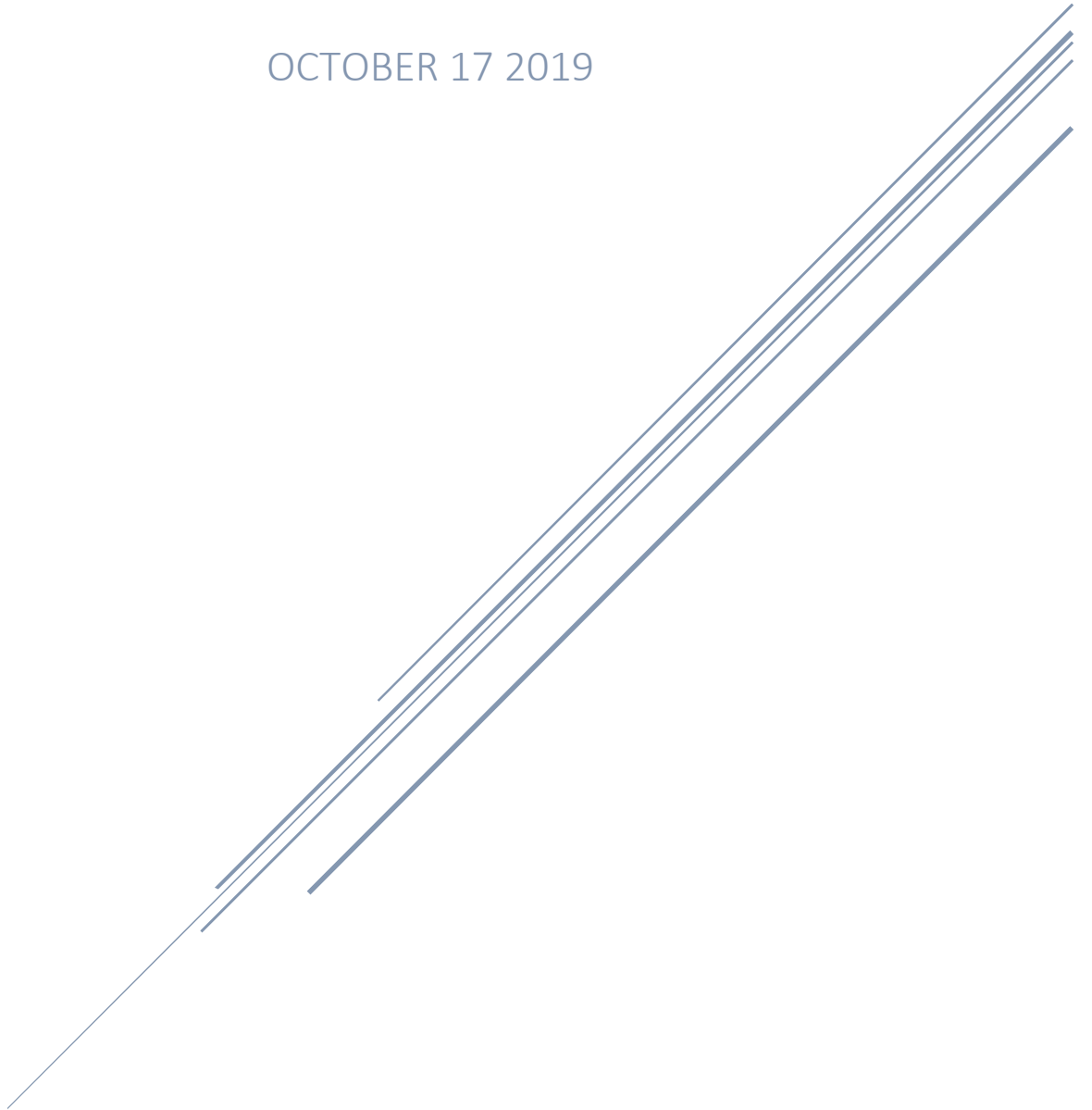


INCEPTION REPORT  
FOR THE UNDP-GEF MIDTERM REVIEW (MTR) OF THE FULL-  
SIZED PROJECT

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## PROJECT BACKGROUND AND INTRODUCTION

Ensuing from the Terms of Reference and other materials consulted for the UNDP-GEF Midterm Review (MTR) of the full-sized project *Sustainable Land Use Management in the Semiarid Region of Northeast Brazil (Sergipe)* [BRA/14/G32] in Brazil, this document is an inception report with activities and indicative scheduling proposed to carry out the midterm review. This report is set out considering that the review's objectives are not only to assess project achievements (at the output and outcome levels) but also to generate a set of lessons learned and recommendations that can improve the sustainability of benefits already generated from the Project, modify whatever needs to be adjusted for the second tranche of project implementation, as well as to aid in the overall enhancement of UNDP / GEF future programming.

The Project was designed to address land degradation (LD) in the state of the Sergipe in the Brazilian Northeast with a view to scaling up to the entire Semiarid region. It is designed to optimize and coordinate existing programs to engender sustainable land management (SLM), reverting land degradation in a state where 74.2% is susceptible to desertification (ASD) and only 13% the original Caatinga vegetation remains. It is aimed to strengthen the state environmental governance framework to better address the main drivers of land degradation and desertification, focusing primarily on the escalating conflict of land uses and unsustainable agriculture practices where LD is causing soil erosion, soil nutrient depletion, damaging hydrological system integrity and undermining ecosystem services. Key elements that will be strengthened include land use planning and appropriate environmental licensing and oversight to avoid, reduce and mitigate LD. Through strengthened institutional and smallholder capacities and facilitation of access to funding, it is intended that uptake of SLM practices will be increased and on-the-ground actions will be tried and tested in the Alto Sertao Sergipe (SAS), where LD is highest. This territory is a state priority and is targeted nationally in a program to reduce hunger and poverty. By reducing LD and maintaining vital ecosystem services, the project expects to improve livelihoods in an area with high poverty and social problem. Strategic action at the national level through the Department to Combat Desertification in the Ministry of Environment's Secretariat of Extraction and Sustainable Rural Development and the National Commission for Combating Desertification is expected to enable this state's SLM governance model to be disseminated to other states, thereby facilitating replication across the entire Brazilian Semiarid region and evoking further global environmental benefits the middle and long term.

Total resources required for the project are US\$ 21,148,208, of which USD 3,815,192 are GEF funds and with expected co – financing from the following sources: Government 12,483,040 USD, NGO 2,125,734 USD, Private Sector 2,424,242USD, and UNDP 300,000 USD. The GEF

executing agency for this project is the United Nations Development Programme. The national implementing / responsible partners are: Department to Combat Desertification (DCD) of the Secretariat for Extraction and Sustainable Rural Development (SEDR) of the Ministry of Environment (MMA) and the Sergipe State Secretariat of Environment and Water Resources (SEMARH).

Specifically, therefore, the Project's primary is to strengthen SLM governance frameworks to combat LD processes in the semiarid region of the state of Sergipe in the NE of Brazil. It is expected that this would be achieved through the following two outcomes and their corresponding expected outputs.

Outcome 1: Strengthened governance framework contributes to avoiding, reducing and reverting land degradation in Sergipe ASD

- Output 1.1. Sergipe's state policy and planning framework supports integration of SLM in ASD
- Output 1.2. State land use licensing processes stimulate appropriate measures to reduce LD
- Output 1.3. Monitoring land use optimized for SLM implementation in ASD
- Output 1.4. Knowledge management and national-level governance framework strengthened to increase adoption of SLM in Sergipe and facilitate replication in NE

OUTCOME 2: Uptake of SLM/SFM practices increased in Alto Sertão of Sergipe (SAS), with replication in rest of the State's ASD

- Output 2.1. SLM best practices implemented in SAS provide guidance for licensing process so as to revert LD processes
- Output 2.2. State extension services incorporate SLM guidelines for ASDs and provide targeted support to SAS
- Output 2.3 State and national access to diverse funds improved for uptake of SLM in ASDs

The review will centre upon the outcomes, outputs, products and processes achieved or in perspective achievement, and will follow UNDP and GEF guidelines on conducting this sort of outcome-oriented reviews (in particular *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*). The specific objectives of the review will be to determine if and how project results are being achieved, and to make recommendations for the achievement of expected goals in the Project's remaining implementation period. The review also aims at drawing useful lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP /GEF programming.

## REVIEW SCOPE AND OBJECTIVES

As indicated in the Terms of Reference, the review will focus primarily on assessing the effectiveness, efficiency, sustainability and relevance of the Project considering the accomplished outcomes, objectives and effects. The review scope is the whole project up to the time of the midterm review. The unit of analysis for this review is the project in and of itself, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the project document.

This mid-term review will include the following range of analysis:

- Assess progress towards achieving project objectives and outcomes as specified in the Project Document.
- Assess signs of project success or failure.
- Review the project's strategy in light of its sustainability risks.

## REVIEW WORK PLAN

The approach for the review of the *Sustainable Land Use Management in the Semiarid Region of Northeast Brazil (Sergipe)* is determined mainly by the Terms of Reference (TOR) for this assignment as well as standard practice for this type of review. With the above overarching objectives, background and scope in mind, a methodological approach is outlined as follows. The review will follow methods and approach as stated in UNDP Manuals, relevant tools, and other relevant UNDP guidance materials, including *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* and UNDP's *Handbook on Planning, Monitoring and Evaluating for Development Results*. The review will provide evidence-based information that is credible, reliable and useful and will follow a participatory and consultative approach ensuring close engagement with government and other relevant stakeholders.

As indicated in the above-mentioned *Guidance*, mid-term reviews should mainly focus on:

- Assessment of progress towards results
- Monitoring of implementation and adaptive management to improve outcomes
- Early identification of risks to sustainability, and
- Emphasis on supportive recommendations.

The analysis will entail evaluating various stages and aspects of the project, including design and formulation (aspects such as logical framework, budget/expenditures to date/co-financing as well as assumptions and risks); implementation (its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation); results; and the involvement of stakeholders in the project's processes and activities. Framework and methodology are expanded upon below. It will be carried out following a participatory and consultative approach ensuring close engagement with government counterparts, in particular UNDP staff, project team, and key stakeholders.

To carry out this review exercise, several data collection tools for analysing information from the principles of results-based review (including relevance, ownership, efficiency and effectiveness, sustainability). The review will be carried out according to the UNDP/GEF Monitoring and Evaluation Policy. Therefore, activities and results will be evaluated against the following criteria; ratings are to be provided for each of these criteria (rating scales are found in annexes to this inception report):

- Progress Towards Results (by Outcomes)
- Project Implementation & Adaptive Management
- Sustainability.

This process will review progress toward results. This is to be assessed based on data provided, amongst others, in the Project Document, project work plans, GEF Tracking Tools, and PIRs, as well as results verified in the course of the MTR mission. The MTR will provide ratings on the project's progress towards its objective and each outcome. These and other rankings will be inputted into two tables as indicated in the

For this assessment, the MTR will include a chart with a summary of progress towards the end-of-project targets for the project objective and each outcome with colour coded analysis following the above-mentioned Guidance The table formats are found in annexes.

The logical framework with Outcomes, Outputs and Indicators which guided the implementation processes will be forming the basis of the Review. Following UNDP/GEF guidelines, the relevant areas of the project will be evaluated at least according to the above performance criteria and ratings as summarized in the tables in annexes.

In addition, the review will examine the **achievements** (results) of the project. These will be analysed at the levels of outputs, outcomes, products and processes that the Project attained throughout its implementation process. Also, this Mid Term Review will analyse the need for a no cost-extension and its feasibility.

It is intended that the methodologies implemented through specific tools feed into each other. Also, through a combination of methods to use feedback will be sought between the various tools and validation between diverse levels and types of data collection. These aggregation methods can also triangulate the information, and thus ensuring the validity of the data that give rise to the review process. The proposed approach to be taken and the rationale makes explicit underlying assumptions of project review and will carry out the review keeping in mind challenges, strengths and weaknesses of review methods and approach.

Regarding specific methodologies to gather assessment information, the following tools and methods will be used:

- *Document analysis:* In-depth analysis of documentation. The documentation analysis will examine documents of the project. As stated in the Terms of Reference, these would be at least the following documents:
  1. PIF
  2. Project Document
  3. Project Inception Workshop Report and Project Implementation Reports (APR/PIR's)
  4. Minutes of meetings of the Steering Committee (2017 and 2018)
  5. Minutes of Tripartite Meeting (2018)
  6. Minutes of project's team meetings
  7. Oversight mission reports
  8. Annual Operational Plans (AOPs/POAs)
  9. Local consultant's reports and products
  10. ToR of Bidding Process for field interventions in Sergipe
  11. Contracts and Addendums signed with CDJBC and SASAC
  12. Formal request from MMA requesting changing of intervention areas
  13. LoA signed with: Fundação Araripe, CFAC, IABS, APNE, APNE/MapBiomias
  14. All monitoring reports prepared by the project
  15. Environmental and Social Screening results
  16. Project operational guidelines, manuals and systems
  17. Maps

18. The GEF Completion Report guidelines; and

19. UNDP Monitoring and Evaluation Frameworks.

The document review would take place mainly at the onset of the evaluation process, yet as further documentation becomes available throughout the process, in particular during the mission to Brazil, document analysis will continue. Furthermore, other documents, such as publications originating from the project (research and media publications, etc.) will be analysed if and as available. Media and other dissemination documents will also be consulted if or as available.

- *Key informant interviews:* Interviews will be conducted through a series of open and semi-open questions raised to stakeholders directly and indirectly involved with the Project. Key actors (stakeholders) are *a priori* UNDP staff, project staff, governments (national, state, local), direct beneficiaries, strategic partners of civil society/NGOs among others. The interviews would be carried out in person during the mission to Brazil and, if as necessary by telephone or other means when the relevant actors are not available during the review mission or are based outside the country.
- *Site Visit:* Site visits will be conducted in order to see areas where the project site interventions are being implemented while on mission in Brazil as well as to liaise with the state-level and local-level government. Therefore, the mission and the site visits entail travel do Brasília/DF, Aracaju/SE and two municipalities in the Alto Sertão region of Sergipe (Canindé do São Francisco and Poço Redondo).

A first tool developed for this process is a review matrix (Figure 1). This matrix guides the data collection process and, as the review proceeds, the matrix will be used to collect and display data obtained from various sources that relate to relevant review criteria and questions. This tool is developed not only as a guide for systematizing the data collection process as well as in making the review process transparent. The matrix contains Evaluative Criteria Questions (that is, questions and sub questions related to each of the review criteria contained in the review); Indicators; Sources; and Methodology.



Figure 1 REVIEW MATRIX

Evaluative Questions	Indicators	Sources	Methodology
• Progress Towards Results (by Outcomes)			
What expected outputs have been achieved thus far?  To what extent have the expected outcomes and objectives of the project been achieved thus far?	Degree of achievement vis a vis expected outcome indicators	PIR 2019  Interviews	Document analyses  Site Visits  Interviews
Was the project effective in acquiring a policy guidance for SLM?	Indication of policy guidance in project outputs, documents, products.  Changes in policy attributable to project regrading climate change adaptation in the tourism sector	Project outcomes  Norms, policies debated, adopted	Document analysis  Stakeholders interviews
How well has the project involved and empowered communities to implement SLM practices	Involvement of beneficiaries in project development and implementation  Analysis of participation by stakeholders (communities, civil society, etc.).  Effect of project aspects implemented at sites	Project outputs and outcomes	Interviews  Site visits
Are some outcomes more advanced than others in their implementation?  What is causing delays in implementation in particular outputs for the project?  Where are the implementation 'bottlenecks'?  Are the products being developed according to schedule?  How can these issues be solved?  What changes need to be implemented?	Discrepancies between expected outputs/outcome by the time of mid-term and actual achievements	Findings in project documents, achievement indicators	Document analysis (minutes of meetings specially)  Site visits observation  Stakeholder interviews

Partnerships implementation for	Working relationship between PMU, UNDP, and other strategic partners Board functioning	Findings in project documents (PIRs, minutes of meetings, board meetings)  Indications in interviews	Document analysis  Stakeholder interviews
In what ways are long-term emerging effects to the project foreseen?	Level of coherence between project expected results and project design internal logic	Government of Brazil, Project team, UNDP	Interviews
Were the relevant representatives from government and civil society involved in project implementation, including as part of the project?	Level of coherence between project design and project implementation approach Role of committees in guidance Harness effectiveness by analysing how project's results were met vis-à-vis intended outcomes or objectives  Draw lessons learned/good practices from the implementation and achievement of results	Project partners and relevant stakeholders	Document analysis
• Project Implementation & Adaptive Management			
Was the project implemented in-line with international and national norms and standards?	Policies adopted / enacted Policies implemented Budgetary / financial means to implement policies drawn	Policy documents contain sustainability factors (policy adopted, implemented)  Budget arrangements (allocations, etc.) made to sustain project outputs and outcomes	Documentation analysis Stakeholder interviews
Was adaptive management used thus far and if so, how did these modifications to the project contribute to obtaining the objectives?	Has the project been able to adapt to any changing conditions thus far?  To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?	Quality of existing information systems in place to identify emerging risks and other issues	Project documents
How did institutional arrangements influence the project's achievement of results?	How has the efficiency been affected by institutional arrangements?	Quality of risk mitigations strategies developed and followed	Governments (national, state local), Project team, UNDP

Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
Sustainability possibilities	In what way may the benefits from the project are likely to be maintained or increased in the future?	See indicators in project document results framework and log frame	Project documents and reports
Social sustainability factors	Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?	Evidence that particular partnerships/linkages will be sustained	Government of Brazil, Project team, UNDP
Political/financial sustainability	Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	Evidence that particular practices will be sustained	Government of Brazil. Government of Sergipe, local governments Project team, UNDP; other actors.
Replicability and upscaling:	Which of the project's aspects deserve to be replicated in future initiatives?  How is the upscaling to the entire Semiarid region of Brazil expected to be carried out?  What specific tools are being developed for replicability and upscaling, specially scaling up in the Brazilian Semiarid region?	Evidence that particular practices will be sustained, upscaled and replicated in other semiarid states and localities.	Government of Brazil, Government of Sergipe, Local Governments, stakeholders, Project team, UNDP

A review questionnaire (Annex 2) operationalizes the review's guiding questions regarding achievements and criteria. It is mainly a guide for interviews with relevant stakeholders at different institutions and at site visits. That is, the questionnaire is an overarching tool with questions that would be used suitably for each stakeholder (project staff, government, local actors). The survey as presented therefore asks general guiding questions that would be tailored to each relevant stakeholder interviewed according to their role in the Project.

**REVIEW TIME FRAME AND DEVELOPMENT**

The review time frame will develop through three distinct but interconnected stages: preparation, mission and report production. Before the mission, a first phase of preparation will take place, mainly entailing acquaintance with and examination of project and project-related documents, as well as general acquaintance with the project's context. Also, at this stage, logistic and stakeholder interviews will be established with the collaboration of UNDP and the Project personnel.

A mission is planned from October (with net time on mission in Brazil from October 21<sup>st</sup> to October 29<sup>th</sup>) for the review consultant to hold interviews meetings and with relevant stakeholders at the national level and at the regional and local levels, to carry out meetings with UN personnel and review of materials with key stakeholders, as well as site visits and interviews with local stakeholders as appropriate. A first findings presentation will be made when the mission ends.

Stages and deliverables are as follows:

#	Deliverable	Description and fulfilment date for the deliverable
1	MTR Inception Report	Report that clarifies objectives and methods of Midterm Review
2	Presentation	Initial Findings
3	Draft Final Report	Full report
4	Final Report	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report.

A tentative programme for the evaluation is as follows (a tentative agenda is included in annexes in this inception report), as indicated in the ToR, changes may occur while the review is planned:

- September 30th, 2019: Selection of MTR consultant.
- October 7th, 2019: Prep the MTR consultant (handover of project documents)
- October 7th – 11th, 2019: Document review and preparing MTR Inception Report.
- October 14th, 2019: Finalization and Validation of MTR Inception Report.
- October 21th – October 29, 2019: MTR mission: stakeholder meetings, interviews, field visits.
- October 30th, 2019: Mission wrap-up meeting & presentation of initial findings.
- October 30<sup>th</sup> - November 27th, 2019: Preparing draft report.
- December 11th - 18h, 2019: Incorporating audit trail on draft report/Finalization of MTR report
- December 19th - January 13th, 2019: Preparation & Issue of Management Response

- January 20th, 2019: Comments/ Feedback on the Management Response.
- January 31st, 2019: Expected date of full MTR completion.

After the mission, data validation and report writing will take place, with submittal of a draft report to the Project's coordination unit and relevant persons. Comments will be collected and a final report will be drafted. In the section titled *Suggested Report Outline* in Annexes, the contents of the report per guidelines is included. An audit trail detailing how all received comments have (or have not) been incorporated in the report will be drafted.

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*Annex 1: Ratings Table*

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**Box 4. Progress Towards Results Rating Scale**  
**Highly Satisfactory (HS)**

The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.

**Satisfactory (S)**

The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.

**Moderately Satisfactory (MS)**

The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.

**Moderately Unsatisfactory (MU)**

The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.

**Unsatisfactory (U)**

The objective/outcome is expected not to achieve most of its end-of-project targets.

**Highly Unsatisfactory (HU)**

The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

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*Annex 2: Table to be filled out by the review. Progress towards results matrix*

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**Table 1. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)**

Project Strategy		Indicator <sup>28</sup>	Baseline Level <sup>29</sup>	Level in 1 <sup>st</sup> PIR (self-reported)	Midterm Target <sup>30</sup>	End-of project Target	Midterm Level & Assessment <sup>31</sup>	Achievement Rating <sup>32</sup>	Justification for Rating
<b>Objective:</b>		Indicator (if applicable):							
<b>Outcome 1:</b>		Indicator 1:							
		Indicator 2:							
<b>Outcome 2:</b>		Indicator 3:							
		Indicator 4:							
		Etc.							
<b>Etc.</b>									

**Indicator Assessment Key**

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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*Annex 3. Table to be filled out for the review. MTR Ratings & Achievement  
Summary Table*

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<b>Measure</b>	<b>MTR Rating</b>	<b>Achievement Description</b>
<b>Project Strategy</b>	N/A	
<b>Progress Towards Results</b>	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
<b>Project Implementation &amp; Adaptive Management</b>	(rate 6 pt. scale)	
<b>Sustainability</b>	(rate 4 pt. scale)	

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*ANNEX 4: Review questionnaire*

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*This review questionnaire operationalizes the review's guiding questions regarding achievements and criteria. It is mainly a guide for interviews with relevant stakeholders at different institutions and at site visits. That is, the questionnaire is an overarching tool with questions that would be used suitably for each stakeholder (project staff, government, local actors).*

*The survey as presented therefore asks general guiding questions that would be tailored to each relevant stakeholder interviewed and become more specific in the application of the guidance questions themselves and as part of counter questions. In some of the interviews translation is contemplated.*

- (1) What have been the project's achievements (at the output, outcome, results levels)?
- (2) Are achievements clearer or more advanced for some outcomes than others?
- (3) What are the challenges for the Project and the potential solutions to these challenges?
- (4) How were these results achieved? What issues have arisen that hinder the achievement of results?
- (5) What planning instruments were designed, adopted and / or implemented, in general and in the site-specific areas and in Brazil as a whole?
- (6) What effects or impacts (change) have occurred due to the project (policy, investments, etc.)?
- (7) Were the relevant country representatives, from government and civil society, as well as the private sector, NGOs, CBOs, Associations, etc., involved in the project preparation and execution? What has been the effective role of guidance of the project's committees, etc.?
- (8) How did the partnership and management arrangements between different institutions work and when it did not)?
- (8) What have been the projects weaknesses, if any?
- (9) How is the work with the communities carried out? With stakeholders (NGOs, private sector, etc.?)
- (10) What are the probabilities that results would be sustained over the medium/long term?
- (11) If something could have been done different, in hindsight what could this have been (lesson learned)?
- (12) Has the project promoted gender equality and women's empowerment?

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*Annex 3: Suggested Review Report Outline*

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- i. Basic Report Information
  - Title of UNDP supported GEF financed project
  - UNDP PIMS# and GEF project ID#
  - MTR time frame and date of MTR report
  - Region and countries included in the project
  - GEF Operational Focal Area/Strategic Program
  - Executing Agency/Implementing Partner and other project partners
  - MTR team members
  - Acknowledgements
- ii. Table of Contents
- iii. Acronyms and Abbreviations
1. Executive Summary (3-5 pages)
  - Project Information Table
  - Project Description (brief)
  - Project Progress Summary (between 200-500 words)
  - MTR Ratings & Achievement Summary Table
  - Concise summary of conclusions
  - Recommendation Summary Table
2. Introduction (2-3 pages)
  - Purpose of the MTR and objectives
  - Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR
  - Structure of the MTR report
3. Project Description and Background Context (3-5 pages)
  - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
  - Problems that the project sought to address: threats and barriers targeted
  - Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)

- Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
- Project timing and milestones
- Main stakeholders: summary list
- 4. Findings (12-14 pages)
  - 4.1 Project Strategy
    - Project Design
    - Results Framework/Log frame
  - 4.2 Progress Towards Results
    - Progress towards outcomes analysis
    - Remaining barriers to achieving the project objective
  - 4.3 Project Implementation and Adaptive Management
    - Management Arrangements
    - Work planning
    - Finance and co-finance
    - Project-level monitoring and evaluation systems
    - Stakeholder engagement
    - Reporting
    - Communications
  - 4.4 Sustainability
    - Financial risks to sustainability
    - Socio-economic to sustainability
    - Institutional framework and governance risks to sustainability
    - Environmental risks to sustainability
- 5. Conclusions and Recommendations (4-6 pages)
  - 5.1 Conclusions
    - Comprehensive and balanced statements (that are evidence-based and connected to the MTR's findings) which highlight the strengths, weaknesses and results of the project
  - 5.2 Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- 6. Annexes
  - MTR ToR (excluding ToR annexes)
  - MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
  - Example Questionnaire or Interview Guide used for data collection
  - Ratings Scales
  - MTR mission itinerary
  - List of persons interviewed
  - List of documents reviewed
  - Co-financing table (if not previously included in the body of the report)
  - Signed UNEG Code of Conduct form
  - Signed MTR final report clearance form
  - Annexed in a separate file: Audit trail from received comments on draft MTR report



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*Annex 4: Tentative Mission agenda*

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Date	Weekday	Period	Appointment	Details	Contacts
21/October	Mon	All day	Trip to Brazil	2pm	-
22/October	Tue		UNDP (Brasilia) Complexo Nações Unidas	9am Meeting with UNDP Project Team. Room: Antonio Brand (2nd floor).	Luana Lopes, Project Officer, Planet Unit. Saenandoah Dutra, Project Manager, a.i. Vania Trajano, Project's Technical Advisor.
		Morning	Sector de Embaixadas Norte, Quadra 802, Conjunto C, Lote 17	11am Teleconference with representative from MapBiomias, on platform Arida (arida.mapbiomas.org.br), developed to monitor project's indicators. Room: Antonio Brand (2nd floor).	Washington Rocha, MapBiomias Arida Coordenador.
		Afternoon	Sector de Embaixadas Norte, Quadra 802, Conjunto C, Lote 17	2pm Meeting with Ministry of Environment (MMA), technical coordination team. Room: Antonio Brand (2nd floor), UNDP.	Adriano Santhiago, Director, Environmental Economy and International Agreements Department. Marcos Oliveira Santana, MMA Analyst. Valdineide Barbosa de Santana, MMA Analyst.
		Evening	Airplane trip	10pm Trip from Brasilia (DF) do Aracaju (SE).	Hotel:
23/October	Wed		Federal government organizations	8:30am Meeting with representatives from national agencies with work on land degradation: - Ibama: national agency responsible for environmental licensing.	Paulo Amilcar
		Morning	Car trip/Local government	10am Trip from Aracaju (SE) to Poço Redondo (SE).	
		Afternoon	Local government Prefeitura de Canindé: R. Galdino Pereira Leite, 160 - 224, Canindé do São Francisco/SE	2pm Meetings with representatives from local municipal government in Canindé do São Francisco (SE).	Glicelio de Oliveira Silva, Secretary of Agriculture, Water and Environment. Mobile: (079) 9-9877-0839 E-mails: agricultura@caninde.se.gov.br
		Local partners	4pm Briefing on the beneficiary communities, delivered by		

			SASAC and CDJBC, NGOs responsables for executing project interventions (Canindé do São Francisco/SE).	
24/October	Thu	Morning	Field visit 7am Visit to Modelo and Florestan Ferrnandes settlements (Canindé do São Francisco/SE).	
		Afternoon	Field visit 2pm Visit to Serra da Guia settlement (Poço Redondo/SE).	
			Car trip 4pm Trip from Canindé do São Francisco (SE) to Aracaju (SE).	Hotel:
25/October	Fri		8:30am Meeting with representatives of Sergipe government organizations involved with project execution and land degradation policies: - Environment and Water Resources Superintendency at Sedurbs (Secretariat on Urban Development and Sustainability - Sedurbs), responsible for public policies on desertification. - Adema (Environmental Agency), responsible for environmental licencing in the state of Sergipe. - Seagri (Secretariat on Agriculture and Development) and Emdagro (Technical assistance and rural extension service), responsible for policies on rural development and support.	SEDURBS Ailton Rocha, Environment and Water Resources Superintendent: Mobile - (079) 98819-7713; Landline: (079) 3179-7337. <b>Elisio Marinho dos Santos Neto</b> Emails: ailton.rocha@sedurbs.se.gov.br; Emails: elisio.santosneto@sedurbs.se.gov.br
		Morning	State government	SEAGRI André Luiz Ferreira, Agriculture and Development Secretary. Mobile: (079) 98118-7965 Landline: (079) 3179-4550/4551 (gabinete) Emails: andreluiz.ferreira@governo.se.gov.br; gabinete@seagri.se.gov.br
			Local government	11:30am Meetings with representatives from local municipal government in Poço Redondo (SE).
		Federal government	3pm Meeting with representatives from national agencies with work on land degradation:	Ademilson Chagas Junior, Interin Mayor. Moisés da Silva França, Secretary of Agriculture. Mobile( Mayor's assistant): (079) 90662-8043 Emails: jhennessyandrade@gamil.com; gabinete@pocoredondo.se.gov.br; molis2@yahoo.com.br
				UDO GABRIEL VASCONCELOS SILVA

		Afternoon organiza tions	- Inkra: national agency responsible for rural settlements (settlements orgnaization, land tenure, rural extension etc.).	
26/October	Sat	Morning Rest		
		Afternoon Airplane trip	Trip from Aracaju (SE) to Brasília (DF), 3:30 pm.	
27/October	Sun	All day Rest		
28/October	Mon	UNDP (Brasilia) Complexo Nações Unidas Morning Setor de Embaixadas Norte, Quadra 802, Conjunto C, Lote 17	9am Phone interview with former project coordinator Francisco Campelo. Room: Hildebrando Accioly (2nd floor). 11am Phone interview with former project coordinator Valdemar Rodrigues. Room: Hildebrando Accioly (2nd floor).	Francisco Barreto Campello. Project Director at MMA since PRODOC signing and up to June, 2016. Email: fbarretocampello@gmail.com. Valdemar Rodrigues Project Director at MMA from September/2016 to January/2019. Email: desert.piaui@gmail.com.
		UNDP (Brasilia) Complexo Nações Unidas Afternoon Setor de Embaixadas Norte, Quadra 802, Conjunto C, Lote 17	4pm Phone interview with project's Regional Technical Advisor. Room: Hildebrando Accioly (2nd floor).	Alexandra Fischer Regional Technical Advisor, Biodiversity and Ecosystem Services UNDP - Global Environmental Finance Unit Regional Technical Centre for Latin America and the Caribbean Landline: +1-507-309-9002 Skype: alexandrafischer E-mail: alexandra.fischer@undp.org
29/October	Tue	UNDP (Brasilia) Complexo Nações Unidas Morning Setor de Embaixadas Norte, Quadra 802, Conjunto C, Lote 17	9pm Initial Finding's Meeting, with UNDP Project Team and Ministry of Environment Room: Maria da Penha (1st floor)	
		Afternoon Return trip	3pm	-

Skype/Phone interviews (to be scheduled)

Ministry of Environment/Former project coordinators	Mr. Francisco Campello (June/2015-June/2016), also responsible for coordinating project design at Ministry of Environment. Mr. Valdemar Rodrigues (September/2016-January/2019).
UNDP-GEF Regional Technical Advisor	Mrs. Alexandra Fischer