

# Terminal Evaluation Validation form, GEF Independent Evaluation Office

## 1. Project Data

Summary project data			
GEF project ID		9182	
GEF Agency project ID		WWF: G0008 UNDP: PIMS# 5909	
GEF Replenishment Phase		GEF-6	
Lead GEF Agency (include all for joint projects)		WWF-GEF, UNDP	
Project name		Generating Responsible Demand for Reduced Deforestation Commodities	
Country/Countries		Indonesia, Paraguay, Sierra Leone, Liberia	
Region		Global	
Focal area		Multifocal Area	
Operational Program or Strategic Priorities/Objectives		<ul style="list-style-type: none"> <li>IAP-Commodity Supply Chain</li> <li>Biodiversity, Objective 4 (BD-4): Mainstreaming biodiversity conservation and sustainable use into production landscapes and seascape sectors.</li> <li>Climate Change Mitigation Strategic Framework Section 2 (CCM-2): demonstrate the systematic impacts of climate change mitigation options.</li> <li>Sustainable Forest Management Strategy 1 (SFM-1): reduce pressure on high conservation value forest by addressing the drivers of deforestation.</li> </ul>	
Stand alone or under a programmatic framework		Programmatic	
If applicable, parent program name and GEF ID		Parent Program Name: Taking Deforestation Out of Commodity Supply Chains GEF Parent Program ID: 9072	
Executing agencies involved		WWF-US, in partnership with Stockholm Environment Institute, Proforest, WWF-Indonesia, WWF-Singapore, WWF-Brazil, and UNDP	
NGOs/CBOs involvement		WWF-GEF: implementing agency WWF-US, WWF: lead executing agency WWF-Brazil, WWF-Singapore, WWF-Indonesia, SEI, Proforest, Global Canopy: secondary executing agencies	
Private sector involvement (including micro, small and medium enterprises) <sup>1</sup>		Companies in the palm oil, soy, and beef sectors, consumers, and investors: beneficiaries	
CEO Endorsement (FSP) /Approval (MSP) date		1/27/2017	
Effectiveness date / project start date		4/1/2017	
Expected date of project completion (at start)		9/1/2021	
Actual date of project completion		12/31/2021	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding	0.025	0.025
	Co-financing		
GEF Project Grant		8.748	8.748

<sup>1</sup> Defined as all micro, small, and medium-scale profit-oriented entities, including individuals and informal entities, that earn income through the sale of goods and services rather than a salary. ([GEF IEO 2022](#))

<b>Co-financing</b>	IA own	6.385 <sup>2</sup>	28.507 <sup>3</sup>
	Government		
	Other multi- /bi-laterals		
	Private sector	34	92.456 <sup>4</sup>
	NGOs/CBOs	1.95 <sup>5</sup>	9.346
	Other		
<b>Total GEF funding</b>		8.773 <sup>6</sup>	8.773 <sup>7</sup>
<b>Total Co-financing</b>		42.335	130.309
<b>Total project funding (GEF grant(s) + co-financing)</b>		51.108	139.082
<b>Terminal evaluation validation information</b>			
<b>TE completion date</b>		12/1/2021	
<b>Author of TE</b>		QUORSUS Consulting	
<b>TER completion date</b>		12/16/2022	
<b>TER prepared by</b>		Emanuele Bigagli	
<b>TER peer review by (if GEF IEO review)</b>		Jeneen R. Garcia	

Access the form to summarize key project features here: <https://www.research.net/r/APR2023>.

<sup>2</sup> This amount includes grants of USD 1,491,109 from SIDA, of USD 369,106 from USAID, of USD 1,400,000 from the private sector, of USD 2,000,000 from the Mac Arthur Foundation, of USD 100,000 from the Crown Foundation, and an in-kind contribution of USD 1,024,398 (TE, pp. 52-53).

<sup>3</sup> This amount includes grants of USD 8,814,530 from the private sector, of USD 359,000 from the Mac Arthur Foundation, of USD 224,000 from the Crown Foundation, of USD 150,000 from the Packard Foundation, of USD 150,000 from the Summit Family Foundation, of USD 1,500,000 from the Sall Family Foundation, of USD 16,044,031 from the Moore Foundation, of USD 11,148 from the WWF-US to WWF-Brazil, and an in-kind contribution of USD 1,021,341 (TE, pp. 52-53).

<sup>4</sup> This amount includes grants of USD 91,727,364 from the Gordon and Betty Moore Foundation, of USD 59,867 from Deutsche Investitionsund Entwicklungsgesellschaft (DEG), and of USD 668,863 from HSBC to WWF-SG via WWF-UK (TE, p. 53).

<sup>5</sup> This amount includes grants from Proforest (US 226,383), Stockholm Environment Institute (USD 225,000), the Global Canopy Program (USD 140,158) and WWF Brazil (USD 1,358,748).

<sup>6</sup> This amount, specified in both the Project Documents and the TE (p. 7), includes USD 8,098,060 for the main project and USD 650,000 for the sub-project implemented by UNDP in Paraguay (p. 52).

<sup>7</sup> The TE (p. 51) specifies that the amount of USD 7,681,257 was executed as of September 2021, and the remaining amount will be disbursed b the closure of the project.

## 2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	HS <sup>8</sup>	S		S
Sustainability of Outcomes		L		L
M&E Design		S		S
M&E Implementation		S		S
Quality of Implementation		HS		HS
Quality of Execution		HS		HS
Quality of the Terminal Evaluation Report				HS

## 3. Project Objectives and theory of change

### 3.1 Global Environmental Objectives of the project:

The aim of this child project is to strengthen the enabling environment and public and private sector commitment to, and demand for, reduced deforestation commodities in priority markets (TE, p. 6). It was one of the 5 child projects of the Good Growth Partnership (GGP), a GEF- financed Integrated Approach Pilot (IAP) program, “Taking Deforestation out of Commodity Supply Chains”, whose aim is to reduce the global impacts of agricultural commodities on greenhouse gas emissions and biodiversity.

### 3.2 Development Objectives of the project:

The Project Document and the TE do not specify development objectives as different from the global environmental objective.

### 3.3 Were there any **changes** in the Global Environmental Objectives, Development Objectives, or project activities during implementation? What are the reasons given for the change(s)?

UNDP China cancelled their Asia Learning & Exchange project (under Outcome 2.1) due to reassessment of priorities during the COVID-19 pandemic (TE, p. 100).

### 3.4 Briefly summarize project’s theory of change – describe the inputs and causal relationships through which the project will achieve its long-term impacts, key links, and key assumptions.

- **Problem:** (i) Beef, soy, and palm oil are among the leading drivers of tropical deforestation and habitat conversion. Business-as-usual patterns of food production, tracking, and financing of agricultural commodities in a growing demand market will continue to drive deforestation with lasting negative environmental impacts. (ii) There is a need for transparency in the supply chain so that consumers are aware of the production process from the very start of the supply chain through to end-use, and so that companies have the information they need to make better sourcing decisions.
- **Strategy:** (1) Mainstreaming demand for reduced deforestation commodities with major buyers and traders. (2) Strengthening the enabling environment for reduced deforestation commodities in demand

<sup>8</sup> The Final PIR 2022 (p. 2) rates the achievement of the development objective as Highly Satisfactory, and implementation progress as Satisfactory.

markets. (3) Promoting reduced deforestation commodities in major markets. (4) Advancing supply chain transparency, traceability, and decision support tools.

- Results: increase, enable and mobilize demand for reduced deforestation commodities among consumers, policy makers, companies, and investors in target regions with subsequent global uptake.
- Impact: (i) reduced deforestation and better agricultural practices; and (ii) reduced conversion of natural habitats, and conversion to lower carbon land use.

## 4. GEF IEO assessment of Outcomes and Sustainability

Please refer to the GEF Terminal Evaluation Review Guidelines for detail on the criteria for ratings.

The outcome ratings (relevance, effectiveness, efficiency, and overall outcome rating) are on a six-point scale: Highly Satisfactory to Highly Unsatisfactory. The sustainability rating is on a four-point scale: Likely to Unlikely.

Please justify the ratings in the space below each box.

4.1 Relevance and Coherence	S
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The TE rates relevance as Satisfactory, and this review concurs. The project was aligned with GEF, WWF, country priorities and needs of beneficiaries, and with the GGP Parent Program and other child projects; the design was appropriate and ensured alignment among the theory of change, governance structure, activities, and M&E system, although the adaptation to national contexts was not optimal.

The project was very relevant to the GEF strategic priorities towards the sustainable integration of biodiversity in production systems, and towards climate change. It was aligned to the GGP Parent Program, to WWF's mission; moreover, it was very coherent with the needs of the soy, beef, and palm sectors, and with the priorities and actions already being implemented within the countries of intervention (TE, p. 44), to which the project added value (TE, p. 8). In Paraguay, it was aligned to public and private actions under the UNFCCC and the national strategy for beef (TE, p. 44). In Brazil, the project complemented and coordinated with existing initiatives in the soy sector, while in Indonesia it was directly linked to government policies, and aligned to existing projects on national consumers (TE, p. 45).

The project design was appropriate (TE, p. 25), although very ambitious for the available resources (TE, p. 7); it was based on the lessons and expertise from other relevant projects and initiatives, such as the WWF grant from the Swedish International Development Cooperation Agency, the Market Transformation Initiative, Forest Law Enforcement, Governance and Trade (FLEGT) Action Plan, and UN-REDD (TE, pp. 25-26). The project's theory of change was complete and guided the project execution in the desired direction, although it failed to consider the different contexts in the project countries and promote results that are specific and concrete in each country (TE, p. 22). As a result, some opportunities on strategies were missed, which could have improved the project effectiveness.

<b>4.2 Effectiveness</b>	S
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The TE rates efficiency as Satisfactory, and this review concurs. The project outcomes were commensurate with ex-ante targets; almost all output targets were achieved, and some were exceeded, and the project made the expected level of contributions to global environmental benefits.

The project had significant results and the intended outcomes were achieved to a large extent, with most of the output targets being achieved and sometimes exceeded (TE, p. 31). Only one target was not reached (TE, p. 100), for Outcome 3.1 (*Increased consumer awareness to drive demand for reduced deforestation products in key demand markets*), where the “Percentage of consumers who associate palm oil with negative environmental impacts related to deforestation” was 49% (target: 60%). The TE (p. 31) explains that the reasons for the overpassing of some targets will be reflected in the final Project Implementation Report, and will be determined based on the Project Closeout Report.

Especially, the four indicators of achievement of the project objective were greatly exceeded (TE, p. 96):

- 1) The project engaged 88 companies in “project activities that are making new commitments to source reduced deforestation palm oil, soy, and/or beef” (target: 18);
- 2) A total of 10 countries had “improved policy frameworks in place to support reduced deforestation commodity markets” (target: 6);
- 3) After project intervention, 90.6% of consumers stated “they are willing to change their purchasing habits to sustainable palm oil” (target: 85%);
- 4) A total of 190 countries had an increase in supply chain transparency “using version three of the “Spatially Explicit Information on Production to Consumption Systems” method developed by the project, and made available to global supply chain actors through project activities” (target: 60).

<b>4.3 Efficiency</b>	HS
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The TE rates efficiency as Highly Satisfactory, and this review concurs. The project was cost-effective and implemented in a timely manner, with minor delays due to external circumstances (COVID-19).

The project was cost-effective and was managed efficiently, and demonstrated adaptive capacity in reallocating funds in time to ensure progress and funding until the end of the project (TE, p. 51). The project executed 96% of the GEF Grant as of September 2021, and was expected to disburse the remaining amount by project closure (TE, p. 51). In Paraguay, the project was co-implemented by UNDP. It had a separate budget of USD 650,000, 94% of which was executed as of December 2021, with the remaining amount planned to be disbursed by project closure (TE, p. 52). The project managed to optimize the available resources and to attract complementary funds, especially through co-financing, which allowed the project to achieve more results (TE, p. 8). An 8-month extension was granted to address the impacts of the COVID-19 pandemic and ensure the achievement of the expected results.

<b>4.4 Outcome</b>	S
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Summarize key outcomes related to environment, human well-being, and enabling conditions (Policy, Legal & Institutional Development; Individual & Institutional Capacity-Building; Knowledge Exchange & Learning;

Multistakeholder Interactions), as applicable. Include any unintended outcomes (not originally targeted by the project), whether positive or negative, affecting either ecological or social aspects.

Where applicable, note how both intended and unintended outcomes have positively and/or negatively affected marginalized populations (e.g., women, indigenous groups, youth, persons with disabilities), and where some stakeholder groups have benefited more/ less than others.

The TE rates outcomes as Satisfactory, and this review concurs. The project was relevant and aligned with GEF, WWF, country priorities, and its design was appropriate; almost all output targets were reached, and some were even exceeded, while the project was very cost-effective and managed to attract considerable additional funding, ensuring timely implementation considering the unforeseen impacts of COVID-19.

The key outcomes and impacts are summarized as follows:

**Environmental.** The TE does not report environmental benefits of the project, as these were outside the scope of intervention.

**Socioeconomic.** In relation to soy, large corporations have revised their sourcing, although it is challenging to measure this impact, because of the lack of awareness of how this tool has actually contributed to change their behavior to this respect. Also, soy traders developed and upgraded their soy commitment action plan (TE, p. 32). In relation to palm oil, the project launched the first responsibly sourced-labelled cooking oil in Indonesia for domestic consumption (TE, p. 33); moreover, there are a variety of products that allow investors to benchmark their commitments and activities and improve them (TE, p. 8). Moreover, the project advanced supply chain transparency, traceability, and decision support tools through the support of the online TRASE platform and website, and the development of a palm oil trader engagement strategy, among others (TE, p. 38). In relation to women, in Indonesia the project included women speakers at the events organized, and prepared some discussion papers to include gender considerations in responsible sourcing of soy and into all stages of the supply chain (TE, p. 49). Also, in Paraguay, the project helped to make women's work more visible in the beef supply chain, allowing gender integration to be included in the Regional Action Plan to strengthen women's independence and to motivate them to develop their own projects in the livestock industry (TE, p. 49).

**Enabling conditions.** The project mainstreamed the demand for reduced deforestation commodities with major buyers and traders, by raising awareness on sustainable sourcing, sustainable palm oil, mobilizing key actors in the soy industry and promoting market declarations, developing the Soy Toolkit, Beef Toolkit, and Palm Oil Toolkit, and engaging buyers of Brazilian and Paraguayan beef on sustainable consumption (TE, pp. 33-35). Also, the project strengthened the enabling environment for reduced deforestation commodities, by facilitating discussion on beef sustainability through the establishment of a platform as a space to develop guidelines to steer the beef industry towards sustainability (TE, p. 8); in addition, it contributed to preparing a government-endorsed draft on the national interpretation of "sustainable beef" for Paraguay (TE, p. 32). In Africa, the project ensured progress inside the Tropical Forest Alliance (TFA) Africa Palm Oil Initiative on principles and action plans in 10 West and Central African countries, and engaging Chinese stakeholders on sustainable sourcing of palm oil (TE, p. 36). Moreover, the project promoted reduced deforestation commodities in major markets through public events, campaign

materials, media partnerships, lesson sharing, awareness raising campaigns in Asia, among others (TE, p. 37). Finally, the project raised awareness on gender equality in relation to the impacts of unsustainable practices and climate change across all countries (TE, pp. 49-50).

**Unintended outcomes.** The TE reports no unintended outcomes.

4.5 Sustainability	L
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Note any progress made to sustain or expand environmental benefits beyond project closure, using stakeholder (rather than project) resources, e.g. through replication, mainstreaming or scaling-up of GEF-supported initiatives. Examples would be farmers adopting practices using own funds, follow-on replication projects, development of plans for scaling, inclusion in local or national legislation, and allocation of government budgets or private sector investments for institutional adoption.

The TE rates sustainability as Likely, and this review concurs. There are some risks to project sustainability, but their magnitude and probability of occurrence are low, and it is very likely that the project benefits will continue in the future.

The TE (p. 9) notes that there are agreements that are highly viable, and some have already taken place. Moreover, there is a high ownership of the executing partners despite the obstacles faced (TE, p. 9).

**Financial.** The project will likely be sustainable from a financial point of view, and the related risks are very low, depending only on the decrease in the level of engagement without external funds (TE, p. 9). To this respect, several partners secured external financial support, although some potential funds still need to be consolidated (TE, p. 45). Financial sustainability will depend on the continued financial support from the private sector, other privately funded initiatives, or governments. In Sierra Leone, the search for new funding was included from the beginning of the project, while in West Africa the regional platform developed will help country members to continue with their commitments. In Paraguay, the Chaco Beef Platform is already financially sustainable, having benefited from resources from the Green Climate Fund and through other projects under negotiation. In Brazil, the Moore Foundation will continue funding the Conservation and Markets Initiative, whose objectives are aligned to those of the project; in parallel, WWF-Brazil is studying alternatives to develop a financial mechanism, but funds availability is still unclear. In Indonesia, some of the project outputs will be used as inputs to other national projects of WWF-Indonesia, and financial sustainability should be ensured without difficulty. In Singapore, a very clear sustainability strategy has been developed to connect with other future projects with allocated funds; this includes the use of funds coming from the e-learning courses developed to develop other courses, platform maintenance and administration. Finally, the TRASE platform has already secured their funding to continue their activities, thanks to its success (TE, p. 46).

**Sociopolitical.** In Brazil, although the sociopolitical atmosphere entails a high potential risk to the results of the project and sustainability of benefits, successful corporate engagement and increased transparency of value chains will ensure resilience to these factors (TE, p. 38). In Indonesia, new legislation made the programs associated with palm oil industry mandatory, thereby reducing deforestation; however, some risk may come from other regulations such as the Omnibus law, which supports investors who do not

always consider the necessary environmental or social safeguards. In Paraguay, some risks may come from old laws, the absence of work at central government level, and the fact that current ownership of the project is more at individual and not institutional level, all of which could prevent the continuity of benefits. The channel of dialogue opened by the project may help anticipate these risks and take the necessary measures. In Singapore, no sociopolitical risks were identified, thanks to the good relationship and commitment of WWF-Singapore with local and regional financial industry regulators and associations (TE, p. 9, 47).

**Institutional frameworks and governance.** There are low institutional and governance risks, thanks to the excellent ownership of executing partners (TE, p. 9), which have institutionalized the products and results of the project into their own organization as a baseline for future action along the same strategic line in the regions of intervention (TE, p. 48). In West Africa, national governments, private sector, and civil society are actively engaged into the national platforms built in the context of the Africa Palm Oil Initiative, together with the support and engagement of the governments for project sustainability. However, in some countries, such as Paraguay, the low ownership may entail the dissolution of the beef platform; to this respect, action is already being taken to draft a statute of the platform's steering committee (TE, p. 48).

**Environmental.** Environmental risks such as extreme droughts, forest fires, and floods could undermine the sustainability of the project results, although they are very limited (TE, p. 9) and very unlikely to happen (TE, p. 47).

## 5. Processes and factors affecting attainment of project outcomes

Before describing the factors, you may choose to summarize reported outcomes and sustainability here: <https://www.research.net/r/APR2023>.

5.1 Co-financing. To what extent was the reported co-financing essential to the achievement of GEF objectives? If there was a difference in the level of expected co-financing and actual co-financing, what were the reasons for it? Did the extent of materialization of co-financing affect project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The co-financing amount mobilized at the end of the project was equal to USD 130,308,741, i.e., almost three times higher than the initial target included in the Project Document, thanks to the relevance of the work and the strength of the partners that ensured the mobilization of additional grants from Gordon and Betty Moore Foundation, Proforest, Stockholm Environment Institute, Global Canopy Project, and also thanks to further efforts from WWF-US that mobilized further grants from additional private foundations and ensure higher in-kind contribution (TE, p. 52). The TE does not discuss the impact of this higher co-financing on project outcomes.

5.2 Project extensions and/or delays. If there were delays in project implementation and completion, then what were the reasons for it? Did the delay affect the project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

An 8-months extension was granted due to the outbreak of the COVID-19 pandemic, which delayed the activities (TE, p. 11).

5.3 Stakeholder ownership. Assess the extent to which stakeholder ownership has affected project outcomes and sustainability. Describe the ways in which it affected outcomes and sustainability, highlighting the causal links.

The executing partners showed to have a great ownership of the project (TE, p. 47), which ensures the likely sustainability of the project (TE, p. 9). In Sierra Leone, the commitment of the government was strategic towards achieving the objectives of the project (TE, p. 50). However, in Brazil the government was very reticent to support it (TE, p. 50); also, ownership in Paraguay was more at the individual level, with a low engagement and commitment from the central institutions (TE, p. 47).

5.4 Other factors: In case the terminal evaluation discusses other key factors that affected project outcomes, discuss those factors and outline how they affected outcomes, whether positively or negatively. Include factors that may have led to unintended outcomes.

The COVID-19 pandemic impacted the progress of the Project, delaying activities (TE, p. 11) and affecting project coordination and communication efforts (TE, p. 28). More in detail, UNDP China cancelled their Asia Learning & Exchange project (under Outcome 2.1) due to reassessment of priorities during the COVID-19 pandemic (TE, p. 100). Partners developed a quick strategy and were able to adapt their activities and continue with the implementation of the Project (TE, p. 11), including via online workshops, calls and meetings (TE, p. 28).

## 6. Assessment of project's Monitoring and Evaluation system

Ratings are assessed on a six point scale: Highly Satisfactory to Highly Unsatisfactory.

Please justify ratings in the space below each box.

6.1 M&E Design at entry	S
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The TE rates M&E design as Satisfactory, and this review concurs. The M&E plan had a dedicated budget; it included baseline data and performance indicators, specifications for the frequency of data collection, a clear reporting schedule, and clear roles and responsibilities.

It was articulated in eleven subcomponents, and included quarterly financial reports, semi-annual project Progress reports (PPRs), the Annual WWF-GEF Project Implementation Report (PIR), the Annual WWF-GEF Monitoring Review, the Supervision Agency mission, the GEF Tracking Tool, and the Annual Senior Management Adaptive Management review (TE, p. 30). The indicators were adequate and clear, and included also the monitoring of outcomes, whose methodology was not always a great fit because it had to be general enough to capture progress across workstreams (TE, p. 30). The M&E plan considered also the risks associated with data collection methods, and had an adequate budget (TE, p. 31). However, the

TE (p. 32) notes that the M&E plan did not include an impact evaluation study, which is considered as necessary to measure the impact of an intervention. Also, the M&E plan did not include gender indicators, (TE, p. 9).

<b>6.2 M&amp;E Implementation</b>	<b>S</b>
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The TE rates M&E design as Satisfactory, and this review concurs. The implementation of the M&E plan proceeded as expected, and data were used to improve project implementation, although this was done more for alignment of project interventions and not strategically as input for decision-making.

The tracking of the progress of activities was a strong point in the project, and included challenges, lessons learned, and adaptive management (TE, p. 9). Progress, experiences, challenges, lessons learned, and adaptive management plans were shared across multiple platforms, including written reports. These were developed regularly, on time, and as anticipated (TE, p. 9); they had great detail and were helpful for some stakeholders, but not necessarily for higher-ranking audiences, and could have incorporated, in addition to the information on activities compliance, a critical analysis of the situations to have a more integral approach (TE, p. 42). The project focused on progress at outcome and impact level only in the last period (TE, p. 41), while it could have been helpful to establish interim targets on progress towards outcomes (TE, p. 42). Also, the TE (p. 42) notes that the use of information from the M&E was done for alignment of interventions and for status reporting, rather than strategically as an input for decision-making at the highest hierarchical level. Finally, the MTR did not include new aspects and could have been more strategically enhanced to further the impact of expected results (TE, p. 42).

## 7. Assessment of project implementation and execution

Quality of Implementation rating is based on the assessment of the performance of GEF Agency(s). Quality of Execution rating is based on performance of the executing agency(s). In both instances, the focus is upon factors that are largely within the control of the respective implementing and executing agency(s). A six-point rating scale is used (Highly Satisfactory to Highly Unsatisfactory), or Unable to Assess.

Please justify ratings in the space below each box.

<b>7.1 Quality of Project Implementation</b>	<b>HS</b>
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The TE rates overall quality of implementation as Highly Satisfactory, and this review concurs. The implementing agency implemented the project in an excellent way, with a high quality of support, involvement, and coordination, ensuring the timely implementation of the project.

The project was well-implemented (TE, p. 54). WWF-GEF ensured an excellent quality of support and interaction (TE, p. 10), showing a high level of involvement to understand and address the concerns of stakeholders (TE, p. 50). It was very supportive and continuously learned and improved their capacity (TE, p. 43). There was good coordination with the executing agency (TE, p. 54).

<b>7.2 Quality of Project Execution</b>	HS
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The TE rates overall quality of execution as Highly Satisfactory, and this review concurs. The performance of the executing agency was very strong, with a high commitment, coordination and communication, and collaboration with the implementing agency and the other secondary executing partners, ensuring prompt adaptive management.

The Project was executed by WWF-US (TE, p. 27) in partnership with the following primary subgrantees: Proforest's offices in Brazil and Africa, WWF-Brazil, WWF-Singapore, WWF-Indonesia, Stockholm Environment Institute and Global Canopy (Trase partnership), and UNDP Paraguay. Other subgrantees leading smaller pieces of work in the project included China Meat Association (via WWF China), Instituto Cerrados, and University Gadjah Mada. Additionally, local partners performed specific tasks in alignment with the project activities, such as Efeca, which established a partnership with Proforest to develop guidance for the members of the UK Roundtable on Sustainable Soy (TE, p. 43). The Project Management Unit was responsible for coordinating project execution, ensuring technical and operational M&E, and direct correspondence with WWF-GEF Project Agency as Implementing Agency (Project Document, p. 60).

The executing agency and partners proved to be optimal for the project. The WWF-US had an outstanding performance, and the management, coordination and communication have been effective (TE, p. 43). The work and collaboration of the executing partners has been highly satisfactory, and their vast experience and capacity have strongly contributed to the implementation of the Project (TE, p. 43). Communication and coordination were considered as effective by all partners interviewed (TE, p. 28).

The TE (p. 41) also notes a strong adaptive capacity during project implementation, taking advantage of situations to manage new and better ways of working, and reallocate available financial resources when needed. This was done thanks to a high commitment of the Project Management Unit, which also continuously supported and ensured the alignment of the project with the parent GGP Program, through timely compliance and input into program reports, as well as by contributing to the planning and implementation of other activities, such as high-level virtual events, which allowed the participation of important actors (TE, p. 44). The PMU proved to be capable and committed (TE, p. 28); it took a partnership approach, interested in understanding each institution's context and to collaborate with partners (TE, p. 28, 54), ensuring constant communication, support, and coordination through regular meetings and calls, allowing the sharing of experiences, concerns, and creation of joint solutions (TE, p. 50).

WWF-Indonesia faced challenges working with Edelman Indonesia on a strategic and creative level, since the assigned consultant team did not have the sufficient capacity to handle a complex issue such as sustainable palm oil, and also due to unclear expectations, and some lack of coordination coming from Edelman's headquarters and country offices (TE, p. 36).

## 8. Lessons and recommendations

8.1 Briefly describe the key lessons, good practices, or approaches mentioned in the terminal evaluation report, including how they could have application for other GEF projects. Lessons must be based on project experience.

The TE (p. 55) proposes the following lessons related to specific aspects of the project:

### Relevance

- Besides general engagement with supply chain sectors, one-on-one involvement of major companies from the design of the project could have increased ownership, commitment and leadership to assure sustainability of results, replication and upscaling.
- There is the need to perform a situational analysis of the countries' legal and regulatory framework with regard to a public policy related to Reduced Deforestation Commodities to better define the Project's strategy.
- Timely and adequate management of stakeholders with high influence and interest in the project, such as government institutions and industry regulators, promotes and facilitates the commitment of other key actors.

### Coherence

- Coordination among policy makers, investors, producers and consumers to find synergies, and efficient collaboration during implementation, would have made the project's implementation more effective, adding value toward results achievement.

### Effectiveness

- The ability of executing partners in Singapore to communicate with the same technical language used by financial industry stakeholders helped the team to better understand the needs, challenges and barriers these actors face, and consequently to strengthen the working relationship.
- Timely and adequate management of stakeholders with high influence and interest in the project, such as government institutions and industry regulators, promotes and facilitates the commitment of other key actors.
- The existence of different implementing agencies can lead to the loss of identity of the project and the loss of a global vision.
- Effective corporate engagement throughout platforms, like the Cerrado Working Group or the Soft Commodities Forum, allows partners and stakeholders to better collaborate and inform towards sustainable sourcing.
- Good understanding of the project objectives from the early start of the project, facilitates alignment and support as well as an inclusive approach throughout the project stages (planning, implementation, M&E, results dissemination, risk awareness).
- Establishing an internal management system to identify the Project team's good practices and replicating across the countries, always considering the local context to make it work/applicable.

## **Efficiency**

- A more rigorous consulting selection process, clearly establishing expectations and requirements, in addition to the verification of the necessary capacities to carry out the project activities, would have avoided or lessened the challenges that the WWF Indonesia team went through when working with the consultancy hired to work on the consumer awareness campaign.
- Establishing efficiency indicators by the PMU shall contribute to measure key processes and milestones, thus supporting the Project Management.

## **Adaptive Capacity**

- Adaptive management is key to providing the necessary flexibility so that the Project can deliver the expected results even in highly changing environments.
- New reporting processes and learning dynamics could be created to avoid zoom fatigue and increase effective outputs and outcomes from meetings.
- As a consequence of adapting to the sanitary crisis due to COVID-19, new opportunities have been created, and some different forms of work and communication have proven to be even more efficient than the traditional ones.
- It is necessary to demonstrate with documentation the progress towards definitions of sustainable commodities.
- The preparation of executive reports that provide an overview of the project situation could facilitate decision-making process at events and for audiences that fulfill strategic functions.
- The M&E is critical in identifying the information needs from different stakeholders. An adaptive and flexible skills have to be built in the role, to respond to the information needs as different circumstances may arise during the different stages of the project life.

Moreover, the TE (p. 58) highlights the following best practices from the project:

- The Project handled challenging situations effectively, including the COVID-19 pandemic, thanks to its adaptive capacity, making timely decisions to mitigate risks and for example improving the efficiency of communication processes.
- Due to the pandemic, activities were adapted virtually, and despite some initial challenges, Project partners had the opportunity to acquire new skills to effectively engage, and ways to interact virtually.
- The creation of a greater audience from the initially planned for the e-learning materials in Singapore is a good practice to learn from. The investment of companies on the access to this training for their staff will allow the sustainability of the results.
- The amendments agreed to reallocate the resources of the Asia Learning and Exchange Program to include the creation of the Cerrado beef protocol is another good example of adaptive management.
- The PMU partnership approach, which emphasizes regular communication and a genuine interest in learning about each setting, instilled confidence in teams, allowing them to discover spaces for debate, share experiences and concerns, and come up with shared solutions in a timely manner.

- A good practice to replicate is to design projects like the Demand Project, that allow to unify and complement efforts that are already being developed in the target regions. For example, in Africa, it helped Sierra Leone to integrate the Tropical Forest Alliance Africa Palm Oil Initiative, a country that without the support of the project would not have been able to participate; it also managed to collaborate with resources that allowed countries already members of this initiative to benefit from more spaces of dialogue.
- The project demands helped boost the chances of influencing to adopt more sustainable practices in Singapore, where WWF Singapore's initiatives were already focused on the participation of investors and financial institutions. In Indonesia, it was feasible to complement and share experiences on responsible consumption, in addition to aligning itself with national aims. The project created the essential synergy for the supply chain actors to find a space to debate the most significant issues and build a common vision in the Paraguayan Chaco, where sustainability was already being discussed within the cattle business.

## 8.2 Briefly describe the recommendations given in the terminal evaluation.

The TE (p. 12) proposes the following recommendations:

- **To WWF-USD and WWF-GEF** – During the preparatory phase of the Project design, it is recommended to carry out a more in-depth analysis of the local contexts of interventions, since possible collaboration agreements with stakeholders can be found, where governments and companies can represent a great support during the execution stages and grant sustainability to the results.
- **To executing partners, WWF-US, and Project Management Unit** – Although coordination and synergy with projects in the same area of intervention or even from the same agencies is highly recommended, measures need to be taken to avoid the loss of identity of the Project. The Demand and Production projects having their own approach in the planning and implementation, should have always been seen as two sides of a coin. At some point a common and integrated dissemination strategy could have shown the complementarity of their actions to present a more strategic approach from the management level.
- **To Project Management Unit, WWF-GEF and executing partners** – The M&E function usually contains the set of indicators that make it possible to monitor progress and achievements from inputs, activities, outputs and outcomes. As a good practice the M&E strategy should take into consideration the different Project stakeholders and tailor the M&E reports for a better understanding for the stakeholders.
- **To executing partners, Project Management Unit, and Project Steering Committee** – Commitments that will enable the Project sustainability for each intervention should be consolidated and documented as part of an exit strategy from the whole project. The evidence should tell the areas of investments related to the Project and confirm whether it is a direct result of what the Project achieved.
- **To WWF, executing partners, and Project Management Unit** - To better contribute to gender integrated, it is recommended that strategies and action plans related to this aspect are incorporated from the beginning of the projects, since this could increase the understanding and commitment from partners and help to increase the positive gender impacts in the intervention sites.
- **To WWF-GEF, WWF, and Project Management Unit** – In addition to considering the characteristics of the different industries that projects work with, when designing a Theory of Change, attention should

be given to its applicability at country level, since there may be complexities that cannot be perceived from a global perspective.

- **To Project Management Unit, and Project Steering Committee** – To help a more targeted knowledge sharing, future projects should develop a dissemination strategy where partners are connected with other experts in the same area to exchange and learn best practices from similar interventions.

## 9. Quality of the Terminal Evaluation Report

Before rating the quality of the terminal evaluation, click here to summarize your observations on the sub-criteria: <https://www.research.net/r/APR2023>.

A six-point rating scale is used for each sub-criteria and overall rating of the terminal evaluation report (Highly Satisfactory to Highly Unsatisfactory)

Criteria/indicators of terminal evaluation quality	GEF IEO COMMENTS	Rating
1. Timeliness: terminal evaluation report was carried out and submitted on time?	The TE was conducted within six months from project completion, and was submitted to the GEF Portal within 12 months from project completion	HS
2. General information: Provides general information on the project and evaluation as per the requirement?	The TE provides GEF project, ID, executing agencies, key project milestones, and GEF environmental objectives, and lists evaluators	HS
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	The TE identified the key stakeholders, and asked and incorporated their feedback on the draft report to prepare the final report	HS
4. Theory of change: provides solid account of the project's theory of change?	The TE presents the theory of change and discusses the links and mechanisms to achieve intended impact, including key assumptions and assessing whether they remained valid	HS
5. Methodology: Provides an informative and transparent account of the methodology?	The TE discusses information sources, project sites and activities, tools and methods used for evaluation, provides information on interviewees and identifies limitations of evaluation	HS
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The TE assesses relevance to GEF and country priorities, and of project design; it reports on performance of all outcome targets, discusses deeply the factors affecting outcomes, reports on timeliness of activities and assesses efficiency	HS
7. Sustainability: Presents realistic assessment of sustainability?	The TE identifies risks to sustainability, their likelihood and effects, and indicates overall sustainability of the project	HS

8. M&E: Presents sound assessment of the quality of the M&E system?	The M&E evaluates M&E design and implementation, including the use of information from the M&E system for project management	HS
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The TE reports on utilization of GEF resources; it provides data on materialized co-financing, type and sources, and discusses reasons for excess and contribution to project results	HS
10. Implementation: Presents a candid account of project implementation and Agency performance?	The TE evaluates implementing agency and executing agencies performance, discusses affecting factors and how challenges were addressed	HS
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	The TE reports on environmental and social safeguards, and on the conduct and use of gender analysis	HS
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The TE presents lessons based on project experience and discusses their applicability; it includes recommendations clearly specifying the action and action taker	HS
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Ratings are support with sufficient and credible evidence	HS
14. Report presentation: The report was well-written, logically organized, and consistent?	The TE is written in English; it is well written and easy to read; it is well-organized and consistent, and makes good use of charts and tables	HS
<b>Overall quality of the report</b>		HS

**10. Note any additional sources of information used in the preparation of the terminal evaluation report (excluding PIRs, TEs, and PADs).**

## ANNEX 1. GEF IEO THEORY OF CHANGE FRAMEWORK

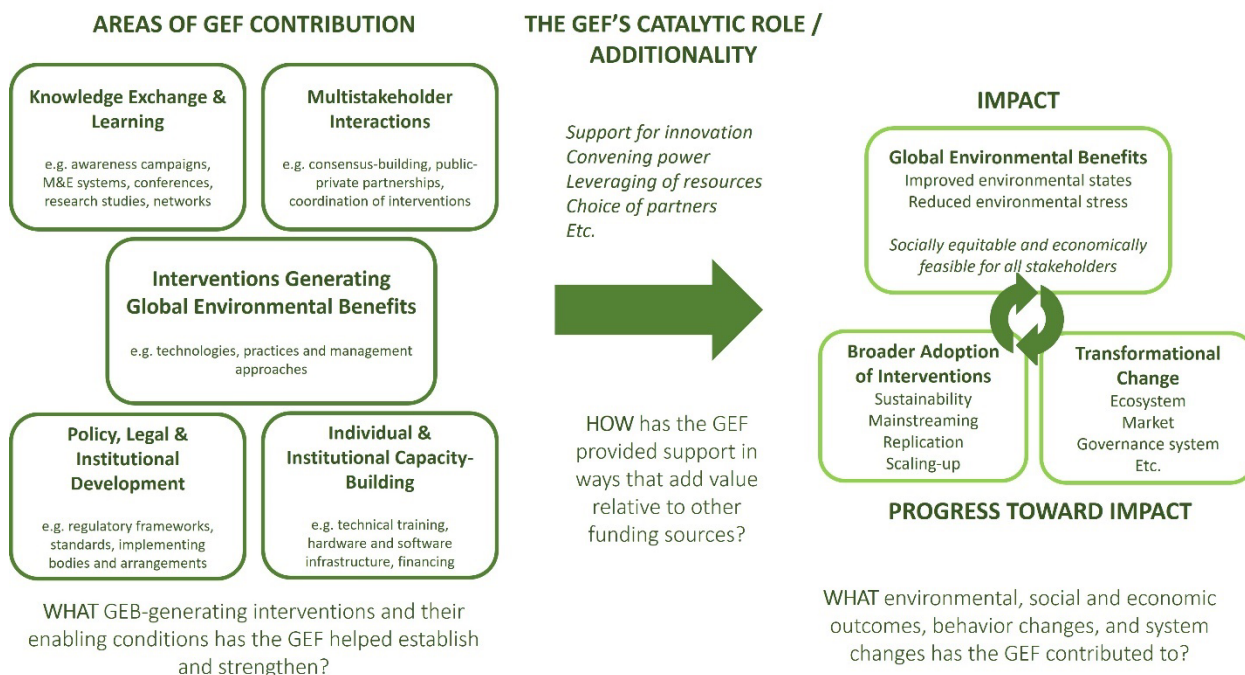


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

The general framework for the GEF's theory of change (figure 1) draws on the large amount of evaluative evidence on outcomes and impact gathered over the years by the GEF Independent Evaluation Office. The framework diagram has been updated to reflect the IEO's learning since OPSS5 (GEF IEO 2014, p. 47-50) about how the GEF achieves impact, as well as the evolution of the GEF's programming toward more integrated systems-focused and scaled-up initiatives.

The framework outlines the three main areas that the IEO assesses in its evaluations: a) the GEF's contributions in establishing and strengthening both the interventions that directly generate global environmental benefits, and the enabling conditions that allow these interventions to be implemented and adopted by stakeholders, b) the GEF's catalytic role or additionality in the way that the GEF provides support within the context of other funding sources and partners, and c) the environmental, social and economic outcomes that the GEF has contributed to, and the behavior and system changes that generate these outcomes during and beyond the period of GEF support.

The circular arrow between impact and progress toward impact, as before, indicates how bringing about positive environmental change is an iterative process that involves behavior change (in the form of a broader group of stakeholders adopting interventions) and/or systems change (which is a key characteristic of transformational change). These three areas of change can take place in any sequence or simultaneously in a positively reinforcing cycle, and are therefore assessed by the GEF IEO as indicators of impact.

Assessing the GEF's progress toward achieving impact allows the IEO to determine the extent to which GEF support contributes to a trajectory of large-scale, systemic change, especially in areas where changes in the environment can only be measured over longer time horizons. The updated diagram in particular expands the assessment of progress towards impact to include transformational change, which specifically takes place at the system level, and not necessarily over a long time period.

The updated diagram also more explicitly identifies the link between the GEF's mandate of generating global environmental benefits, and the GEF's safeguards to ensure that positive environmental outcomes also enhance or at the very least do not take away from the social and economic well-being of the people who depend on the environment. Thus the IEO assesses impact not only in terms of environmental outcomes, but also in terms of the synergies and trade-offs with the social and economic contexts in which these outcomes are achieved.

## ANNEX 2. DEFINITION OF TERMS

<b>Intervention</b>	Any programmatic approach, full-sized project, medium-sized project, or enabling activity financed from any GEF-managed trust fund, as well as regional and national outreach activities. In the context of post-completion evaluation, an intervention may consist of a single project, or multiple projects (i.e. phased or parallel) with explicitly linked objectives contributing to the same specific impacts within the same specific geographical area and sector. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Activity (of an intervention)</b>	An action undertaken over the duration of an intervention that contributes to the achievement of the intervention's objectives, i.e. an intervention is implemented through a set of activities. E.g. training, (support to) policy development, (implementation of) management approach.
<b>Outcome</b>	An intended or achieved short- or medium-term effect of a project or program's outputs. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Impact</b>	The positive and negative, primary and secondary long-term effects produced by a project or program, directly or indirectly, intended or unintended. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Environmental outcomes</b>	Changes in environmental indicators that could take the following forms: <ul style="list-style-type: none"> <li>• Stress reduction: reduction or prevention of threats to the environment, especially those caused by human behavior (local communities, societies, economies)</li> <li>• Environmental state: biological, physical changes in the state of the environment</li> </ul> <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Social and economic outcomes</b>	Changes in indicators affecting human well-being at the individual or higher scales, e.g. income or access to capital, food security, health, safety, education, cooperation/ conflict resolution, and equity in distribution/ access to benefits, especially among marginalized groups.
<b>Synergies</b>	Multiple benefits achieved in more than one focal area as a result of a <i>single intervention</i> , or benefits achieved from the interaction of outcomes from at least two separate interventions in addition to those achieved, had the interventions been done independently.

	<a href="http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016">http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016</a>
<b>Trade-offs</b>	A reduction in one benefit in the process of maximizing or increasing another benefit. <a href="http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016">http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016</a>
<b>Broader adoption</b>	The adoption of GEF-supported interventions by governments and other stakeholders beyond the original scope and funding of a GEF-supported intervention. This may take place through sustaining, replication, mainstreaming, and scaling-up of an intervention and/or its enabling conditions (see definitions below). <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Sustainability</b>	The continuation/ likely continuation of positive effects from the intervention after it has come to an end, and its potential for scale-up and/or replication; interventions need to be environmentally as well as institutionally, financially, politically, culturally and socially sustainable. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Replication</b>	When a GEF intervention is reproduced at a comparable administrative or ecological scale, often in different geographical areas or regions. <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Mainstreaming</b>	When information, lessons, or specific aspects of a GEF initiative are incorporated into a broader stakeholder initiative. This may occur not only through governments but also in development organizations and other sectors. <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Scaling-up</b>	Increasing the magnitude of global environment benefits (GEBs), and/or expanding the geographical and sectoral areas where they are generated to cover a defined ecological, economic, or governance unit. May occur through replication, mainstreaming, and linking. <a href="http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019">http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019</a>
<b>Transformational change</b>	Deep, systemic, and sustainable change with large-scale impact in an area of major environmental concern. Defined by four criteria: relevance, depth of change, scale of change, and sustainability. <a href="http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017">http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017</a>
<b>Additionality</b>	a) Changes in the attainment of direct project outcomes at project completion that can be attributed to GEF's interventions; these can be reflected in an acceleration of the adoption of reforms, the enhancement of outcomes, or the reduction of risks and greater viability of project interventions. b) Spill-over effects beyond project outcomes that may result from systemic reforms, capacity development, and socio-economic changes. c) Clearly articulated pathways to achieve broadening of the impact beyond project completion that can be associated with GEF interventions. <a href="https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf">https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf</a>