Independent Evaluation Office
GLOBAL ENVIRONMENT FACILITY

1818 H Street, N.W.,
Washington D.C., 20433 USA
Tel: 202 473 3202; Fax: 202 522 1691/522 3240
E-mail: gefevaluation@thegef.org

Approach Paper

Review of the
Taking Deforestation out of Commodity Supply Chains
Integrated Approach Pilot

2 February 2017

Contact:
Baljit Wadhwa
Senior Evaluation Officer
bwadhwa@thegef.org

Introduction

1. The Global Environment Facility (GEF) has supported a diverse portfolio of projects and programs in developing countries, in partnership with a wide variety of agencies, governments, civil society organizations, and the private sector to secure sustainable delivery of global environmental benefits (GEBs). Several studies have concluded that global environmental challenges are tightly interdependent, and require systemic responses to deal with time bound problems that are multi-faceted. Therefore, under GEF-6, a series of Integrated Approach Pilots (IAP) were conceived to strengthen GEF's ability to respond (as a prime financial mechanism) to complex environmental issues more holistically and systematically. The IAPs aim to address the underlying drivers of environmental degradation by programs that overcome GEF focal area silos and build linkages and support activities in recipient countries that can help them generate GEBs. In addition, the systemic, sectoral and cross-cutting framework is expected to include a renewed emphasis on private sector, gender equality and women's empowerment.

2. The GEF Independent Evaluation Office (IEO) has been mandated to review the GEF-6 IAP Program Framework. While the IAPs are comprised of three pilots[1], this Approach Paper pertains to the review of the **Taking Deforestation out of Commodity Supply Chains** pilot (Commodities IAP), recognizing that the other pilots pertaining to **food security** and **sustainable cities** are being reviewed simultaneously and separate approach papers. Given that many of the "child projects" under the Commodities IAP program are yet to be endorsed by the GEF-CEO at the time of this writing, this formative evaluation will focus primarily on the process and design aspects of the Commodities IAP Program.

3. The IEO is also currently conducting the Evaluation of Programmatic Approaches in the GEF[2]. The main purpose of this major thematic evaluation is to assess whether and how GEF programs have delivered the expected results in terms of global environmental benefits while addressing the main drivers of global environmental change as compared with stand-alone projects. It also aims at providing evidence on the performance of GEF programs. Evidence and emerging findings from the programmatic approaches evaluation will contribute to the review of the Commodities IAP as well as Food Security and Cities IAPs.

Deforestation and Commodity Supply Chains

4. While there are many drivers of global deforestation, a series of studies in recent years have all emphasized the dominant role of agricultural expansion. Precise estimates differ because of spatial and temporal differences and methodologies and difficulties in obtaining robust data. However, estimates suggest that agriculture has been responsible for about 80 percent [3] of global deforestation between 2000-10 and about

[1] Sustainable Cities – Harnessing Local Action for Global Commons and Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa are the other two IAPs.

[2] GEF IEO. https://www.thegef.org/gef/sites/thegef.org/files/EO/GEF-Programmatic-Approaches-Approach-Paper.pdf

[3] Kissinger, G. Herold, M. and de Sy, V. (2012) Drivers of Deforestation and Degradation: A Synthesis Report for REDD+ Policy Makers. Vancouver: Lexeme Consulting http://www.decc.gov.uk/assets/decc/11/tackling-climate-change/international-climate-change/6316-drivers-deforestation-report.pdf

73 percent[4] of tropical and sub-tropical deforestation in the decade to 2010. Moreover, at least 12% of total anthropogenic CO2 emissions can be attributed to deforestation associated with agriculture[5].

5. Agricultural commodities are experiencing an increase in demand due to increasing world populations, rising incomes, economic growth and changing diets. As the middle class is projected to almost triple by 2030[6], per capita demand for food and fiber will continue to grow, accompanied by a dietary shift towards meat and processed foods. This, in turn, is expected to increase global demand for soybeans as an animal feed and for food consumption, and for palm oil as a key ingredient for food, soaps and biofuels and beef for food in domestic and international markets. These trends put greater pressure on forested areas as more forests are cleared for agricultural production, with associated release of forest carbon, thereby increasing the role of agriculture as a driver of climate change[7] .

6. Given this context, it is useful to identify some of the trends in global consumption of the three key commodities being considered in the Commodities IAP, namely soy, palm oil and beef. The growth in demand for **soy** is principally attributable to the increasing preference for meat and protein-rich diets among the growing middle class in emerging markets, leading to higher demand for animal feed as reflected in the eightfold increase in soy production since the 1960s[8]. Growth is also stimulated by the growing number of national biofuel support policies, which make soybean oil a popular biodiesel [9], for instance. China accounts for about two-thirds of this demand growth, while EU is the second largest market, importing soy mainly for feed for pigs, poultry and cattle, and for biodiesel [10].

7. Soybeans is also considered one of the most successful oilseed in world markets, representing about 60 percent of global oilseed production in 2014/15. [11] Supply of soy remains concentrated in three countries with USA, Brazil and Argentina being the largest producers and Paraguay emerging as the fourth largest exporter of soybeans. Growth in soy production remains generally expansive (and therefore takes up more land) as there is limited potential for yield increases owing in part to its properties of being a biological nitrogen fixer, which renders it unresponsive to fertilizers. Therefore, expansion of soy production in South

---

[4] Hosunuma N., Herold, M. and de Sy V., De Fries R.S., Brockhaus M., Verchot, L., Angelsen A.,Romijn E. (2012) "An Assessment of deforestation and forest degradation drivers in developing countries" Environmental Research Letters, 7(4)0440009 http://iopscience.iop.org/issue/1748-9326/7/4

[5] United Nations Environment Program (2011) Keeping Track of our Changing Environment https://na.unep.net/geas/getUNEPPageWithArticleIDScript.php?article_id=82

[6] Forest Trends 2014; World Bank Online databank http://data.worldbank.org

[7] Newton, P., et al., Enhancing the sustainability of commodity supply chains in tropical forest and agricultural landscapes. Global Environment Change (2013) http://dx.doi.org/10.1016/j.gloenvcha.2013.08.004

[8] Brusinsma, J.2009 The Resource Outlook to 2050: by how much do land, water and crop yields need to increase by 2050? Paper presented at the FAO Expert Meeting 24-26 June, 2009 on "How to Feed the World in 2050?" http://www.fao.org/fileadmin/templates/wsfs/docs/expert_paper/How_to_Feed_the_World_in_2050.pdf

[9] Brown-Lima, C. Cooney. M and Cleary D (2010) "An overview of the Brazil-China Soybean Trade and its Strategic Implications for Conservation, Arlington: The Nature Conservancy http://www.nature.org/ourinitiatives/regions/southamerica/brazil/explore/brazil-china-soybean-trade.pdf

[10] Brown-Lima, C. Cooney. M and Cleary D (2010) "An overview of the Brazil-China Soybean Trade and its Strategic Implications for Conservation, Arlington: The Nature Conservancy

[11] USDA, (2015) World Agricultural Supply and Demand Estimates, November 10, 2015. Washington DC https://www.usda.gov/oce/commodity/wasde/

America has been directly associated with deforestation[12] and also contributes indirectly to deforestation as it displaces cattle ranching towards the forests. [13]

8. Global demand for **palm oil** has seen strong growth, averaging 8 per cent per year over the last three decades[14]. Similar to soy, the principal factors affecting growth in production and consumption of palm oil are population growth, changing dietary preferences and policy support for biofuels. Given palm oil's versatility, it is a ubiquitous ingredient of processed foods, cosmetics, detergents and many industrial applications along with being a staple cooking oil in many parts of the world. Principal demand arises from China, India and the EU while 80%[15] of global production and trade is dominated by Indonesia[16] and Malaysia. An interesting characteristic of the industry is the prevalence of significant small holders, which account for about a third of global palm oil supply[17]. Mechanization in the palm oil industry is difficult and the industry has a long cycle as trees have a 30-year productive life cycle. Consequently, most of the growth in palm oil has come from expanding the area under cultivation, rather than productivity increase. This expansion of palm oil plantations has been linked to deforestation including the clearance and drainage of peat-swamp and lowland forest---some of the most biologically diverse and carbon-rich forests found on earth[18].

9. The two factors affecting soy and palm consumption growth, i.e. population growth **and** dietary preferences are relevant for **beef,** too. Additionally, rising incomes have translated into demand for more processed food, and more meat, though rising health concerns have kept global demand for beef at constant or slightly declining levels[19]. Declining consumption of beef in the developed world has been partially offset by increasing consumption in emerging economies, particularly in Brazil which is now the second biggest consumer of beef and the largest exporter[20] in the world. Other major producers are the US, China and the European Union.

10. It is in South America, and principally Brazil that livestock ---mainly ruminant livestock such as **beef** cattle--- impacts deforestation greatly and it is estimated that pasture expansion was the proximate cause of up to 80% of Brazilian Amazonian deforestation from 1990-2008, which also caused substantial greenhouse gas

---

[12] Nepstad, D.C. et al (2006) "Globalization of the Amazon Soy and Beef Industries: Opportunities for Conservation", Conservation Biology http://onlinelibrary.wiley.com/doi/10.1111/j.1523-1739.2006.00510.x/abstract

[13] Barona, E. et all (2010) "The Role of Pasture and Soybean in Deforestation of the Brazilian Amazon" Environmental Research Letters. 5 (2) http://iopscience.iop.org/article/10.1088/1748-9326/5/2/024002/meta;jsessionid=A7C56FE154E5CCA9F2704E206D567F1D.c2.iopscience.cld.iop.org

[14] Duncan Brack, Adelaide Glover and Laura Wellesley, Energy, Environment and Resources, January 2016, "Agricultural Commodity Supply Chains: Trade, Consumption and Deforestation"

[15] Ibid

[16] In Indonesia, palm oil expansion was responsible for the largest deforestation between 2009-11 with attendant problems of forest fires due to clearing of land for palm oil production. Greenpeace, 2013.

[17] Duncan Brack, Adelaide Glover and Laura Wellesley, Energy, Environment and Resources, January 2016, "Agricultural Commodity Supply Chains: Trade, Consumption and Deforestation"

[18] Laurance, W.F. Koh. L.P., Butler, R., Sodhi, N.S., Bradshaw, C.J.A., Neide, J.D., Consunji, H. and Vega, J.M. (2010) "Improving the performance of the RSPO on Nature Conservation", Conservation Biology, 24 (2), 377-81

[19] Peak consumption has declined slightly from 58 million tonnes carcass weight equivalent (CWE) in 2007 to 57 million tonnes in 2014: "Duncan Brack, Adelaide Glover and Laura Wellesley, Energy, Environment and Resources, January 2016, "Agricultural Commodity Supply Chains: Trade, Consumption and Deforestation"

[20] Ibid

emissions[21]. In Paraguay, beef and soy sectors have contributed to the country having one of the highest deforestation rates in the world[22]. Additionally, cattle production in Latin America results in much higher GHG emissions than the US, due to poor pasture management and a lower number of cattle per hectare. The situation is further aggravated as cattle ranching also results in high water usage, leading to environmental degradation and biodiversity loss, in addition to deforestation and associated GHG emissions.

11. The Commodity IAP tackles one of the primary drivers of deforestation in the world: agricultural expansion. Conservation of forests helps avoid carbon emissions but it also helps to maintain biodiversity as clearance of forest peatlands, for example for palm oil, lead inter alia, to forest fires, high carbon and methane emissions, production of toxic smog and habitat loss, reduction in biodiversity, land degradation, soil erosion and water contamination. The tropical forests of Latin America, West Africa and South Asia are where some of the most egregious negative impacts of substantial greenhouse gas emissions, loss of habitat for biodiversity, loss of ecosystem services and impact on livelihoods are being felt. Production systems in these regions need to focus on forest conservation so that ecosystems are maintained.

GEF Commodities IAP: Objectives and Implementation

12. As summarized in the GEF-6 Programming Directions shared at the Sixth Replenishment meeting[23] the Commodities IAP will attempt to harness the power of the market to move commodity production away from its current unsustainable path. Its overall objective is to *"Reduce the global impact of agricultural commodities on GHG emissions and biodiversity by meeting the growing demand of palm oil, soy and beef through supply that does not lead to deforestation and deforestation-related GHG emissions".*[24]

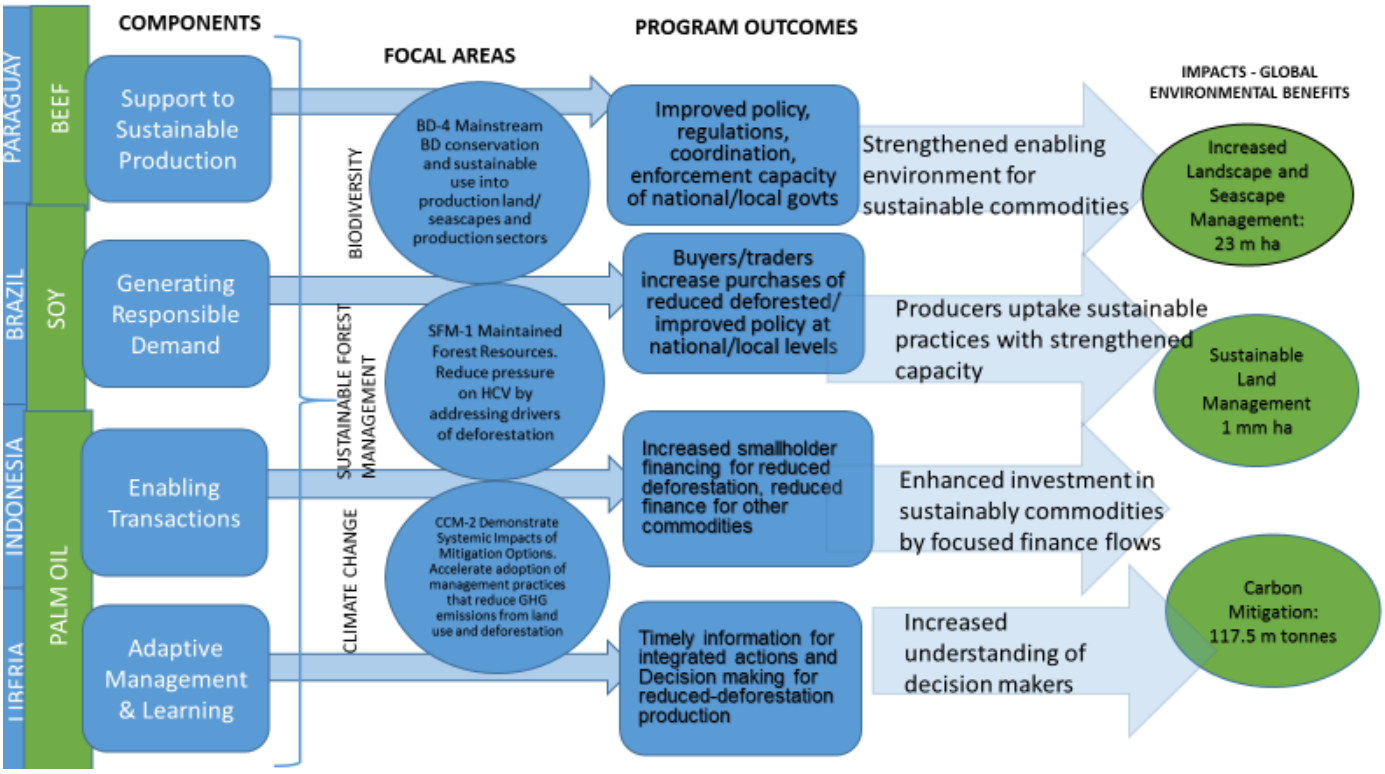
13. The Commodities IAP program is designed through a supply chain lens for each of the three commodities - soy, beef and palm oil—and will support activities in four producing countries (Brazil, Paraguay, Liberia and Indonesia) and in demand markets (including local consumption and emerging economies). The expansion of commodity production and the associated deforestation is a result of complex national and international supply chains spanning from farmer to final consumer and involve many actors with diverse incentives and motivations. Recognizing this, the Commodities IAP intends to engage across multiple layers of interventions---from working on land use planning and government policies to bank and investor policies to corporate commitments and consumer awareness campaigns. The Commodities IAP will attempt to harness the power of the market to move commodity production away from its current unsustainable path and remove deforestation from commodity supply chains.

14. Figure 1 provides a pictorial description of the Commodities IAP with its four main components, their linkage to outcomes and alignment with GEF focal areas. The pilot is expected to support the achievement of objectives within the GEF focal areas of biodiversity (Aichi Biodiversity Targets 5 and 7), climate change mitigation (REDD-plus elements: reducing emissions from deforestation and conservation of forest carbon

[21] Bustamante MMC, et al (2012) Estimating greenhouse gas emissions from cattle raising in Brazil, Climate Change 115.
[22] Programa Nacional Conjunto (ONU-REDD+ Paraguay) 2015 Metodologia de procesamiento y analisis de datos del Inventario Forestal Nacional (IFN): Informe del equip tecnico https://www.unredd.net/announcements-and-news/2463-onu-redd-presenta-resultados-de-cinco-anos-de-trabajo-en-paraguay.html
[23] GEF-6 Programming Directions, March 31, 2014
[24] Taking Deforestation Out of Commodity Supply Chains. Program Framework Document for Project 9072, March 13, 2015

stocks) as well as support sustainable forest management (reinforce SFM as means of preventing soil erosion and flooding and increasing atmospheric carbon sinks) as well as private sector engagement strategies.

Figure 1: GEF Commodities IAP Program



15. At the core of the Commodities IAP is support to: more sustainable **production**, generating responsible **demand,** enabling sustainable financial **transactions** for trading in commodities **and adaptive management and learning (AML)** for broader knowledge dissemination. The AML is the coordinating project that will coalesce the demand, production and transaction project efforts to implement the program in a synergistic and sequential manner. As indicated in Figure 1, the Commodities IAP is expected to generate multiple global environmental benefits. Additionally, the IAP is expected to track critical STAP-recommended production [25] facets, where pertinent.

16. Following on this approach the IAP seeks to support actions with four main sets of actors committed to the approach: national governments, producers (including small scale producers and local communities,

[25] The STAP review of indicators to assess the sustainability of commodity agricultural production was undertaken in October 2015 to underpin the work on development and selection of indicators for this IAP. Based on the principle that indicators should be cost-effective and allow comparability between different programs, while tracking major sustainability attributes of commodity agricultural systems, a set of 12 core production facets were proposed by STAP to track outcomes of the IAP.GEF/STAP/C.50/Inf.04: A Review of Indicators Used to Assess the Sustainability of Commodity Agricultural Production

particularly women, indigenous peoples and other disadvantaged groups), buyers (including traders and women in the informal sectors and processors and retailers) and financial institutions.

17. The Commodity IAP which is expected to have a duration of four years, operates through a funding envelope of $45 million drawn from Biodiversity ($35 million) and SFM ($10 million) funding windows. The pilot is funded fully from these set aside allocations as the primary objective of the integrated approach pilot is to engage with non-traditional actors for the GEF, such as the private sector. Associated countries would not contribute from their STAR allocation to the Program.

18. An overview of the global program and child projects under the IAP is provided in Annex 1. The program consists of one global framework project and five 'child projects', including one dedicated to the overall management and learning from across the projects. UNDP is acting as the Lead Agency but the Program involves several other GEF Agencies as Partners and Executors, namely: WWF, World Bank/IFC, Conservation International and UNEP. Detailed program governance and coordination arrangements are shown in Annex 2.

Evaluation Objectives and Key Questions

19. The purpose of this review is to critically assess the potential of the Commodities IAP to generate multiple GEBs by tackling the main drivers of environmental degradation– agricultural expansion in emerging markets leading to deforestation from commodities production. The objectives are to evaluate the consistency of the Commodities IAP design with GEF-6 focal area strategies, its alignment with convention guidance and its capacity to reflect synergies and integration in seeking solutions to agriculture-related deforestation, while accounting for country needs and ownership. The review will also look at the IAP initial uptake in participating countries and the efficiency of its launching process. This review is being undertaken as an input to the Sixth Comprehensive Evaluation of the GEF (Overall Performance Study – OPS-6)[26]. The team will use the Program's basic tenets to critically assess the theory of change embodied in the IAP and its practical application in operations.

20. The review will look at the Commodities IAP Framework and Child projects from when the Program was first conceived at the beginning of GEF-6 to date. The following are the main questions the evaluation will aim to answer:

    i. To what extent does the integrated programming concept –as applied to the Commodities IAP– differ from previous GEF programmatic approaches, and provide additionality in terms of innovative approaches/processes/thinking and issues?

    ii. To what extent does the Commodities IAP align with GEBs/Multi-Lateral Environmental Conventions/GEF Focal Areas?

[26]Periodically, the IEO undertakes independent evaluations on issues relevant to GEF's overall performance. These cover issues related to GEF focal areas, policies, projects and programs funded by the GEF. The GEF is undertaking another overall study, the sixth in its series, the Sixth Comprehensive Evaluation (OPS6). The objective of the OPS6 is to assess the extent to which the GEF is achieving its objectives as laid down by the GEF Instrument, reviews by the Assembly and as developed and adopted by the GEF Council. OPS6 will inform the replenishment process for the GEF-7 period.

iii. To what extent does the Commodities IAP make use of GEF and its Agencies' comparative advantage?

iv. To what extent has gender been taken into account in the Commodities IAP design? To what extent has private sector (small holders to multinational companies) been incorporated in the design? Do governments play a key role in policy setting and leading governance on commodities, to what extent are Public-Private Partnerships being forged? To what extent have commodity traders been incorporated into the design? To what extent have other relevant national and international stakeholders been incorporated in the design?

v. How efficiently has the start-up of the Commodities IAP been, and what has been the uptake by the target groups thus far?

vi. How has the set-aside, as a funding source for this IAP made use of co-financing leverage potential? Does this funding model enable integration or cohesiveness?

vii. To what extent are there mechanisms for scale up and replication of this IAP? What are the design features enabling knowledge capture? How is the design building on lessons from previous projects?

21. An evaluation matrix composed of the key questions, relevant indicators, sources of information and methods has been developed as a result of a detailed evaluability assessment (Annex 3). The matrix is structured around the key evaluation questions and includes specific quantitative and qualitative indicators as well as methods and sources of data.

Approach, Resources and Timelines

22. The review will apply a mixed methods approach, encompassing desk and literature review, quality at entry review through a project review template developed jointly for the three parallel IAP reviews, portfolio and project cycle analysis, and perceptions gathering through interviews/focus groups and an online survey specifically designed to gather country stakeholder perceptions.[27] The literature review will concentrate on the global nature of supply chains, the role of certification in providing incentives to create paradigm shifts in production and consumer demand, and the most effective entry points in the supply chain for achieving the goal of deforestation-free supplies of the three commodities.

23. Information received (interviews or surveys) and data collected (quantitative and qualitative) will be analyzed to determine trends and identify the main findings, lessons and conclusions. In addition to GEF Government and Agency partners, various external stakeholders will be consulted during the process to gather and test preliminary findings, such as Tropical Forest Alliance, Global Consumer Goods Forum, and private sector entities to ascertain perceptions.

24. The evaluation will be conducted by a team led by a Senior Evaluation Officer from the IEO. The team includes an externally recruited senior evaluator and a research assistant.[28] The skills mix required to complete this review includes evaluation experience and knowledge of IEO's methods and practices;

[27] The survey will be designed and administered in common for the three reviews.
[28] The research assistant will support the portfolio data entry and analysis for the three parallel IAP reviews.

familiarity with the policies, procedures and operations of GEF and its Agencies; knowledge of the GEF and external information sources; demonstrated skills and long term experience in supply chains and commodities, as well as practical, policy, and/or academic expertise in key GEF focal areas of the programs under analysis (i.e. deforestation, climate change and biodiversity).

25. Ad hoc missions to conduct central level interviews with relevant stakeholders will be conducted on an opportunistic basis. Interviews with the UN conventions will be conducted in common for the three reviews. The review will be conducted between January and May 2017. The initial work plan is presented in Figure 2, and may be adapted as a result of further preparations.

Figure 2: Proposed Timetable

Year	**2017**								
Task Month	*Jan*	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*Jul*	*Aug*	*Sep*
Approach Paper									
Background information and scoping	x								
Draft Approach Paper uploaded on the IEO website		x							
Documentation review	x								
Portfolio analysis		x	x						
Interviews	x	x	x	x					
Online survey		x	x						
Preliminary findings				x					
Gap analyses/consolidation with two IAP reviews					x	x			
Draft Report						x			
Due diligence (gathering feedback and comments)							x		
Final Report								x	
Presentation to Council in the SAER									->
Edited report									->
Dissemination and outreach									->

References

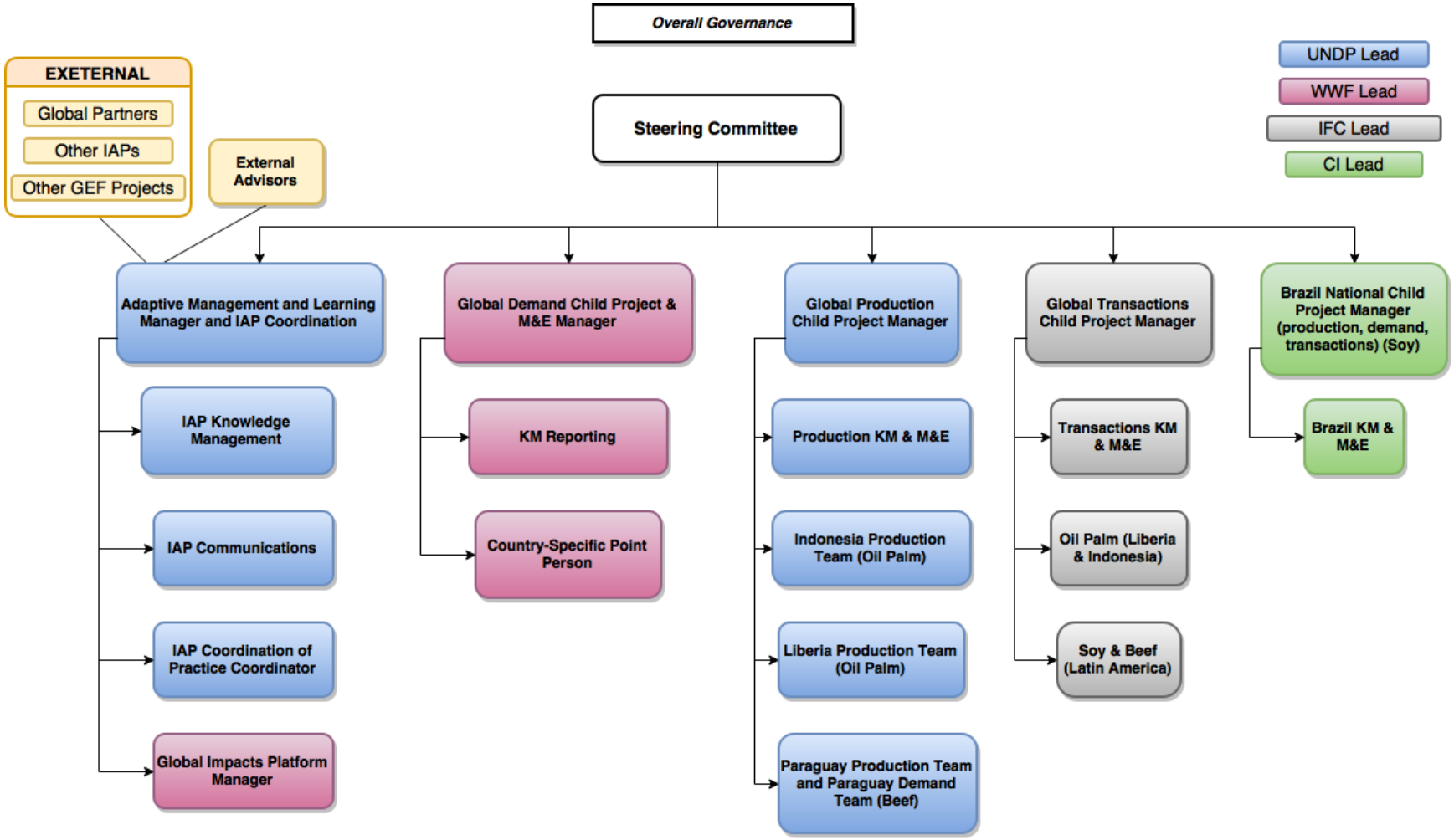
1. 50th GEF Council Meeting, GEF/C.50/Inf.04. May 12, 2016. Tackling Global Environmental Challenges through the Integrated Approach Pilot Programs, Progress Report for GEF Council, October 2015-April 2016
2. 51st GEF Council Meeting, GEF/C.51/Inf.03, October 04, 2016, Tackling the drivers of Global Environmental Degradation through the Integrated Approach Pilot, Progress Report for GEF Council, May-September 2016
3. Duncan Brack, Adelaide Glover and Laura Wellesley, Energy, Environment and Resources, January 2016, "Agricultural Commodity Supply Chains: Trade, Consumption and Deforestation
4. GEF 2014. GEF-6 Programming Directions. Extract from GEF Assembly Document GEF/A.5/07/Rev.01, May 22, 2014.
5. GEF 2015. GEF 2020 - Strategy for the GEF.
6. GEF 2016. Evaluation of Programmatic Approaches in the GEF. Approach Paper. March 2016.
7. GEF-6 Program Framework Document (PFD) 9072, March 13, 2015
8. Initiative for Global Biodiversity Impact Indicators for Commodity Production, Concept Note, 2011-2020 United Nations Decade on Biodiversity, Convention on Biological Diversity
9. Progress on the New York Declaration on Forests, "Eliminating Deforestation from the Production of Agricultural Commodities", Goal 2 Assessment Report, November 2016
10. Scientific and Technical Advisory Panel (STAP) 2016. Designing Projects in a Rapidly Changing World. RAPTA. Guidelines for embedding resilience, adaptation and transformation into sustainable development projects (Version 1.0).
11. STAP/C.50/Inf04: A Review of indicators used to Assess the Sustainability of Commodity Agricultural Production

Annex 1: Overview of Commodity IAP Parent and Child Projects

Project GEF ID	Project Title	Agency	Type	Commodity	Country	Executing/Partners	ACTIVITIES
9072	*Taking Deforestation Out of Commodity Supply Chains (IAP-PROGRAM)*	UNDP	FSP	Palm Oil, Beef, Soy	Global		Parent project.
9179	Adaptive Management and Learning	UNDP/WWF	FSP	Palm Oil, Beef, Soy	Global	ISEAL Alliance, Forest Trends	Cross-cutting focus on knowledge management, coordination and global level engagement to advance practices for taking deforestation out of commodity supply chains.
9180	Reducing Deforestation from Commodity Production	UNDP	FSP	Palm Oil, Beef, Soy	Indonesia, Liberia, Paraguay, Brazil	CI, WWF, UNDP Tropical Forest Alliance and Consumer Goods Forum	Indonesia and Liberia: engagement with Round tables, private sector, production systems and smallholders; Brazil and Paraguay: engagement with market/private sector actors, and production systems; Brazil and Paraguay: engagement with landscape-level production systems, private sector, production and traceability systems
9182	Generating Responsible Demand for Reduced-Deforestation Commodities	WWF	FSP	Palm Oil, Beef, Soy	Indonesia, Liberia, Paraguay, Brazil	Proforest, Stockholm Environment Institute, WWF Singapore, WWF Indonesia	Engagement with private sector, traders, associations and Round tables, Consumer Goods Forum

9617	Taking Deforestation out of the Soy Supply Chain	UNDP	FSP	Soy	Brazil	Conservation International, WWF, IFC	Engagement with market/private sector actors, and production systems; traceability systems and financial institutions
9696	Enabling Transactions – Market Shift to Deforestation Free Beef, Palm oil and Soy	World Bank UNEP	FSP	Palm Oil, Beef, Soy	Global	IFC UNEP-FI UNEP Inquiry (?) Forest Conservation Agriculture Alliance (FCAA), WWF-US, IFC, Minerva, WCS, Neuland Coop & FIDEI	Engagement with private sector; financial institutions, financial market benchmarking; risk analysis and methodologies.

Annex 2: Commodities IAP Overall Governance Structure[29]



[29] Project 9179, GEF-6: Adaptive Management and Learning for the Commodities IAP

Annex 3: Evaluation Matrix for Commodities IAP Review

Key questions and indicators / what to look for	Evaluation criteria	Sources of information	Methodology	Responsibility
1. To what extent does the IAP integrated programming concept - as applied to the Commodities IAP – a) aligned with GEF-6 strategy? b) promote synergy amongst GEF focal areas, c) demonstrate alignment across scales (landscape, national and regional)? To what extent does it differ from previous programmatic approaches, and provide additionality in terms of innovative approaches /processes /thinking and issues?				
Alignment of GEF Strategy across a) GEF Focal Areas, b) National and local landscapes, c) different and more holistic approach and for innovations taken (i) at Commodities IAP program level and (ii) in child projects (CP) (including co-financing) - Objectives and priorities of Parent and CP are aligned with GEF-6 Strategy - # of CP with aligned objectives, comparable components, M&E indicators and modalities - perceptions on coherence and integration through cross linkages/references - coherence and acceptance of governance and management arrangements and across all strategic partners - frequency and quality of references to innovative thinking - Evidence that the # of actors with different roles in these projects is more varied than in previous projects - perceptions on mechanisms for scaling-up and replication in CP design and budgets - existing mechanisms for institutional capacity building in PFD and CP and learning - parent and child project design include lessons learnt from previous programs	Relevance; Process; Strategic; Program and child projects (CP)	-Review of program and project documents (including survey-monkey scanning of documents) -Review of meeting records, key email exchanges - Data and early findings from the Evaluation of Programmatic Approaches -Interview GEF secretariat -Interview IAP Agencies and Partners including external stakeholders (e.g. such as Consumer Goods Forum)	-Desk Analysis and interviews -Portfolio review, (Quality at Entry (QAE) for CP) -Literature review of Commodity integrated approaches	-Consultant -Senior evaluator GEF IEO -Research analyst (CP)
2. To what extent does the Commodities IAP link up with multiple GEBs / Environmental Conventions?				
Alignment of IAP Strategy with achieving multiple GEBs - Program and CP results frameworks contain outcome and impact indicators that contribute to multiple GEBs across relevant GEF focal areas (LD, BD, CC) - Evidence of linkages through activities that are planned for sequential, synergistic associations and have cause-effect relationships for focal area strategies and implementing Multilateral Environmental Agreements (MEAs)	Relevance; Corporate; Strategic	-Documentation review, particularly GEF 6 Programming Directions and GEF 2020 strategy -Interviews GEF secretariat -Interviews IAP Agencies and Partners	-Desk Analysis and interviews	-Consultant -Senior evaluator GEF IEO

Commitments of the participating countries are reinforced to implement the relevant UN Conventions (UNCCD, CBD and UNFCCC) in an integrated way to maximize synergies and generate multiple GEBs across conventions - Concrete references to the Conventions' major objectives in the CPs - Specific measures planned at country level to enhance cooperation across ministries, agencies and other stakeholders; strategies; and at multiple levels in achievement of GEBs	Relevance; Corporate; Strategic; Process	-Documentation review of program and project documents -Interview GEF secretariat -Interview UN Conventions -Country stakeholders	-Desk Analysis and interviews - Online survey	-Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)
3. To what extent does the Commodities IAP make use of GEF Agencies' comparative advantage?				
Lead and Implementing Agencies chosen based on comparative advantage - Technical experience in the relevant themes: # and quality of relevant publications; length of work on the theme - Active in targeted ecosystems in LAC/Southeast Asia/ Africa - Resources and connections deployed for dialogue with Governments and scaling up: leverage and catalytic potential; co-financing funds, # of staff in the field - Trusted by Governments, regional institutions and non-Government agencies to mobilize and coordinate institutional support - Successfully worked with GEF in other projects and programs before	Relevance, Strategic, Process	- Documentation review of program and project documents - Interview GEF secretariat - Interview UNDP and other IAP Agencies and partners - Interview UN Conventions - Country stakeholders	-Desk Analysis and interviews -Online survey	-Consultant -Senior evaluator GEF IEO
GEF works in collaborative partnerships in IAP design and start-up for GEBs - Design and start-up harnessed the comparative strengths of the Agencies, STAP and the GEF secretariat (G) - Program design to engage a broader constituency beyond the traditional entities - Partnerships - extent to which the IAP works in concert with relevant external stakeholders germane to sustainable and supply and deforestation - # of stakeholders contributing to the design and implementation of the IAP	Strategic, Process	- Review of program and project documents -Specific sources: meeting minutes, GEF Council documents & related decisions -Interview GEF secretariat, UNDP and other Agencies, UN Conventions -Interviews at, Biodiversity, TFA, Consumer Goods Forum - Country stakeholders	-Desk Analysis and interviews - Online survey	-Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)

Design process established the GEF as a key partner with a comparative advantage for tackling the drivers for deforestation - GEF has specialized technical capacity and track record to work more holistically across different focal areas; a program for innovation (# and quality of publications, evaluation records on past engagement, track record in Commodities IAP design etc.) - GEF has institutional experience to work multi-institutionally and multi-scale (local, national, regional) - GEF brings in grants to facilitate regional Program Approach and generate critical mass to address problems that are not covered by others	Relevance, Strategic, Process	- Documentation review (GEF corporate literature) - Interview GEF secretariat - Interview UNDP and other Agencies - Interview UN Conventions - Country Stakeholders	-Desk Analysis and interviews -Online survey	
4. To what extent have private sector, (including traders) gender and resilience been taken into account in the CAP design?				
Private sector - evidence in projects of - Private sector role and analysis at design, ie, through stakeholder mapping - Private sector role delineated in each component of demand, supply and transactions - # of private and public sector entities in each component of demand, supply and transactions - Evidence that commodity traders in the supply chain have been incorporated into the design. - Evidence that public-private partnerships are being considered at every stage of the supply chain	Relevance, Strategic, Process	- Documentation review (GEF corporate literature) - Interview GEF secretariat - Interview UNDP and other Agencies - Interview UN Conventions - Country Stakeholders	-Desk Analysis and interviews -Online survey	
Gender *Does the design incorporate and recognize the difference between men and women's labor, knowledge, needs and priorities as women play differentiated roles in managing the agricultural supply chain?* - Gender analysis conducted at design, i.e. through stakeholder mapping - Gender responsive program and project results framework, reporting and M&E - Share of women and men targeted as direct project beneficiaries - Institutional capacity for gender mainstreaming re-enforced in Child Projects - Inclusion of gender experts - CP address each of the above	Program and CP level	-Documentation review of GEF gender guidelines, program and project documents -Portfolio review -M&E planning documents -Interviews (selective with implementing agencies) -Country stakeholders	-Desk Analysis and interviews -(QAE) -Online survey	-Consultant -Research analyst (QAE) and Online survey)

Resilience: evidence of any strategic resilience analysis, resilience indicators and targets in Commodities IAP program and CP documents; at local, country and regional levels - # of times resilience is mentioned in CP documents and budgets - # of times alternative resilience guidelines or tools are mentioned - Evidence that Resilience Adaptation and Transformation (RAPTA) framework will be applied to activities under CP	Program and CP level	-Review of RAPTA guidelines -Portfolio review -M&E planning documents -Interviews (selective with implementing agencies, STAP, WWF, CI, IFC.) -Country stakeholders	-Desk Analysis and interviews -(QAE) -Online survey	-Consultant -Research analyst - (QAE) and Online survey)
5. How efficiently has the start-up of the Commodities IAP been, and what has been the uptake by the target groups thus far?				
Evidence for coherence and strong program integration in design and start-up - Coherence in objectives and design established across projects: # of CPs aligned - Approval/endorsement timing for parent and child projects - Objectives and intended outcomes in IAP child projects are different and imply efficiencies compared to (i) other similar project or programs or (ii) previous phase(s) of similar project or program with or w/o GEF contribution - Role of IAP coordinator and A and L Manager under the Adaptive Management and Learning Project is well defined and demonstrates clear reporting lines within the Coordination Structure project	Efficiency Relevance Strategic	-Documentation review of program documents -Portfolio review -Interviews with GEF Secretariat -Interview UNDP and other IAP partners	-Desk Analysis and interviews -Online survey	-Consultant -Senior evaluator GEF IEO -Research analyst (QAE and Online survey)
Production/Demand - Arrangements in CP documents and budgets for partnering, collective action, new supportive policies and incentives, and inclusive value-chains; at program, project, country and regional level: countries and other partners show buy-in and ownership.	Relevance; Strategic; Process; CP	-Documentation review of program and project documents -Interviews at UNDP and other GEF Partnering Agencies -Interviews at Tropical Forest Alliance (TFA), Global Consumer Goods Forum -Interviews with country stakeholders (government and non-government actors)	-Desk Analysis and interviews -Portfolio review -Online survey	-Consultant -Research analyst (Online survey)
Financial Transactions - Specific evidence at program, project, country or regional level (in CP documents, budgets and elsewhere) for arrangements being made to strengthen capacity and institutions for providing finance to the sustainable production of commodities; - Design includes better information and data access for informed decision making by financial institutions				

Evidence for deforestation focus and mainstreaming across Conventions - CP have SMART environmental indicators that are well aligned with GEBs - Mainstreaming of environment and eco-system services into policy/strategies and practices of key public and private actors that impact on deforestation	Relevance; Strategic CP	-Portfolio review -Interviews at UNDP and other partnering Agencies -Country stakeholders -Interviews with Conventions	-Desk Analysis and interviews - INRM literature review -QAE, - Online survey	-Consultant -Senior evaluator GEF IEO -Research analyst (QAE and Online survey)
Program and project design modalities and costs - Projects / program design was done in a consultative and participatory way - Design was sufficiently contextualized in specific country and ecosystem - Costs of integrated project design compared with similar projects/programs	Relevance; Process; Program and CP design	-Portfolio review -Interviews in countries -Interviews at UNDP and partnering Agencies	-Desk Analysis and Interviews -Online survey	-Consultant -Research analyst (Online survey)
Country selection was based on relevance and established criteria - Agro-ecological coverage, leverage and catalytic potential; government interest/ownership and institutional support	Relevance	-Program and other relevant documents -Interview GEF secretariat -Interview UNDP and other Agencies -Interview UN Conventions -Country and Regional stakeholders	-Desk Analysis and interviews - Online survey	-Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)
Institutional performance at design and start-up - Evidence and good practice examples of ***GEF secretariat coordination*** in designing and launching the IAPs - Overall evidence and good practice examples of ***UNDP leadership*** in coordination and partnerships: support through platforms - Start-up efficiency and innovation of ***Child Project Implementing Agencies*** - Project status/ delays, compliance with partnership and administrative requirements (i.e. reporting); Are CPs designed differently from traditional Agency projects?	Process; Start-up performance; Program level Process; Start-up performance CP level	-Documentation review -Interviews with all partners, particularly GEF Secretariat and UNDP- Review of project documents -Interviews at implementing agencies (including UNDP), selected TTLs	- Desk Analysis and interviews - Online survey - Portfolio review	-Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)
Uptake by target groups at project, country and regional level - # and type of actions taken at this point, i.e. designation of institutions, allocation of offices and staffs to the CPs - inclusion of national co-financing in the national budget	Effectiveness; Program and CP levels	-Review of PIRs (if available) -Interviews with UNDP and other partner Agencies - GEF Secretariat and Country stakeholders	-Desk Analysis and interviews - Online survey - Launch workshop	-Consultant -Research analyst (Online survey)

M&E common standards and baselines - Common standards for project/program monitoring and reporting developed; - To what extent have STAP recommended indicators been included in the CP design - Extent to which M&E baselines have been established or are being planned, for CPs, at ecosystem level etc. - M&E burden for programmatic compared with stand-alone CPs /expected offsets	Process; Start-up performance Program and CP levels	-Documentation review, - Workshop reports -Interviews at UNDP and other partner Agencies with selected project team leaders	- Desk Analysis and interviews	-Consultant
6. Have funding sources been strategically allocated for integrated programming (i.e. GEF set-aside funding, co-financing leverage)?				
Co-financing and Leverage - Extent to which selection of IAP Agencies maximizes co-financing, leverage and scale-up potential; evidence for a-priori assessment of the landscape for environment finance for removing deforestation in commodities projects - Evidence for the way that access to set-aside funding affected country willingness to participate in IAP as compared with previous GEF projects	Relevance; Efficiency	-Documentation review -Interviews with GEF Secretariat, UNDP, and country representatives	-Desk Analysis and interviews - Interviews - Online survey	-Consultant -Research analyst (Online survey)
7. To what extent are there mechanisms for broader adoption (mainstreaming, scale-up, replication, market transformation? What are the design features enabling knowledge capture? How does the design ensure learning from previous projects incorporated in this project?				
Learning, scale up and replication - Evidence that there are mechanisms to take pilot initiatives to be adopted more broadly in different regions/countries/commodities. - Evidence that there is sharing of various tools/interventions (forest conservation, GHG emission reductions or sustainable corporate sourcing) amongst national, regional and local bodies - Evidence that exchange of lessons from 'reducing deforestation' projects will be captured from different platforms; e.g., Tropical Forest Alliance (TFA) at national, regional and local levels to allow for coordination	Relevance Efficiency	-Documentation review -Interviews with GEF Secretariat and other relevant partners	-Desk Analysis and interviews	-Consultant -Senior evaluator GEF IEO -Research analyst (Online survey)