01.01.2020	Outcome 1.3 Activities: development of economic incentive mechanisms and strategies for biodiversity conservation within the scope of the GEF	Terminated This contract was terminated on 01.14.2021 at the request of the

	Socioambiental Ltda		Private Areas Project	consultant due to the difficulty in approving the products delivered by the MMA and, consequently, delay in the respective payments (from June/2020 to January/2021 none of the products delivered had been approved by the MMA).
18	ENTRENOS PLANEJAMENTO ESTRATEGICO LTDA	Contract for services - 14.01.2022	Outcome 1.2 Activities: Elaboration of Strategic Planning from the Caminho dos Veadeiros - Pouso Alto APA	Terminated The contract service was finalized and the contract terminated on 31.07.2022.
19	GILVAN SILVEIRA PEREIRA	Contract for services - 27.10.2022	Outcome 1.2 Activities: Teach a training course on Leave no Trace - APA PA	Terminated The contract service was finalized and the contract terminated on 27.01.2023.
20	Ricardo Moraes Gomes de Carvalho	Contract for services - 04.10.2021	Outcome 1.1 Activities: Layout of the "Guide for the recognition and management of soils for sustainable agricultural production" aimed at rural producers in Brazil, especially the producers of APA São João	Terminated The contract service was finalized and the contract terminated on 30.04.2022
211	Grupo Sandra Mara Estratégias Empresariais (antigo LAMJ BR Gestao Negocios Contabilidade Eireli	Contract for services - 10.05.2018	Project management Activities: Support the accounting of the GEF Private Areas Project	Active
22	Carpenter & Genesca Consultoria Ltda EPP	Contract for services - 01.06.2019	Project management Activities: Provide specialized support for legal advice to the "GEF Private Areas Project"	Active
Civil Society				
23	EMPRESA DE ASSISTÊNCIA TÉCNICA E EXTENSÃO RURAL DO ESTADO DO RIO DE JANEIRO (EMATER)	Technical Cooperation Agreement - 08.02.2021	Outcome 1.1 Activities: Training support for regional extension technicians who serve the APA region of the São João River Basin, in order to improve their knowledge on sustainable approaches. To this end, courses, field days, theoretical and practical training will be held, among other methods aimed at improving agricultural production and the sustainability of the region's natural resources.	Ends in January 2023

*If terminated, date and reasons for termination.

Should include institutions/projects listed in the PRODOC (i.e., GEF funded Information System on Brazilian Biodiversity (SiBBR) – ID 3722; the ongoing GEF Project 'National Strategy for Conservation of Threatened Species (PROSPECIES) –ID 927 and its National Plans for the Conservation of Endangered Species (PANs),the governmental National Plan for Native Vegetation Recovery (PLANAVEG); the governmental Plan for the Mitigation and Adaptation to Climate Change for the Consolidation of a Low Carbon Economy in Agriculture (ABC and ABC+); the governmental national strategy for REDD (ENREDD+); the Brazilian Forest Service; the Chico Mendes Institute for Biodiversity Conservation (ICMbio); the Pontifical Catholic University of Rio de Janeiro (PUC-Rio); The Brazilian Foundation for Sustainable Development (FBDS); International Union for Conservation of Nature (IUCN); Non-governmental Organization Mico Leão Dourado; the Secretariat of Agriculture and Livestock of Rio de Janeiro State (Rio Rural Programme); Technical

Assistance and Rural Extension (EMATER); Agricultural Research Corporation of Rio de Janeiro State (PESAGRO); Rural Union of Silva Jardim and Casemiro de Abreu; Owners Association of Private Reserve of the Natural Heritage of Goiás and Distrito Federal (APRPPN); Universities and research institutions (which?); Environment Secretariat of Silva Jardim; State Council of Cerrado Biosphere Reserve; Collective mandate of Alto Paraíso; Observatório do Código Florestal (Forest Code Observatory); National Agency for rural extension (ANATER); Projects and Services in Sustainability (CEDRO), the creation of the Research State Center in Agroforestry (CEPA); Organic Farmers Association of Rio de Janeiro State (ABIO).

Table 2. Training and Capacity Building Workshops Supported in the Project Listed by Outcome at time of MTR.

#	Outcome	Training and workshop title	Date and venue	Number of participants		% Women
				Total	Women	
1	1.1	Sustainable soil management course in São João APA - 1st class	11.08.2022 Casimiro de Abreu municipality/Rio de Janeiro	13	6	46%
2	1.1	Sustainable soil management course in São João APA - 2nd class	20.10.2022 Silva Jardim municipality/Rio de Janeiro	13	6	46%
3	1.1	Sustainable soil management course in São João APA - 3rd class	16.12.2022 Araruama municipality/Rio de Janeiro	12	7	58%
4	1.1	1st training course for technicians- property environmental planning in São João APA	From 16.04.2021 to 02.07.2021 - Remote workshop	24	8	33%
5	1.1	2nd training course for technicians- organic certification and legislation in São João APA	From 24.09.2021 to 22.10.2021 - Remote workshop	27	3	11%
6	1.1	Spring restoration activity and legislation workshop oriented to landowners of APA São João	25.10.2019 Embaú/Rio de Janeiro	27	12	44%
7	1.1	Agroecological poultry training course oriented to landowners of APA São João	From 23.10.2019 to 26.10.2019 - Casimiro de Abreu municipality/Rio de Janeiro	36	18	50%
8	1.1	Mini-course Production and filling of jellies, sweets and compotes	From 01.12.2021 to 17.01.23 - Remote	29	11	72,5%
9	1.2	Theoretical capacity building course on trail signage	31.03.21 - virtual space	29	12	44,8%
10	1.2	Trail signage course	10.12.21 - Cavalcante/ Goiás	9	5	55%
11	1.2	Trail signage course	01.09.22 - Colinas do Sul/ Goiás	12	4	33%
12	1.2	Trail signage cours	10.11.22 - Formosa / Goiás	11	6	54,5%
13	1.2	Leave no Trace - trainers	From 28 to 29 of November - open space at Alto Paraíso de Goiás - Goiás	10	4	40%
14	1.2	Leave no Trace - workshop	3rd of December - Un versity of Brasilia Center - Alto Paraíso de Goiás - Goiás	15	10	66%
15	3.2	Workshop on Biodiversity Conservation Value	05.12.2019 IIS – Rio de Janeiro/Rio de Janeiro	21	8	38%

16	3.2	Training program on conservation value modelling	During June 2021	9	6	67%
17	3.1	Workshop on bottlenecks related to the sustainable management of native vegetation in Brazil	20.08.2020 - Remote workshop	59	29	49%
Totals				356	155	44%

Table 3. Public Awareness (PA) Events supported at time of MTR

#	Outcome	Type of Event (e.g., PA workshops, seminars, meetings, farmer's markets etc.)	Date and Venue	Number of participants		% Women
				Total	Women	
1	1.1	Webinar about ecotourism in partnership with the Caminho dos Veadeiros Long Course Trail (TLC Caminho dos Veadeiros)	July 20, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 82 Number of video views on Youtube: 425 Total: 507	Online event was not possible to identify gender	Online event was not possible to identify gender
2	1.1	Webinar about "Oportunidades de Negócio em Trilhas de Longo Curso"	August 03, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 177 Number of video views on Youtube: 121 Total: 298	Online event was not possible to identify gender	Online event was not possible to identify gender
3	1.1	Webinar about "Cicloturismo na Chapada dos Veadeiros"	August 17, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 87 Number of video views on Youtube: 253 Total: 340	Online event was not possible to identify gender	Online event was not possible to identify gender
4	1.1	Webinar about "Mulheres no Desenvolvimento do Ecoturismo"	August 31, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 136 Number of	Online event was not possible to identify gender	Online event was not possible to identify gender

				video views on Youtube: 168 Total: 304		
5	1.1	Webinar about "Turismo de observação de fauna e Trilhas de Longo Curso"	September 14, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 121 Number of video views on Youtube: 180 Total: 301	Online event was not possible to identify gender	Online event was not possible to identify gender
6	1.1	Webinar about "Orientações para produtores rurais sobre acesso à crédito"	September 24, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 39 Number of video views on Youtube: 207 Total: 246	Online event was not possible to identify gender	Online event was not possible to identify gender
7	1.1	Webinar about "Planejamento de destinos turísticos e a integração de Trilhas de Longo Curso (TLC) ao território"	September 28, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 90 Number of video views on Youtube: 110 Total: 200	Online event was not possible to identify gender	Online event was not possible to identify gender
8	1.1	Webinar about "Conduta Consciente em Trilhas de Longo Curso"	October 26, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 73 Number of video views on Youtube: 175 Total: 248	Online event was not possible to identify gender	Online event was not possible to identify gender
9	1.1	Webinar about "Orientações para certificação orgânica"	October 29, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 44 Number of video views on	Online event was not possible to identify gender	Online event was not possible to identify gender

				Youtube: 89 Total: 133		
10	1.1	Webinar about “Possibilidades de organização coletiva para produtores rurais”	November 19, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 50 Number of video views on Youtube: 74 Total: 124	Online event was not possible to identify gender	Online event was not possible to identify gender
11	1.1	Webinar about “Caminhos Históricos do Nordeste Goiano”	November 30, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 57 Number of video views on Youtube: 126 Total: 183	Online event was not possible to identify gender	Online event was not possible to identify gender
12	1.1	Webinar about “Experiências sustentáveis na APA do Rio São João em tempos de pandemia”	December 17, 2020 GEF private Areas Youtube Channel	Live webinar viewers: 61 Number of video views on Youtube: 110 Total: 171	Online event was not possible to identify gender	Online event was not possible to identify gender
13	1.1	Webinar about “Oportunidades com Frutas Nativas da Mata Atlântica”	January 28, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 38 Number of video views on Youtube: 253 Total: 291	Online event was not possible to identify gender	Online event was not possible to identify gender
14	1.1	Webinar about - “Pimentarosa: manejo sustentável da aroeira na baixada litorânea	February 25, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 73 Number of	Online event was not possible to identify gender	Online event was not possible to identify gender

		do RJ"		video views on Youtube: 188 Total: 261		
15	1.1	Webinar about "Palmeira Juçara: restauração e renda na Mata Atlântica"	March 25, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 152 Number of video views on Youtube: 259 Total: 411	Online event was not possible to identify gender	Online event was not possible to identify gender
16	1.1	Webinar about A "importância do PNAE para a agricultura familiar"	April 29, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 93 Number of video views on Youtube: 164 Total: 257	Online event was not possible to identify gender	Online event was not possible to identify gender
17	1.1	Webinar about "Experiências em boas práticas de manejo da pastagem"	May 27, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 73 Number of video views on Youtube: 120 Total: 193	Online event was not possible to identify gender	Online event was not possible to identify gender
18	1.1	Webinar about "Entendendo o solo: plantas indicadoras e práticas de manejo recomendadas"	June 24, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 78 Number of video views on Youtube: 114 Total: 192	Online event was not possible to identify gender	Online event was not possible to identify gender
19	1.1	Webinar about "Cultivando biodiversidade: o papel das abelhas sem ferrão"	July 29, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 87 Number of video views on	Online event was not possible to identify gender	Online event was not possible to identify gender

				Youtube: 123 Total: 210		
20	1.1	Webinar about “Entendendo a legislação ambiental: sistemas agroflorestais e pousio no Rio de Janeiro”	August 01, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 35 Number of video views on Youtube: 173 Total: 208	Online event was not possible to identify gender	Online event was not possible to identify gender
21	1.1	Webinar about “Regulamentação do manejo florestal sustentável no Rio de Janeiro”	August 30, 2021 GEF private Areas Youtube Channel	53 Number of video views on Youtube: 98 Total: 151	Online event was not possible to identify gender	Online event was not possible to identify gender
22	1.1	Webinar about “Entendendo a legalização da agroindústria familiar”	September 28, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 66 Number of video views on Youtube: 170 Total: 236	Online event was not possible to identify gender	Online event was not possible to identify gender
	1.1	Webinar about “Adequação ambiental da propriedade rural no Rio de Janeiro”	September 25, 2021 GEF private Areas Youtube Channel	Live webinar viewers: 60 Number of video views on Youtube: 91 Total: 151	Online event was not possible to identify gender	Online event was not possible to identify gender
Totals				5.189		

Table 4. List of Public Awareness Media Prepared and Disseminated under the Private Lands Project at time of the MTR

#	Media type	Title	Date/period Disseminated	Brief description (1-2 sentences)	Estimated Numbers Reached	How numbers verified
1	Video	Video-invitation for Meeting with Rural Producers	09.06.2019 - 09.08.2019	Explain the importance of MSP and MSF and the socio-environmental benefits of restoring and conserving biodiversity, presenting the GEF Private Areas Project and how to participate in the event.	Email submissions: 50;	Metrics platform
2	Video	Audiovisual record of the Meeting with Rural Producers of the APA of the São João River Basin/Golden Lion Tamarin	08.2019 - 09.2019	Report how the participation of the owners in the event was, the dynamics carried out and the preliminary results.	Views on the YouTube: 186	Youtube metrics platform
3	Folder	Folder with feedback from the Meeting with rural producers of the APA of the São João River Basin/Golden Lion Tamarin (with map in A0 size).	12.2019 - 02.2020	Report how the participation of the owners in the event was, the dynamics carried out and the preliminary results.	Printed: 250; Distributed: 150 for event participants.	
4	Folder	Folder (A4 sheet) front and back in Portuguese and English versions for publicizing the Project among actors and potential partners	During the entire duration of the Project (2018-2020)	The material briefly and objectively lists the Project's objectives and its governance, describes the three components and lists the local and global benefits for biodiversity conservation in private areas that the Project intends to deliver.	Printed: 1000 Distributed: Around 600	
5	T-shirt, safari-style hat and recycled canvas backpack.	Materials for team identification in field activities and events - T-shirt, safari-style hat and recycled canvas backpack.	During the entire duration of the Project (2018-2020)	The strategy was to apply the Project logo prominently and use recycled materials whenever possible, adopting the rustic/campeiro style to characterize the Project team that goes to the field and has direct contact with target audiences, mostly residents of rural areas	shirts produced: 110 hats produced: 100 backpacks produced: 100	
6	PVC banner and magnetic sticker	Materials for the Project's external signage - PVC banner and magnetic sticker to identify the fleet for visual signage of the Project at events.	During the entire duration of the Project (2018-2020)	Disseminate and strengthen the Project's logo, name and slogan among its main actors so that they become familiar with its identity in future communications and face-to-face meetings.	The produced banners were used in seven face-to-face events including meetings, courses and workshops, with an average of 30 participants per	

					event. Around 30 field visits were carried out with vehicles from the fleet identified with the magnetized sticker.	
7	Gifts for events	Notepad with personalized pen, in recycled material and personalized ecobag in ecological material.	During the entire duration of the Project September 30, 2019 -	Disseminate and strengthen the Project's logo, name and slogan among its main actors so that they become familiar with its identity in future communications and face-to-face meetings.	ecobags produced: 500; ecobags distributed: 500; Notebooks with pen produced: 500; notebooks with pen distributed: 500;	
8	E-bulletin	GEF Private Areas bimonthly e-bulletin	Bimestral, during the entire duration of the Project starting september 30, 2019	Create a regular communication channel between the Project and its audiences for general updates on the progress of the Project and facilitate the dissemination of communication material produced for the different strategies and substrategies.	Number of email openings: Report 01 Ago/Sep 19: 435 Report 02 Oct/Nov 19: 401 Report 03 Dez 19 / Jan 20: 117 Report 04 Feb/ Mar 20: 236 Report 05 Apr/May 20: 370 Report 06 Jun/Jul 20: 248 Report 07 Ago/Sep 20: 974 Report 08 Out/Nov 20: 957 Report 09 Dez/Jan 21: 952 Report 10 Feb/Mar 21: 947 Report 11 Apr/May 21: 941	

					<p>Report 12 Jun/Jul 21: 945</p> <p>Report #13 Ago/Set 21: 935</p> <p>Report #14 Out/Nov 21:947</p> <p>Report #15 Dez/Jan 22:945</p> <p>Report #16 Feb/Mar 22:940</p> <p>Report #17 Apr/May 22:938</p> <p>Report #18 Jul/Ago 22: 95</p> <p>Report #19 Sep/Dez 22: 155</p>	
9	Video series	Cooperativism for small rural producers	13.05.21 - 27.07.21	Promote cooperativism between small and medium-sized landowners with a view to strengthening production chains.	<p>Views of series videos by unique users/p on Youtube:</p> <p>O que é Cooperativismo: 47</p> <p>Como Surgiu o Cooperativismo: 13</p> <p>Os benefícios do Cooperativismo: 13</p> <p>Diferença entre cooperativa e associação: 49</p> <p>Como formar uma cooperativa: 26</p> <p>A representatividade das mulheres nas cooperativas: 10</p>	Youtube metrics
10	Social Media Post	Série "Conhecendo o solo para uma produção sustentável" - EP 6: Como avaliar a fauna do solo	25.01.2023	Promote videos that help you understand a little more about the place where we get our food: the SOIL.	<p>Facebook reach: 76</p> <p>Instagram reach: 237</p>	Facebook and Instagram metrics platform
11	Social	Série "Conhecendo o solo para uma	18.01.2023	Promote videos that help you understand a little	Facebook reach: 76	Facebook

	Media Post	produção sustentável” - EP 5: Como avaliar a compactação do solo		more about the place where we get our food: the SOIL.	Instagram reach: 493	and Instagram metrics platform
12	Social Media Post	Série “Conhecendo o solo para uma produção sustentável” - EP 4: Como avaliar a textura e estrutura do solo	11.01.2023	Promote videos that help you understand a little more about the place where we get our food: the SOIL.	Facebook reach: 15.288 Instagram reach: 17.051	Facebook and Instagram metrics platform
13	Social Media Post	Série “Conhecendo o solo para uma produção sustentável” - EP 3: Como avaliar a matéria orgânica do solo	4.01.2023	Promote videos that help you understand a little more about the place where we get our food: the SOIL.	Facebook reach: 12.862 Instagram reach: 12.321	Facebook and Instagram metrics platform
14	Social Media Post	Série “Conhecendo o solo para uma produção sustentável” - EP 2: Como avaliar o PH do solo	14.12.2022	Promote videos that help you understand a little more about the place where we get our food: the SOIL.	Facebook reach: 10.239 Instagram reach: 3.630	Facebook and Instagram metrics platform
15	Social Media Post	Série “Conhecendo o solo para uma produção sustentável” - EP 1: Introdução sobre o solo	30.11.2022	Promote videos that help you understand a little more about the place where we get our food: the SOIL.	Facebook reach: 12.536 Instagram reach: 3.010	Facebook and Instagram metrics platform
16	Social Media Post	Aconteceu no APA Pouso Alto: V Fórum do Caminho dos Veadeiros (CV)	7.12.2022	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 63 Instagram reach:1.000	Facebook and Instagram metrics platform
17	Social Media Post	História que vale a pena ser contada: Lauro Jurgeaitis	29.11.2022	Promote and report on actions and events held at the São João APA	Facebook reach: 3.821 Instagram reach: 348	Facebook and Instagram metrics platform
18	Social Media Post	Convite: V Fórum do Caminho dos Veadeiros	23.11.2022	Event planned by the CV coordination to (i) evaluate the activities carried out during the current year; (ii) plan activities for the following year; (iii) strengthen governance; (iv) train the actors involved; and (v) engage and fraternize with volunteers.	Facebook reach: 3.225 Instagram reach:8.386	Facebook and Instagram metrics platform
19	Social	Convite: V Fórum do Caminho dos	21.11.2022	Event planned by the CV coordination to (i)	Instagram	Instagram

	Media Post	Veadeiros		evaluate the activities carried out during the current year; (ii) plan activities for the following year; (iii) strengthen governance; (iv) train the actors involved; and (v) engage and fraternize with volunteers.	reach:2.385	metrics platform
20	Social Media Post	Divulgação Guia para reconhecer e manejar o solo para uma produção agropecuária sustentável	16.11.2022	Guide that introduces basic notions about the soil and six of its main characteristics: pH, organic matter, texture, structure, compaction and organisms.	Facebook reach: 306	Facebook metrics
21	Social Media Post	Formação de treinadores Leave no Trace	10.11.2022	Promote the course for trainers in Leave No Trace	Instagram reach: 1887	Instagram metrics platform
22	Social Media Post	Save the date: V Fórum do Caminho dos Veadeiros	8.11.2022	Event planned by the CV coordination to (i) evaluate the activities carried out during the current year; (ii) plan activities for the following year; (iii) strengthen governance; (iv) train the actors involved; and (v) engage and fraternize with volunteers.	Instagram reach: 1380	Instagram metrics platform
23	Social Media Post	Aconteceu na APA de Pouso Alto: "Um dia no Parque"	26.10.2022	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 4.775 Instagram reach: 13576	Facebook and Instagram metrics platform
24	Social Media Post	Aconteceu na APA de Pouso Alto: Instalação de câmeras pela Funarta	19.10.2022	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 4.150 Instagram reach: 10644	Facebook and Instagram metrics platform
25	Social Media Post	Aconteceu na APA de São João: reunião de formação do Conselho Integrado da Área de Proteção Ambiental (APA) da Bacia do Rio São João/Mico-Leão-Dourado e das Reservas Biológicas União e Poço das Antas,	13.10.2022	Promote and report on actions and events held at the São João APA	Facebook reach: 2.243 Instagram reach:7083	Facebook and Instagram metrics platform
26	Social Media Post	Aconteceu na APA de Pouso Alto: novo trecho da Travessia "São Jorge - Capela	5.10.2022	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 6292 Instagram reach: 9300	Facebook and Instagram metrics platform
27	Social	Aconteceu na APA de São João: Curso	28.09.2022	Promote and report on actions and events held at	Facebook reach:	Facebook

	Media Post	de manejo sustentável do solo		the São João APA	26.679 Instagram reach:9767	and Instagram metrics platform
28	Social Media Post	Aconteceu na APA de Pouso Alto: Planejamento Estratégico Participativo (PEP) do Caminho dos Veadeiros (CV)	21.09.2022	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 2.531 Instagram reach: 5334	Facebook and Instagram metrics platform
29	Social Media Post	Aconteceu na APA de Pouso Alto: oficina de sinalização em apoio à implementação do Caminho dos Veadeiros na Área de Proteção Ambiental (APA) de Pouso Alto.	14.09.2022	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 1840 Instagram reach: 3900	Facebook and Instagram metrics platform
30	Social Media Post	Aconteceu na APA de São João: Seminário de associação Mico-Leão-dourado	10.08.2022	Promote and report on actions and events held at the São João APA	Facebook reach: 7.146 Instagram reach: 7436	Facebook and Instagram metrics platform
31	Social Media Post	Dia Nacional do Cerrado	11.09.2022	General updates on the progress of the Project, and dissemination of communication material	Instagram reach: 956	Instagram metrics platform
32	Social Media Post	Aconteceu na APA de São João: Entrega das apostilas "Técnicas de produção e processamento de doces e compotas",	28.07.2022	Promote and report on actions and events held at the São João APA	Facebook reach: 2.851 Instagram reach: 4991	Facebook and Instagram metrics platform
33	Social Media Post	Aconteceu na APA de Pouso Alto: expedição piloto do novo trecho da Trilha de Longo Curso (TLC) Caminho dos Veadeiros (CV) .	13.07.2022	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 54.444 Instagram reach: 6721	Facebook and Instagram metrics platform
34	Social Media Post	Cartilha "Época de coleta de frutos e sementes nativos para recomposição ambiental no bioma Cerrado"	13/05/22 a 18/05/22	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 8250 Instagram reach: 7141	Facebook and Instagram metrics platform
35	Social Media Post	História que vale a pena ser contada: trilha do Sertão Zen	07/04/22 a 12/04/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 48.080 Instagram reach: 3.434	Facebook and Instagram metrics

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36	Social Media Post	Resultados de ativ. de monitoramento de mamíferos	05/04/22 a 10/04/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 4.557 Instagram reach: 5.938	Facebook and Instagram metrics platform
37	Social Media Post	Oficina de planej. estratégico do CV	15/03/22 a 20/03/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 824 Instagram reach: 4.635	Facebook and Instagram metrics platform
38	Social Media Post	Cartilha sobre o jatobá	09/03/22 a 14/03/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 11.724 Instagram reach: 5.620	Facebook and Instagram metrics platform
39	Social Media Post	Dia Mundial do Ecoturismo	02/03/22 a 07/03/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 18.048 Instagram reach: 6.760	Facebook and Instagram metrics platform
40	Social Media Post	Notícia sobre expedição piloto no CV	15/02/22 a 20/02/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 3.640 Instagram reach: 8.660	Facebook and Instagram metrics platform
41	Social Media Post	Notícia sobre Oficinas de sinalização sobre TLC	07/02/22 a 12/02/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 1.740 Instagram reach: 7.695	Facebook and Instagram metrics platform
42	Social Media Post	Você conhece o gergelim Kalunga?	25/01/22 a 30/01/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 3.101 Instagram reach: 7.968	Facebook and Instagram metrics platform
43	Social Media Post	Cartilha sobre Mangaba	14/01/22 a 19/01/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 13.460 Instagram reach: 11.875	Facebook and Instagram metrics platform

44	Social Media Post	História que vale a pena ser contada: Cerrado de Pé	04/12/22	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 79 Instagram reach: 385	Facebook and Instagram metrics platform
45	Social Media Post	Participação do projeto em atividades de sinalização rústica do CV - trecho Sertão Zen	21/12/21 a 26/12/21	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 125.400 Instagram reach: 11.280	Facebook and Instagram metrics platform
46	Social Media Post	Atividades de monitoramento de mamíferos	09/12/21 a 14/12/21	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 5.516 Instagram reach: 4.684	Facebook and Instagram metrics platform
47	Social Media Post	História que vale a pena ser contada: Bioporã	07/12/21	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 76 Instagram reach: 5.769	Facebook and Instagram metrics platform
48	Social Media Post	Cartilha sobre Barú	02/12/21 a 07/12/21	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 14.252 Instagram reach: 7.359	Facebook and Instagram metrics platform
49	Social Media Post	Cartilha sobre Buriti	16/11/21 a 21/11/21	Promote and report on actions and events held at the Pouso Alto APA	Facebook reach: 17.218 Instagram reach: 11.351	Facebook and Instagram metrics platform
50	Social Media Post	Você conhece o Buriti?	26/10/21 a 31/10/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 29.661 IG reach: 7.765	Facebook and Instagram metrics platform
51	Social Media Post	Trilha CV	19/10/21 a 24/10/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 65.106 IG reach: 15.765	Facebook and Instagram metrics platform
52	Social	Projeto GEF AP no Comitê de	13/10/21 a	Promote and report on actions and events held at	FB reach: 14.072	Facebook

	Media Post	Coordenação do CV	19/10/21	the Pouso Alto APA	IG reach: 10.830	and Instagram metrics platform
53	Social Media Post	Você conhece a Mangaba?	05/10/21 a 11/10/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 65.011 IG reach: 9.365	Facebook and Instagram metrics platform
54	Social Media Post	Você conhece o Cajuzinho?	21/08/21 a 27/08/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 2.003 IG reach: 9.357	Facebook and Instagram metrics platform
55	Social Media Post	Você conhece o Pequi?	24/08/21 a 29/08/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 23.282 IG reach: 5.075	Facebook and Instagram metrics platform
56	Social Media Post	Você conhece o Jatobá?	13/08/21 a 19/08/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 7.606 IG reach: 13.761	Facebook and Instagram metrics platform
57	Social Media Post	Você conhece o Baru?	03/08/21 a 09/08/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 13.324 IG reach: 9.434	Facebook and Instagram metrics platform
58	Social Media Post	Post institucional "Boas festas"	23/12/21 a 28/12/21	General updates on the progress of the Project, and dissemination of communication material.	FB reach: 480 IG reach: 7.890	Facebook and Instagram metrics platform
59	Social Media Post	Post institucional "Questionário sobre as redes sociais do Projeto GEF Áreas Privadas"	23/08/21 a 30/08/21	general updates on the progress of the Project, and dissemination of communication material.	FB reach: 386 IG reach: 565	Facebook and Instagram metrics platform
60	Social Media	Post institucional "Questionário sobre as redes sociais do Projeto GEF Áreas	08/08/21 a 15/08/21	general updates on the progress of the Project, and dissemination of communication material .	FB reach: 146 IG reach: 609	Facebook and

	Post	Privadas"				Instagram metrics platform
61	Social Media Post	#12- Entendendo a legislação ambiental: sistemas agroflorestais e pousio no Rio de Janeiro"	30/08 à 01/09/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 2.343 IG reach: 525	Facebook and Instagram metrics platform
62	Social Media Post	#13 - Regulamentação do manejo florestal sustentável no Rio de Janeiro	23/09 à 30/09/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 3.187 IG reach: 6.464	Facebook and Instagram metrics platform
63	Social Media Post	#14 - Entendendo a legalização da agroindústria familiar	21/10 à 28/10/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 3.280 IG reach: 7.372	Facebook and Instagram metrics platform
64	Social Media Post	#15 - Adequação ambiental da propriedade rural no Rio de Janeiro	22 à 25/11/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 3.560 IG reach: 4.913	Facebook and Instagram metrics platform
65	Social Media Post	Distribuição de apostilas sobre doces geleias e compotas	28/07/22 a 02/08/22	Promote and report on actions and events held at the São João APA	FB reach: 2.779 IG reach: 4.827	Facebook and Instagram metrics platform
66	Social Media Post	Guia para reconhecer e manejar solos	06/07/22 a 12/07/22	Promote and report on actions and events held at the São João APA	FB reach: 24.664 IG reach: 6.655	Facebook and Instagram metrics platform
67	Social Media Post	Notícia sobre ativ. de campo: análise de solo de propriedades	31/05/22 a 05/06/22	Promote and report on actions and events held at the São João APA	FB reach: 54.463 IG reach: 6.918	Facebook and Instagram metrics platform
68	Social Media Post	Cartilha sobre Época de coleta de frutos e sementes nativos para recomposição ambiental no bioma	18/05/22 a 23/05/22	Promote and report on actions and events held at the São João APA	FB reach: 13.404 IG reach: 5.394	Facebook and Instagram

		Mata Atlântica				metrics platform
69	Social Media Post	Cartilha sobre compostagem	10/05/22 a 15/05/22	Promote and report on actions and events held at the São João APA	FB reach: 20.920 IG reach: 8.158	Facebook and Instagram metrics platform
70	Social Media Post	Benefícios diversificação de culturas	04/05/22 a 09/05/22	Promote and report on actions and events held at the São João APA	FB reach: 10.652 IG reach: 5.980	Facebook and Instagram metrics platform
71	Social Media Post	Cartilha sobre boas práticas para propriedade leiteira	31/03/22 a 05/04/22	Promote and report on actions and events held at the São João APA	FB reach: 11.560 IG reach: 7.109	Facebook and Instagram metrics platform
72	Social Media Post	Notícia sobre coleta de solos	29/03/22	Promote and report on actions and events held at the São João APA	FB reach: 117 IG reach: 5.297	Facebook and Instagram metrics platform
73	Social Media Post	Cartilha sobre solos e agrofloresta	23/03/22 a 28/03/22	Promote and report on actions and events held at the São João APA	FB reach: 13.966 IG reach: 5.293	Facebook and Instagram metrics platform
74	Social Media Post	Notícia sobre gravação de série sobre solos	17/03/22 a 22/03/22	Promote and report on actions and events held at the São João APA	FB reach: 5.630 IG reach: 7.210	Facebook and Instagram metrics platform
75	Social Media Post	Notícia sobre gravação de série sobre espécies nativas	04/03/22 a 09/03/22	Promote and report on actions and events held at the São João APA	FB reach:12.408 IG reach: 4.880	Facebook and Instagram metrics platform
76	Social Media Post	Notícia sobre retomada de visitas técnicas	23/02/22 a 28/02/22	Promote and report on actions and events held at the São João APA	FB reach: 7.292 IG reach: 667	Facebook and Instagram metrics

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77	Social Media Post	História que vale a pena ser contada: Associação Mico-Leão-Dourado (AMLD)	17/02/22 a 22/02/22	Promote and report on actions and events held at the São João APA	FB reach: 2.248 IG reach: 4.714	Facebook and Instagram metrics platform
78	Social Media Post	Notícia sobre planejamento de produção no sítio Santa Isolina	09/02/22 a 14/02/22	Promote and report on actions and events held at the São João APA	FB reach: 660 IG reach: 4.616	Facebook and Instagram metrics platform
79	Social Media Post	Adequação ambiental de imóveis rurais	1/02/22 a 06/02/22	Promote and report on actions and events held at the São João APA	FB reach: 849 IG reach: 4.724	Facebook and Instagram metrics platform
80	Social Media Post	Cartilha com maneiras de recuperar a vegetação nativa	18/01/21 a 23/01/22	Promote and report on actions and events held at the São João APA	FB reach: 2.377 IG reach: 6.222	Facebook and Instagram metrics platform
81	Social Media Post	Cartilha sobre arborização de pastagens	12/01/21 a 17/01/22	Promote and report on actions and events held at the São João APA	FB reach: 16.256 IG reach: 8.782	Facebook and Instagram metrics platform
82	Social Media Post	Participação do Projeto em encontro sobre comercialização de produção da agricultura familiar	16/12/21 a 21/12/21	Promote and report on actions and events held at the São João APA	FB reach: 2.167 IG reach: 3.211	Facebook and Instagram metrics platform
83	Social Media Post	Notícia sobre curso de Certificação de Orgânicos	15/12/21 a 20/12/21	Promote and report on actions and events held at the São João APA	FB reach: 1.322 IG reach: 4.332	Facebook and Instagram metrics platform
84	Social Media Post	Minicurso sobre envase de geleias, doces e compotas	19/11/21 a 26/11/21	Promote and report on actions and events held at the São João APA	FB reach: 1.164 IG reach: 3.827	Facebook and Instagram metrics platform

85	Social Media Post	Agricultura familiar e o Programa Nacional de Alimentação Escolar (PNAE)	16/11/21 a 21/11/21	Promote and report on actions and events held at the São João APA	FB reach: 15.528 IG reach: 9.060	Facebook and Instagram metrics platform
86	Social Media Post	Árvores em Sistemas Agroflorestais (SAFs)	08/11/21 a 13/11/21	Promote and report on actions and events held at the São João APA	FB reach: 5.712 IG reach: 6.390	Facebook and Instagram metrics platform
87	Social Media Post	Dia Internacional das Mulheres Rurais	15/10/21 a 20/10/21	Promote and report on actions and events held at the São João APA	FB reach: 3.764 IG reach: 9.095	Facebook and Instagram metrics platform
88	Social Media Post	Cartilha "Agrofloresta em quadrinhos"	07/10/21 a 13/10/21	Promote and report on actions and events held at the São João APA	FB reach: 16.992 IG reach: 9.041	Facebook and Instagram metrics platform
89	Social Media Post	Orientações para o cultivo agroecológico da Mata Atlântica	28/09/21 a 04/10/21	Promote and report on actions and events held at the São João APA	FB reach: 10.074 IG reach: 8.545	Facebook and Instagram metrics platform
90	Social Media Post	As florestas e os benefícios para a biodiversidade	27/01/21 a 01/02/22	Promote and report on actions and events held at the São João APA	FB reach: 44.233 IG reach: 11.452	Facebook and Instagram metrics platform
91	Social Media Post	O papel das abelhas sem ferrão na produção rural	10/08/21 a 16/08/21	Promote and report on actions and events held at the São João APA	FB reach: 6.007 IG reach: 9.173	Facebook and Instagram metrics platform
92	Social Media Post	Como formar uma cooperativa?	17/08/21 a 23/08/21	Promote and report on actions and events held at the São João APA	FB reach: 2.969 IG reach: 621	Facebook and Instagram metrics platform
93	Social	Pesquisa de satisfação	23/08/21 a	Promote and report on actions and events held at	FB reach: 386	Facebook

	Media Post		30/08/21	the São João APA	IG reach: 564	and Instagram metrics platform
94	Social Media Post	Pagamento por Serviços Ambientais (PSA)	31/08/21 a 05/09/21	Promote and report on actions and events held at the São João APA	FB reach: 4.683 IG reach: 8.078	Facebook and Instagram metrics platform
95	Social Media Post	Palmeira Juçara	03/08/21 a 08/09/21	Promote and report on actions and events held at the São João APA	FB reach: 40.873 IG reach: 3.854	Facebook and Instagram metrics platform
96	Social Media Post	Pesquisa de satisfação	08/09/21 a 15/09/21	Promote and report on actions and events held at the São João APA	FB reach: 127 IG reach: 607	Facebook and Instagram metrics platform
97	Social Media Post	Cartilha sobre Calda de cinza e cal	15/08/21 a 21/08/21	Promote and report on actions and events held at the São João APA	FB reach: 2.736 IG reach: 8.312	Facebook and Instagram metrics platform
98	Social Media Post	Por que devo restaurar minha propriedade?	06/08/21 a 12/08/21	Promote and report on actions and events held at the São João APA	FB reach: 7.558 IG reach: 12.090	Facebook and Instagram metrics platform
99	Social Media Post	As florestas como proteção aos eventos extremos	10/08/21 a 16/08/21	Promote and report on actions and events held at the São João APA	FB reach: 87.822 IG reach: 15.554	Facebook and Instagram metrics platform
100	Social Media Post	As florestas e os benefícios para a água	29/10/21 a 03/11/21	Promote and report on actions and events held at the São João APA	FB reach: 33.833 IG reach: 12.092	Facebook and Instagram metrics platform
101	Social Media	As florestas e os benefícios para o solo e o clima	10/11/21 a 15/11/21	Promote and report on actions and events held at the São João APA	FB reach: 2.402 IG reach: 7.348	Facebook and

	Post					Instagram metrics platform
102	Social Media Post	As florestas e os benefícios sociais	29/11/21 a 04/12/21	Promote and report on actions and events held at the São João APA	FB reach: 72.282 IG reach: 7.095	Facebook and Instagram metrics platform
103	Social Media Post	#1 - Orientações para produtores rurais sobre acesso à crédito	18 a 24/09/20	Dissemination of the series of webinars on sustainable landscape management	FB reach: 6.898	Facebook metrics platform
104	Social Media Post	#2 - Orientações para certificação orgânica	14 a 22/10/20	Dissemination of the series of webinars on sustainable landscape management	FB reach: 2.390 IG reach: 333	Facebook and Instagram metrics platform
105	Social Media Post	#3 - Possibilidades de organização coletiva para produtores rurais	13 a 19/11/20	Dissemination of the series of webinars on sustainable landscape management	FB reach: 5.598 IG reach: 7.000	Facebook and Instagram metrics platform
106	Social Media Post	#4 - Experiências sustentáveis na APA do Rio São João em tempos de pandemia	09 a 17/12/20	Dissemination of the series of webinars on sustainable landscape management	FB reach: 3.359 IG reach: 10.993	Facebook and Instagram metrics platform
107	Social Media Post	#5 – Oportunidades com Frutas Nativas da Mata Atlântica	25 a 28/01/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 6.578 IG reach: 4.243	Facebook and Instagram metrics platform
108	Social Media Post	#6 - Pimenta-rosa: manejo sustentável da aroeira na baixada litorânea do RJ	18 a 25/02/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 5.686 IG reach: 6.258	Facebook and Instagram metrics platform
109	Social Media Post	#7 - Palmeira Juçara: restauração e renda na Mata Atlântica	22 a 25/03/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 2.695 IG reach: 2.800	Facebook and Instagram metrics platform

110	Social Media Post	#8 - A importância do PNAE para a agricultura familiar	26 a 29/03/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 3.587 IG reach: 8.899	Facebook and Instagram metrics platform
111	Social Media Post	#9 - Experiências em boas práticas de manejo da pastagem	20 a 27/05/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 70 IG reach: 333	Facebook and Instagram metrics platform
112	Social Media Post	#10 - Entendendo o solo: plantas indicadoras e práticas de manejo recomendadas	18 a 24/06/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 3.638 IG reach: 7.000	Facebook and Instagram metrics platform
113	Social Media Post	#11 - Cultivando biodiversidade: o papel das abelhas sem ferrão	21 a 29/07/21	Dissemination of the series of webinars on sustainable landscape management	FB reach: 3.297 IG reach: 10.993	Facebook and Instagram metrics platform
114	Social Media Post	Almoço Agroecológico” da Articulação de Agroecologia Serra Mar (AASM).	08 A 13/10/20	Promote and report on actions and events held at the São João APA	FB reach: 920	Facebook metrics platform
115	Social Media Post	Atendimento a produtores rurais que comercializam cestas agroecológicas	26/01/21	Promote and report on actions and events held at the São João APA	FB reach: 95 IG reach: 390	Facebook and Instagram metrics platform
116	Social Media Post	ACT Emater, IIS e GEF	04 a 09/03/21	Promote and report on actions and events held at the São João APA	FB reach: 2605	Facebook metrics platform
117	Social Media Post	História sobre Ana Beatriz Cordeiro	16/04/21	Promote and report on actions and events held at the São João APA	FB reach: 95 IG reach: 403	Facebook and Instagram metrics platform
118	Social Media Post	Estudo sobre métodos participativos	06/05/21	Promote and report on actions and events held at the São João APA	FB reach: 86 IG reach: 381	Facebook and Instagram metrics platform

119	Social Media Post	Curso sobre planejamento ambiental da propriedade para extensionistas	19/05/21	Promote and report on actions and events held at the São João APA	FB reach: 3.386 IG reach: 344	Facebook and Instagram metrics platform
120	Social Media Post	Vídeos sobre cooperativismo	25 a 30/05/21	Promote and report on actions and events held at the São João APA	FB reach: 4.017 IG reach: 4.523	Facebook and Instagram metrics platform
121	Social Media Post	Bokashi	01/10/20	Promote and report on actions and events held at the São João APA	FB reach: 301	Facebook metrics platform
122	Social Media Post	História sobre Alcides e Michelle	08 a 12/06/21	Promote and report on actions and events held at the São João APA	FB reach: 628 IG reach: 430	Facebook and Instagram metrics platform
123	Social Media Post	Cartilhas sobre MSP	15/06/21	Promote and report on actions and events held at the São João APA	FB reach: 119	Facebook metrics platform
124	Social Media Post	Cartilha sobre plantas indicadoras	06/07/21	Promote and report on actions and events held at the São João APA	FB reach: 5.435 IG reach: 6.071	Facebook and Instagram metrics platform
125	Social Media Post	Implementação de UD's	13 a 18/07/21	Promote and report on actions and events held at the São João APA	FB reach: 2.594 IG reach: 443	Facebook and Instagram metrics platform
126	Social Media Post	História sobre Denise	16/07/21	Promote and report on actions and events held at the São João APA	FB reach: 100 IG reach: 702	Facebook and Instagram metrics platform
127	Social Media Post	Encerramento de curso sobre planejamento ambiental da propriedade	20 a 25/07/21	Promote and report on actions and events held at the São João APA	FB reach: 2.659 IG reach: 476	Facebook and Instagram metrics platform

128	Social Media Post	Benefícios do cooperativismo	27/07 a 08/08/21	Promote and report on actions and events held at the São João APA	FB reach: 4.626 IG reach: 359	Facebook and Instagram metrics platform
129	Social Media Post	#2 – Oportunidades de Negócio em Trilhas de Longo Curso	27/07 a 03/08/20	Promote the series of webinars on ecotourism in partnership with the Caminho dos Veadeiros Long Course Trail (TLC Caminho dos Veadeiros)	FB reach: 9.638 IG reach: 4.243	Facebook and Instagram metrics platform
130	Social Media Post	#3 - Cicloturismo na Chapada dos Veadeiros	12 a 17/08/20	Promote the series of webinars on ecotourism in partnership with the Caminho dos Veadeiros Long Course Trail (TLC Caminho dos Veadeiros)	FB reach: 12.192 IG reach: 6.258	Facebook and Instagram metrics platform
131	Social Media Post	#4 - Mulheres no Desenvolvimento do Ecoturismo	25 a 31/08/20	Promote the series of webinars on ecotourism in partnership with the Caminho dos Veadeiros Long Course Trail (TLC Caminho dos Veadeiros)	FB reach: 8.606 IG reach: 2.800	Facebook and Instagram metrics platform
132	Social Media Post	#5 - Turismo de observação de fauna e Trilhas de Longo Curso	10 a 14/09/20	Promote the series of webinars on ecotourism in partnership with the Caminho dos Veadeiros Long Course Trail (TLC Caminho dos Veadeiros)	FB reach: 32.544 IG reach: 8.899	Facebook and Instagram metrics platform
133	Social Media Post	#6 - Planejamento de destinos turísticos e a integração de Trilhas de Longo Curso (TLC) ao território	24 a 28/09/20	Promote the series of webinars on ecotourism in partnership with the Caminho dos Veadeiros Long Course Trail (TLC Caminho dos Veadeiros)	FB reach: 11.241	Facebook metrics platform
134	Social Media Post	#7 - Conduta Consciente em Trilhas de Longo Curso	21 a 26/10/20	Promote the series of webinars on ecotourism in partnership with the Caminho dos Veadeiros Long Course Trail (TLC Caminho dos Veadeiros)	FB reach: 7.966	Facebook metrics platform
135	Social Media Post	#8 - Caminhos Históricos do Nordeste Goiano	27 a 30/11/20	Promote the series of webinars on ecotourism in partnership with the Caminho dos Veadeiros Long Course Trail (TLC Caminho dos Veadeiros)	FB reach: 5.069	Facebook metrics platform
136	Social Media Post	Curso para proprietários de Reservas Particulares do Patrimônio Natural (RPPNS) da WWF	08/02/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 78	Facebook metrics platform
137	Social Media Post	História de Richard Avolio	12/02/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 236 IG reach: 407	Facebook and Instagram metrics

						platform
138	Social Media Post	Vídeo animado sobre conduta em TLC	17 a 25/03/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 15.313 IG reach: 385	Facebook and Instagram metrics platform
139	Social Media Post	Vídeo "Por que não fazer fogueiras em ambientes naturais"	29/03/21 a 08/04/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 10.833 IG reach: 312	Facebook and Instagram metrics platform
140	Social Media Post	Os princípios do Montanhismo	12 a 17/05/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 5.166 IG reach: 12.802	Facebook and Instagram metrics platform
141	Social Media Post	Mapeamento de rotas de bicicleta no CV	01 a 06/06/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 7.757 IG reach: 12.501	Facebook and Instagram metrics platform
142	Social Media Post	Entrevistas sobre produtos agroextrativistas do Cerrado	22/06/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 94 IG reach: 424	Facebook and Instagram metrics platform
143	Social Media Post	Pesquisa sobre o consumo de produtos nativos do Cerrado	29/06 a 14/07/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 7.418 IG reach: 7.854	Facebook and Instagram metrics platform
144	Social Media Post	História sobre o restaurante Canela da Ema	01/07/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 127 IG reach: 575	Facebook and Instagram metrics platform
145	Social Media Post	Rotas históricas do Nordeste Goiano	08 a 13/07/21	Promote and report on actions and events held at the Pouso Alto APA	FB reach: 4.699 IG reach: 9.134	Facebook and Instagram metrics platform

146	Social Media Post	Post institucional sobre Projeto GEF	03 a 11/12/20	General updates on the progress of the Project, and dissemination of communication material	FB reach: 48497 IG reach: 387	Facebook and Instagram metrics platform
147	Social Media Post	Post institucional Divulgação do canal institucional no Youtube	22/12/20	General updates on the progress of the Project, and dissemination of communication material	FB reach: 83	Facebook and Instagram metrics platform

Table 5. List and Status of Agreed on Measures from the Project's 3 SPR Missions as of September 21, 2021 (Source" IIS))

Agreed Actions	Responsibility	Agreed Date	Status at Time of MTR
Inception workshop - August 2018			
Component 2 - 1) the establishment of agreements directly with selected companies from the forestry sector who have an important portion of the market and representativity in the sector. This agreement will answer directly to outcome 2.1 of the project.	MMA and IIS	07.08.2018	Implemented
Component 2 - 2) the creation of a political-institutional link with IBA to engage the sector in the topic addressed by the project. This link can result in a larger agreement with the forestry sector and, in case that happens, it will be an extra outcome for the project.	MMA and IIS	07.08.2018	Implemented
Component 2 - 3) IBA and Febraban must be invited to the project launch, and we mentioned the need to schedule a meeting with IBA's board to present the project still in 2018	MMA and IIS	07.08.2018	Implemented
Component 1 - 1) Have a follow up in APA of Pouso Alto and APA of São João calling participants of the first workshops held in APAs in 2017, and inviting key-organizations to plan activities in detail to execute the project in those regions (especially with focus on the activities planned in the project's first POA).	MMA and IIS	07.08.2018	Implemented
Component 1 - 2) identify partner NGOs in APA of Pouso Alto who will be able to get involved in the project actions. Since APA of Pouso Alto is not as a familiar territory to IIS as APA of São João, we mentioned the need to map stakeholders who act in that region.	MMA and IIS	07.08.2018	Implemented. However, with the adjustments in the activities and Sub outputs of the project, new partners were identified and engaged in the project.
Risk evaluation - to review the risks mentioned on the Prodoc and describe problems (governance, external and internal effects, policy), and propose mitigation measures.	MMA and IIS	07.08.2018	Implemented. The new risks were included in the first Half Yearly report (ref. 2018).
Evaluation and monitoring plan - to think about realistic objectives. After, during the project implementation, it is possible to make adjustments based on the execution evaluation and monitoring;	MMA and IIS	07.08.2018	Implemented. MMA and IIS created and implemented new internal processes to monitor and evaluate the project's progress and the achievement of the results.
Exchange rate - To deal with exchange rate throughout the project, in a high dollar scenario (higher than the rate used when calculating the total project budget), UN Environment suggests the annual budget to be projected adding more expenses for a period longer than 6 months, thus avoiding the balance in Reals, after converting to dollars, to be characterized as profit – which is not allowed by UN Environment. Besides, the budget can be reviewed and subjected for UN Environment approval at any moment, which protects the project from an exchange variation that reduces the budget in Reals.	MMA and IIS	07.08.2018	Implemented. When financial reports are sent to Unep (quarterly), resources that will be needed for the following semester are projected.
UN Environment does not interfere in the Project's internal processes of purchase and acquisition, since during the process of due diligence they evaluated IIS's purchase, hiring and acquisitions policies and approved these procedures, considering IIS to be an institution able to act as project	UNEP, MMA and IIS	07.08.2018	Implemented. All procurement and contracting processes for the project are the responsibility of the IIS and MMA, and are described in the MOP.

executor. However, IIS and MMA need to agree on acquisition and hiring processes, and they will be described in the MOP and PAC.			
It was agreed that in any consulting contract the Reference Term must be analyzed by MMA as already stated in the MOP. And that every other expenditure (overnight stays, tickets, equipment etc.) will be planned in the POA, which must be approved by MMA, and after that, it will not need to be reviewed and authorized, unless in case of a very different value (to be defined in the MOP)	MMA and IIS	07.08.2018	Implemented. All procurement and contracting processes for the project are the responsibility of the IIS and MMA, and are described in the MOP. And expenses are planned into annual POAs that are pre-approved by the MMA.
It was agreed that must be included in the MOP, for further analysis and approval by the MMA: I) policies for acquisitions and hiring adopted by the IIS; II) UGPs (Project Management Unit) adjustments, which has more of a management character, separating it from the IIS technical team; III) for the IIS technical team, include a brief description of the function of each Project IIS staff (2-3 lines); and IV) include the per diem payments' policy for external collaborators.	MMA and IIS	07.08.2018	Implemented. All items were included in the MOP.
Indicators - It was agreed that the set indicators and targets refer to outcomes.	UNEP, MMA and IIS	07.08.2018	Implemented. For this reason we do not have specific indicators for Outputs.
Indicators - It was agreed among all participants that the indicators will be discussed and reviewed in the Mid-term review	UNEP, MMA and IIS	08.08.2018	Implemented. For this reason, no adjustments have been made to the indicators so far. Only suggestions are being brought to MTR, but they need to be previously discussed and aligned with MMA and IIS.
Indicators - It was agreed that a more detailed description (understanding) of all project indicators will be at the end of the indicators table in the Prodoc, and that this description shall be sent to participants in the following days. This detailed description should also be incorporated in the MOP in the item "Project Result Matrix", and will be annexed in the Mid-term review when it is done.	MMA and IIS	08.08.2018	This description was not included in the MOP. But it is being discussed during the mid-term review.
Component 1 - To perform a stakeholder mapping before the local workshop at APA of Pouso Alto. And it was decided that for this pilot it is better to have 3 workshops: I) a closed meeting with the actors who are on the same page with the project's more restricted objectives (MMA, APA and Park); II) another with many local organizations (define local partner organizations); III) another more open for all actors (MMA, APA, Park, partner organizations, representatives of the municipalities and landowners).	MMA and IIS	08.08.2018	Implemented. In 2019, numerous meetings were held with different partners in the region to present the project and engage in project actions. Presentation of the Project to the main stakeholders who work at the APA Pouso Alto; 2. Establishment agreement between IIS, MMA and SEMAD to strengthen the project strategies; 3. Meeting of Caminho Veadeiros Long Distance Trail work group; 4. Meeting of Tourism Chamber of Chapada dos Veadeiros National Park Council; 5. Meeting with Chapada dos Veadeiros National Park chief; 6. Meeting with Rede Contra Fogo, local volunteer fire brigade NGO; 7. Chapada dos Veadeiros National Park Council Meeting; 8. Meeting with Quilombo Kalunga Association; 9. SEBRAE's meeting on Intelligent Tourism Destinations; 10. Meeting with directors of Rede Pouso Alto Agroecologia; 11. Meeting with directors of Terra Booma, a local

			agroecology demonstration unity; 12. Meeting with Staff of Alto Paraíso's Environmental Secretary; 13. 4th Fórum do Caminho dos Goyazes (Goyazes Long Distance Trail); 14. Meeting with Mayor and Secretaries of Teresina de Goiás; 15. 7th Meeting of researches and society of Chapada dos Veadeiros; 16. Rede Pouso Alto Agroecologia Seminar; 17. Meeting with Associação dos Amigos das Florestas; 18. APA Pouso Alto Council Meeting; 19. Central do Cerrado Meeting; 20. Meeting with International Researcher; 21. Workshop on Biodiversity Conservation Value; 22. IIS Workshop Pre-CBD Consultation on Ecosystem Restoration; 23. Thematic Consultation on Restoration
Component 3 - We decided to leave Outcome 3.1 as it is, more generic, to allow for changes if necessary.	MMA and IIS	08.08.2018	Implemented. Adjustments to the Sub outputs of Outcome 3.1 were made in early 2021, along with MMA and SFB, and are still in effect today.
Component 3 - It was agreed that it is not possible to change outcome 3.1, but that we can change the sub-product, if it will be necessary. There is no need to remove the word "federal", it is suggested to use federal or subnational. And the word regulation does not say strictu sensu that it is a law, and a normative instruction fits this. It will be reassessed later on.	MMA and IIS	08.08.2018	Implemented. Adjustments to the Sub outputs of Outcome 3.1 were made in early 2021, along with MMA and SFB, and are still in effect today.
It was agreed that the project launch workshop will happen in the first half of December 2018, and that important organizations must be invited.	MMA and IIS	08.08.2018	Implemented. The launch of the project was held on 11.12.2018 in Brasilia and had the participation of 55 guests.
It was agreed that by the project launch, the project should have a logo, a short project name and a website.	MMA and IIS	08.08.2018	Implemented. The project logo was presented at the launch of the project on 11.12.2018.
It was agreed that before the next workshops in the pilots, it is necessary to have each pilot's partnerships defined.	MMA and IIS	08.08.2018	Implemented.
SPR Mission 1 - August 2019			
Sub output 1.1.1.4 - For this sub-strategy it was indicated to analyze the possibility of the ACT with the company Ambientagro	MMA and IIS	13.08.2019	Not implemented. Considering that the hiring of technicians for validating and rectifying the CAR was not completed by the project, as provided for in the ACT established with INEA, the project team did not initiate articulation with Ambientagro. Since this articulation depended on INEA.
Sub output 1.1.1.5 - Assess the need for changes in the indicator and target related to the Golden Lion Tamarin population (indicator c of result 1.1) only after the meeting of the Council AMLD.	MMA and IIS	13.08.2019	Not implemented. Some meetings were held with AMLD for alignment on the implementation of monitoring of the golden lion tamarin in the region, as planned in the project, and evaluation of the indicator. However, after more than a year of

			negotiations between the project and the AMLD, the MMA suspended the contracting process and the ALMD's work on this Sub Output was paralyzed. As an alternative, the IIS team has been evaluating this indicator and its targets and has identified the possibility of some changes, not yet agreed.
Sub output 1.1.1.5 - The IIS will get in touch with AMLD to confirm the date of the meeting and will forward the information to the MMA.	MMA and IIS	13.08.2019	Implemented. Some meetings were held with AMLD for alignment on the implementation of monitoring of the golden lion tamarin in the region, as planned in the project, and evaluation of the indicator. However, after more than a year of negotiations between the project and the AMLD, the MMA suspended the contracting process and the ALMD's work on this Sub Output was paralyzed.
Indicators - The IIS must change the classification of indicator "81% increase of habitat availability for the endangered population of Golden Lion Tamarin" from "MU" to "N/A", in the PIR;	IIS	13.08.2019	Implemented.
Indicators - The IIS must change the classification of the indicators of components 2 and 3 from "S" to "N/A", in the PIR.	IIS	13.08.2019	Implemented.
Output 1.3 - Consider how to reproduce the Reforestation Program in other states besides Espírito Santo	MMA and IIS	13.08.2019	Considered.
Component 3 - Rodrigo Vieira, from the MMA, should talk to Joaquim Pereira Leite, Director of the Forestry Department of the MMA, and this conversation should happen as soon as possible (before the end of 2019)	MMA	13.08.2019	Implemented.
The UCP offered to prioritize the analysis and approval of the Budget Revision to be submitted to the UN Environment as soon as possible	MMA	13.08.2019	Implemented.
The UGP and UCP agreed to arrange a meeting at the IIS to discuss the proposals for changes in the Project Operational Manual (MOP), although there is not yet a date set for this meeting.	MMA and IIS	13.08.2019	Implemented. And the MOP was updated in Feb/2020.
The IIS has offered to try to schedule a meeting with the new team of the SFB to address other topics regarding component 3, and they will also gather more information related to the counterpart that they have offered to the project.	IIS	13.08.2019	Implemented.
SPR Mission 2 - August 2020			
The IIS and MMA agreed to include the update on the project management, monitoring and evaluation tools in the MOP in the next review, which should happen at the end of 2020.	MMA and IIS	11.08.2020	Not implemented. The latest version of the MOP is from Feb/2020.
Component 3 - The MMA will handle the dialogue with MCTI to discuss the interaction of GEF Private Lands with the platform SIBBR, since they are reviewing the platforms for data availability.	MMA	11.08.2020	Not implemented.
MMA suggested that it would be adequate to wait until the second half of the project to discuss the use of the foreign exchange gain, and that until then it remained as a "mattress" for any future fluctuations and delays.	MMA and IIS	12.08.2020	Implemented. However, this discussion has not been held so far.
SPR Mission 3 - September 2021			

<p>Project assessment to manage potential changes should await the Mid-Term Review. In the Mid-Term Review, it is important to assess what are the possible corrective actions and whether these proposals will be sufficient to achieve the overall objectives of the Project.</p>	<p>UNEP, MMA and IIS</p>	<p>21.09.2021</p>	<p>Ongoing.</p>
<p>It was agreed that a re-planning workshop will be held to identify the project's challenges, proposed solutions identified in the Project's implementation, management, execution and monitoring arrangements. And an inter-institutional relationship/communication workshop between the MMA and IIS, with the hiring of an external moderator. The idea is that in the previous workshops carried out by the IIS and MMA, the bottlenecks and the first possibilities for solutions are considered, then the Mid-Term Review will also point out possibilities. Then, the team must evaluate the proposal presented by the consultancy and its implementation and, from there, a continuous action will be carried out.</p>	<p>UNEP, MMA and IIS</p>	<p>22.09.2021</p>	<p>Not implemented. The internal project review/replanning workshops that were to be held by the IIS and MMA, and which were still planned for 2021, were canceled by the MMA shortly after the mission.</p>
<p>It was agreed that, for practical reasons, it will then be considered that the re-planning workshops will consider the 12 months longer than the deadline for the execution of the Project. That is, the deadline of July 2024 will be considered.</p>	<p>UNEP, MMA and IIS</p>	<p>22.09.2021</p>	<p>It was not implemented because the workshops did not take place.</p>

Table 6. Progress Towards Results Matrix (achievement of project outcomes against End-of-project Targets)

Outcomes	Indicators	Baseline conditions	Mid Term Target	Mid Term Target (actual as of ...31/12/2022)	EOP Target
Outcome 1.1. Increased vegetative cover, reduced degree of fragmentation in production landscapes and increased habitat availability for 'Golden Lion Tamarin' in the Atlantic Forest pilot area of the São João APA (KBA area in the State of Rio de Janeiro)	<ul style="list-style-type: none"> a) Area under restoration as per legally binding forest recovery plans b) Habitat availability for key endangered species population of Golden Lion Tamarin c) Assessment of Golden Lion Tamarin population 	<ul style="list-style-type: none"> a) No legally binding forest recovery plans yet implemented b) Habitat Availability Index: 0.042 c) Work on Baseline information with local partners to start at inception 	<ul style="list-style-type: none"> a) N/A b) N/A c) Population data confirmed with local partners 	<ul style="list-style-type: none"> a) N/A b) N/A c) Not achieved. 	<ul style="list-style-type: none"> a) 4,000 hectares under restoration as per legally binding forest recovery plans (PRA) b) 81% increase in habitat availability for the endangered species population of Golden Lion Tamarin c) Assessment shows population stable or not declined from baseline
Outcome 1.2. Reduced conversion rates and degree of fragmentation of current area of native vegetation cover in production landscapes and improved conservation actions for key endangered species populations in the Cerrado pilot area of the Pouso Alto APA (KBA are in the State of Goiás)	<ul style="list-style-type: none"> a) Number of stakeholders (e.g. landowners, community associations), both women and men, trained regarding implementation of conservation actions in private areas b) Area under refined and implemented management plan that supports SLM c) Number of endangered species with improved monitoring d) Endangered species monitoring incorporated into endangered species national Action Plans e) Selection of key indicator species that reflect conservation status 	<ul style="list-style-type: none"> a) NA b) Pouso Alto APA management plan not yet implemented and has little receptivity by local actors c) Zero. Improved monitoring not yet in place d) Zero. Improved monitoring not yet in place e) Zero. Improved monitoring not yet in place 	<ul style="list-style-type: none"> a) At least 200 stakeholders b) N/A c) None d) None e) Key indicator species selected 	<ul style="list-style-type: none"> a) 86 stakeholders b) N/A c) 9 endangered species (pending MMA approval) d) 0 e) Key indicator species indicated by Funatura and IIS (pending MMA approval) 	<ul style="list-style-type: none"> a) At least 600 stakeholders (300 women + 300 men) b) 872,000 hectares under refined and implemented Pouso Alto APA Management plan [Total area of the APA] c) At least 10 d) At least 1 e) Assessment shows population stable or not declined from baseline

Outcomes	Indicators	Baseline conditions	Mid Term Target	Mid Term Target (actual as of ...31/12/2022)	EOP Target
Outcome 1.3. Biodiversity conservation, ecosystem services provision, SLM, SFM and recovery of native vegetation in private areas in the two pilot areas enhanced by the development of direct and indirect incentives schemes	<p>a) Number of stakeholders (e.g. landowners, extension agents, private sector, community associations), both women and men, trained regarding incentive schemes for SLM, SFM, and native vegetation recovery in private areas</p> <p>b) Number of incentive schemes for SLM, SFM, and native vegetation recovery in private areas developed/improved</p>	<p>a) None</p> <p>b) None</p>	<p>a) At least 200</p> <p>b) None</p>	<p>a) 0</p> <p>b) None</p>	<p>a) At least 800 stakeholders (400 women + 400 men)</p> <p>b) At least three incentive schemes</p>
Outcome 2.1. Biodiversity conservation, ecosystem services provision, SLM and SFM in areas of highest conservation value managed by Forestry sector companies enhanced through an agreement for the implementation of improved conservation and restoration guidelines	<p>a) Area occupied by the companies that signed the agreement for improving and implementing protocols for biodiversity monitoring, SLM and SFM</p> <p>b) Percentage area of high value for conservation where biodiversity monitoring, SLM and SFM protocol are implemented</p> <p>c) Percentage of partner forestry companies' areas under restoration that consider the spatial prioritisation developed by the project</p>	<p>a) None (There are no current agreements with the forestry sector companies)</p> <p>b) Zero – areas of high value for conservation managed by forestry sector companies are not identified</p> <p>c) None (Spatial prioritisation not yet developed)</p>	<p>a) 150,000 hectares</p> <p>b) Zero</p> <p>c) Zero</p>	<p>a) 0</p> <p>b) 0</p> <p>c) 0</p>	<p>a) 500,000 hectares</p> <p>b) At least 40% of the high value areas for conservation</p> <p>c) At least 40% of restored areas</p>
Outcome 3.1. Biodiversity conservation and ecosystems services provision mainstreamed into national regulatory framework to support SLM, SFM and restoration in private areas	<p>a) Number of engaged stakeholders (both women and men) to point bottlenecks and solutions regarding sustainable native vegetation management in LRs</p>	<p>a) There are no studies that identify the bottlenecks related to native vegetation management in LRs, their regulation and possible solutions.</p>	<p>a) At least 30</p>	<p>a) 83 (36 women and 47 men)</p>	<p>a) At least 50 (25 women + 25 men)</p>
Outcome 3.2. Conservation value of private areas mainstreamed into public policies and tools	<p>a) Number of spatial databases on conservation value of private areas for biogeographical regions integrated into the SiCAR</p> <p>b) Number of public policies</p>	<p>a) None</p> <p>b) There are no spatial</p>	<p>a) 2</p> <p>b) None</p>	<p>a) 2 (Cerrado and Mata Atlântica biogeographical regions)</p> <p>b) N/A</p>	<p>a) 5 developed spatial databases (5 biogeographic regions)</p> <p>b) At least 3 public policies</p>

Outcomes	Indicators	Baseline conditions	Mid Term Target	Mid Term Target (actual as of ...31/12/2022)	EOP Target
	<p>incorporating spatial databases on conservation value of private areas</p> <p>c) Number of federal and state public sector and third sector key stakeholders (both women and men) trained and engaged to apply the conservation value of private areas database.</p>	<p>databases on conservation value of private areas</p> <p>c) There are no spatial databases on conservation value of private areas</p>	<p>c) At least 25</p>	<p>c) 9 stakeholders trained</p>	<p>c) At least 75 (35 women + 40 men)</p>