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# TERMINAL EVALUATION

## Final Report UNDP/GEF Project

### *Adaptive Management and Learning for the Commodities IAP*

UNDP Project ID (PIMS #): 5665	PIF Approval Date: 4/06/2015
GEF Project ID (PMIS #): 9179	CEO Endorsement Date: 10/01/ 2017
ATLAS Business Unit, Award # Project. ID: 00097946	Project Document (ProDoc) Signature Date (date project began): 03/03/2017
Country(ies): Global	Date project manager hired: 30/08/2017
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Trust Fund [indicate GEF TF, LDCF, SCCF, NPIF]: GEF TF	If revised, proposed operational closing date: 31/03/2022
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Executing Agency/ Implementing Partner: UNDP - Regional Hub for Latin America and the Caribbean	
Other execution partners: WWF, ISEAL Alliance	
TE Team members: Guido Fernández de Velasco, Robert W. Crowley, Mario Zenteno, Yarkpazuo Kolva, Dyah Puspitaloka, Roberto López	

Submitted by: Asesoramiento Ambiental Estratégico (AAE)  
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## Acronyms and Abbreviations

A&L	Adaptive Management & Learning
AAE	Asesoramiento Ambiental Estrategico
CI	Conservation International
CIAP	Commodities Integrated Approach Pilot
CoP	Community of Practice
ESG	Environmental, social and governance
GCC	Green Commodities Community
GCP	Green Commodities Programme
GEF	Global Environment Facility
GGP	Good Growth Partnership
IAP	Integrated Approach Pilot
IFC	International Finance Corporation
MATOPIBA	Maranhão, Tocantins, Piauí and Bahia (Brazil region)
M&E	Monitoring & Evaluation
MOV	Means of Verification
MTR	Midterm Review
NGO	Non-Governmental Organization
RSPO	Round Table for Sustainable Palm Oil
SDGs	Sustainable Development Goals
TE	Terminal Evaluation
UNDP	United Nations Development Programme
UNDP RH LAC	United Nations Development Programme Regional Hub for Latin America and the Caribbean
UNEP	United Nations Environment Programme
UNEP FI	United Nations Environment Programme – Finance Initiative
VSS	Voluntary Sustainability Standards
WWF	World Wildlife Fund

# 1. Executive Summary

## 1.1. Project Summary Table

Table 1. Project Summary Table

Project Details		Project Milestones	
Project Title	Adaptive Management and Learning for the Commodities IAP	PIF Approval Date:	4 <sup>th</sup> of June 2015
UNDP Project ID (PIMS #):	5665	CEO Endorsement Date (FSP) / Approval date (MSP):	10/01/2017
GEF Project ID:	9179	ProDoc Signature Date:	03/03/2017
UNDP Atlas Business Unit, Award ID, Project ID:	00097946	Date Project Manager hired:	30/08/2017
Country/Countries:	Global	Inception Workshop Date:	29 November 2017
Region:	NA	Mid-Term Review Completion Date:	31/12/2019
Focal Area:	NA	Terminal Evaluation Completion date:	
GEF Operational Programme or Strategic Priorities/Objectives:	IAP-Commodity Supply Chain, BD-4, CCM-2, SFM-1	Planned Operational Closure Date:	31/03/2022
Trust Fund:	GEF		
Implementing Partner (GEF Executing Entity):	UNDP -Regional Hub for Latin America and the Caribbean/WWF		
NGOs/CBOs involvement:	ISEAL ALLIANCE		
Private sector involvement:			
Geospatial coordinates of sites:	[Coordinates are available in the annual PIRs]		
Financial Information			
PDF/PPG	at approval (US\$M)		at PDF/PPG completion (US\$M)
GEF PPG Grant for Project Preparation	US\$150,000		US\$150,000
Co-financing for Project Preparation	0		0
Project Financing	At CEO endorsement (US\$)	At Terminal Evaluation (US\$) <sup>1</sup>	
[1] GEF financing: (\$2,749,124 UNDP; \$1,229,317 WWF)	3,978,441.00	3,644,553	
[2]UNDP (SECO) contribution:	1,146,887.00	671,570.00	
[3] Government:	2,300,000.00	3,768,159.00	
(GIZ) -additional (components 1 & 3)	-	578,005.00	
SECO - additional (component 2)	800,000	1,610,077.00	
DFID (component 2)	1,500,000.00	1,580,077.00	
[4] Other partners:	1,820,000.00	2,274,965.00	
Mondelez (Component 1 & 3)	-	28,594.00	
PAGE (Component 1&3)	-	77,888.00	
Ford Foundation (Component 2)	700,000.00	1,295,314.00	
ISEAL Alliance (Component 2)	120,000.00	167,864.00	
Rain Forest Alliance (Component 2)	1,000,000.00	705,305.00	
[5] Total co-financing [2 + 3+ 4]:	5,266,887.00	6,714,694.00	
PROJECT TOTAL COSTS [1 + 5]	9,245,328.00		

<sup>1</sup> Financial analysis includes data available as of December 2021.

## 1.2 Project Description

The *Adaptive Management and Learning for the Commodities IAP project*, is a child project under the UNDP-GEF 6 Integrated Approach Pilot (IAP) program *Taking Deforestation out of Commodity Supply Chains* known as the Good Growth Partnership (GGP). The program is advancing an integrated supply chain approach addressing a root cause of 70% of global deforestation attributed to agriculture commodities, specifically beef, oil palm, and soy.

The GEF-funded GGP combines the factors of production, demand, and investment as integrated tracks seeking points of integration in the supply chain to enhance incentives and demand for sustainably produced agricultural commodities. The program, launched in 2017, is led by The United Nations Development Programme (UNDP) and implemented in collaboration with Conservation International (CI), the International Finance Corporation (IFC), UN Environment (UNEP) and the World Wildlife Fund (WWF). The GGP also works in partnership with the governments of Brazil, Indonesia, Liberia and Paraguay, civil society and the private sector actors with interests in the palm oil, beef and soy commodities.

The GGP consists of the following 5 GEF-funded “child” projects working across production, financing and demand in Brazil, Indonesia, Liberia, and Paraguay:

- The **Adaptive Management & Learning (A&L) project**, the subject of this evaluation, is led by UNDP’s Regional Hub for Latin America and the Caribbean (RH LAC) acting as the coordinating umbrella project for the other child projects. Components 1 and 3 are implemented by UNDP while component 2 is implemented by WWF-US and executed by the ISEAL Alliance.
- The **Production project**, implemented by UNDP RH-LAC, improves the enabling environment for sustainable commodity production through dialogue platforms, policy reform, land use planning, and farmer training and support in palm oil in Indonesia and Liberia, and beef in Paraguay.
- The **Demand project**, led by WWF-US, raises awareness and strengthens demand for sustainable beef, palm oil and soy among consumers, policy makers, companies, and investors.
- The **Transactions project** is led by IFC and the UN Environment's Finance Initiative (UNEP-FI) to increase access to sustainable financing for businesses, farmers and producers who require additional capital to invest in environmentally sound practices.
- The **Brazil project**, implemented by UNDP Brazil and executed by CI, combines production, demand, and transaction streams into a single landscape focused project in the MATOPIBA region.

The objective of the A&L project is to *effectively leverage demand, transactions, and support to production to ensure successful implementation of the aims of the Good Growth Partnership*. The project is responsible for overarching Program-level coordination to ensure coherence and promote integration amongst the different child projects. The Project does so through the following three components:

1. Coordinated management of the Commodities IAP leading to logical technical sequencing of activities, program-level monitoring and evaluation and overall resilience. The project invests in program-level coordination processes, monitoring and evaluation, and feedback loops across the platform enabling adaptive management and program resilience.
2. An increased understanding of the impacts of Voluntary Sustainability Standards (VSS) and VSS-



like mechanisms on deforestation, biodiversity habitat, and social and environmental outcomes across different geographies and contexts, to promote adaptive management and increase the effectiveness of these through an information platform, “Evidensia;” synthesizing information for decision-makers; and engaging stakeholders in knowledge sharing events.

3. Knowledge management, partnership development and communications implemented to maximize learning, foster synergies and promote replication and upscaling of actions to address deforestation in commodity supply chains. This is accomplished through a Community-of-Practice (CoP), branded as the Green Commodities Community, established to exchange and replicate lessons learned from countries and across other IAP programmes; partnerships to support knowledge management and increase synergies; and a programme-level communications strategy to facilitate awareness of IAP impacts and the dissemination of knowledge.

The A&L Project is designed to increase cooperation between agencies, countries, sectors, and supply chains within the scope of the Good Growth Partnership. The project is responsible for the partnership’s initiatives that target responsible demand, enable transactions and sustainable production. Through its communications component, the A&L Project is instrumental in ensuring that the Good Growth Partnership is viewed as a cohesive whole and that it has a clear identity.

### 1.3 Evaluation Ratings Summary

The evaluation yielded excellent ratings. Table 2 illustrates that, based on a UNDP-GEF ranking system, most activities and targets reached ranked as “Highly Satisfactory” and the quality of activities whether for coordination, communication, learning and reporting, has been excellent in general. The results of the project are “Likely” to be sustained. A summary of the ranking system is included in [Annex 1](#).

#### Summary of Project Progress:

The performance of the A&L project has been excellent in spite of great challenges from the COVID-19 Pandemic. All activities and targets attained are ranked from “Satisfactory” to “Highly Satisfactory.” with a high quality associated with the activities, products and services associated with the project. As a “hub” or “connector” project, the A&L initiative supported the management of the four child projects and also management aspects of the Good Growth Partnership (GGP). The project design focused the first component on core management aspects such as sequenced coordination, integrated planning, portfolio-wide Monitoring and Evaluation (M&E) and feedback loops. The second component produced an evidence-based platform for understanding the effects of VSS and VSS-like standards on deforestation through a synthesis of information, which was successful and continues to grow, and finally knowledge management in the form of a Community of Practice known as the Green Commodities Community that is evolving from a platform for hosting a biannual conference into an interactive learning community for commodities producers, brokers, processors and all those economically active in the production of commodities. In cross-cutting areas, such as Gender mainstreaming, environmental and social safeguards, and in sustainability criteria, the project management team achieved positive rankings for all categories. of Relevance, Effectiveness, Efficiency, and Adaptive Management.

Like all projects, implementation of A&L was not without challenges. Notwithstanding, the Project Management Unit, based out of UNDPs Regional Hub for Latin America and the Caribbean found a way to navigate all challenges and did an exemplary job in proactive and adaptive management despite the

challenges associated with the Pandemic. The following document analyzes the A&L project through the lens of a stand alone project and through its role as a coordinator of the greater GGP. Overall, the project fulfilled it's role as a coordinator and connector by producing systems, knowledge tools and evidence repositories needed to guide the palm oil, beef and soy sectors towards a more sustainable future.

**Table 1: TE Ratings & Achievement Summary**

Measure	TE rating	Achievement description
<b>Progress towards results</b>	Outcome 1	All End-of-Project (EOP) targets related to activities for this Outcome have been reached at a satisfactory level.
	Program Coordinator, Monitoring, Evaluation and Adaptive Management1 –Satisfactory–	Good work on building coordination structures, engagement and building of trust in response to a difficult first semester resulting in improved collaboration. The M&E systems put into place improved data taking at all levels and increased the analytical capacity of national teams. The process of formulating inter-agency workplans enabled cross dissemination of ideas and coordination of scarce resources. Finally, the governance structure combined with the M&E capacity led to an effective structure for project governance and also an integrated response to commodity driven deforestation.
	Outcome 2	All midterm targets for the development of a global Evidence-based platform, or “Evidensia,” were achieved. The platform is firmly established and is populated with scholarly articles from which Information syntheses are being developed related to the effect on VSS like programs on deforestation, commodities production, amongst others.
	Global Impacts Platform –Satisfactory–	Outputs have been attained at a satisfactory level and all targets have been exceeded. Evidensia now offers over 1000 scholarly articles, videos, training Events, amongst others. A good job by WWF as implementing agency and the Iseal Alliance and partners in developing, launching and maintaining the system.
	Outcome 3	All final activities contributing to the outputs are on target to be achieved at a “Satisfactory” level.
	Knowledge Management –Satisfactory–	Two “Green Growth Conferences” have been successfully organized for learning and sharing for a multi-sector cadre of active partners engaged within this learning platform. An excellent COVID response by switching environments and moving to an all-virtual platform and in branding the GGP through the Green Commodities Community which is now financed for the next phase of development when platform managers will need to dedicate themselves to expanding the community..

<b>Project Implementation &amp; Adaptive Management</b>	–Highly Satisfactory–	<p>Good practices in planning, project implementation, coordination and adaptive management. The quality of the activities, especially the capacity for coordination is is “Highly Satisfactory” in a very complicated project management structure and in jurisdictions and situations that were difficult at times. The quality of activities whether for coordination, communication, learning and reporting has been highly successful. Major challenges were COVID-19, A restrictive project budget, and sometimes reluctant participation by the Child project participants. Very effective upstream and downstream communication within project governance structures and partners.</p>
<b>Sustainability</b>	–Likely–	<p>We rank the overall Sustainability to be “Likely”</p> <ul style="list-style-type: none"> <li>• Three contributing attributes are: the improved partnerships observed under a collective umbrella, the Community of Practice for learning so the community moves towards systemic change, and Evidensia.</li> <li>• Financial risk: Two structures in particular will require financial support for move them into the next phase of development: Evidensia (component 2) managed by Iseal Alliance and the Green Commodity Community managed by UNDP. The former is working on a sustainability plan to market or maintain the platform in the interim. In the latter, a sustainability plan is recently completed and funding secured through FOLUR for the next couple of years, long enough to expand the user base. Both have good partnerships to ensure success in the next phase.</li> <li>• Socio-Economic-Political (SEP): The SEP risks are mitigated through the child projects who have stakeholder plans in place and ongoing relationships. The balance of national and international actors will lower risks as different connections to financing will be made available. Multi-stakeholder action in child projects already has momentum. Knowledge products and education on multi-stakeholder management will contribute to sustainability if these are widely disseminated.</li> <li>• Environmental: The environmental factors associated with A&amp;L is an uncalculated and assumed to be modest carbon footprint related to travel and energy use. The GGP programme, through forest expansion within the child projects should result carbon negative. The program’s tools, such as the GCC, Evidensia, Trace, and toolkits plus experiences will assure a mid-term improvement to the ecosystems where commodity driven deforestation</li> </ul>

		is occurring. A SESA at inception and a scoping late in the project indicates a low or no environmental impact.
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## Concise summary of conclusions

Conclusions are presented in each section of the Terminal Evaluation Report with a summary table included in [Annex 14](#). The salient conclusions are summarized as follows:

- **Project Design:** The project context provided an adequate base for the project's development. The project architecture is solid. the suite of outputs supports the outcomes and the outcomes logically support the development objective. Tactically, the project was too short for an Integrated Approach Pilot and significantly underbudgeted. This affected the level of integration achieved as no budget was available for important integration activities. Integration was further curtailed by travel restrictions related to COVID-19. The Child projects were designed before the A&L project and were not wired for integration. The PMU did an admirable job of developing planning activities for improved integration planning across 4 countries and multiple thematic areas.
- **Logical Framework:** The project Theory of Change (TOC) is sound. The project architecture is also sound. Recommendations are made in better distinguishing between assumptions and risks in future project's. Specifically, new assumptions, such as environmental factors, *e.g.*, COVID, were identified and several assumptions, such as participation, are really pre-conditions to be considered int the projet design. The indicators are top-heavy with structural indicators with very few process indicators. Recommendations are made for future projects in better balancing Impact, Structure and Process indicators
- **Stakeholder participation** in all aspects including gender, and stakeholder groups at multiple levels was taken into account at project design. A multi-tier governance structure for the GGP nd a board for the A&L Project are functioning as prescribed.
- **Social and Environmental safeguards:** UNDP has taken care to file a full SESA at project formulation with several reviews. Gender participation is supported though 11 different products from the child projects and also through learning materials published by A&L an other child projects. A grievance contact is present on all country UNDP websites
- **Project Finance and Co-finance:** The total project value was \$10,379,247 U.S. with an execution of 92% of the GEF Trust Fund contribution (\$3,644,553 U.S. total execution: \$2,415,237 UNDP plus \$1,229, 317 WWF) and total co- financing of \$6,714,694 U.S. The delivery of project co-financing proceeded more or less as planned. Total co-financing contributed at stage of the Terminal evaluation for components 1 and 3 is USD1,356,049. Component 2, already finalized in March 2021, ended with a total co-financing of USD 5,358,637.
- **Relevance:** As a hub, the project connects Child projects that are connected to national priorities and strategies. A&L conforms to GEF IAP goals and objectives, the UNDP strategic

framework and SDGs. The Relevance rating is HS (6). The project is aligned with SDG 2,5, 8, 12, 13. Aichi BD Targets, UNFCCC paris 2015, UNFF Global objective on forests

- Efficiency: A rating of Satisfactory (=5) was achieved for budget execution, programme capacity, use of shared resources, gender involvement, and efficiencies in management.
- Effectiveness: See Table 1 above. the overall effectiveness rating is =5 (Satisfactory). the project has met its targets.
- Overall Project Outcome Rating is S (5).
- Sustainability: See Table 1.

Table 2. Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	5=S
M&E Plan Implementation	6=HS
Overall Quality of M&E	6=HS
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	6=HS
Quality of Implementing Partner Execution	6=HS
Overall quality of Implementation/Execution	6=HS
3. Assessment of Outcomes	Rating
Relevance	6=HS
Effectiveness	5=S
Efficiency	5=S
Overall Project Outcome Rating	5=S
4. Sustainability	Rating
Financial sustainability	L
Socio-political sustainability	L
Institutional framework and governance sustainability	ML
Environmental sustainability	L
Overall Likelihood of Sustainability	L

L= Likely; ML= Moderately Likely; MU=Moderately Unlikely; U=Unlikely (U/A=Unable to Assess)

(HS) Highly Satisfactory; (S) Satisfactory; (MS) Moderately Satisfactory; (MU) Moderately Unsatisfactory; (U) Unsatisfactory; (HU) Highly Unsatisfactory

## 1.5 Recommendations Summary

The following summarized the recommendations from the evaluation. They are intended to inform the design, monitoring and evaluation of future programs and projects. More detailed recommendations are included in the text.

Table 4. Recommendations Table

#	TE Recommendation	Entity Responsible
A	<b>Project Strategy and Design</b>	
A.1	For future Impact Programmes (IPs), follow the structure of FOLUR, with integrated country projects, rather than the one of GGP, where countries were addressed separately in each supply chain related child project.	GEF
A.2.	<p>For future IPs, the following structural adjustments are also recommended:</p> <ul style="list-style-type: none"> <li>• For projects with a coordinating function such as A&amp;L, allocate resources for a full-time PMU – as only 30% effort is insufficient.</li> <li>• Include one or two common components on M&amp;E and/or Knowledge Management in all child projects, including resources for child project staff (a dedicated staff person with M&amp;E or analytical expertise in each country would be ideal) to support monitoring, evaluation and learning at programme (IP) level in addition to the needs of the individual child project. That responsibility should be reflected also in the TORs for the position of MEL or Project Manager of the child project.</li> <li>• Overall, build the central coordination structure, M&amp;E and KM components first and integrate these into the design of the child projects. Have adequate budget at the Program-level or embedded in each child project to facilitate the integration of components in each country.</li> </ul>	GEF
A.3	<p>Future IP development should take into account the time and resources needed for trust-building, sensitizing populations to different ideas (including through increased participation throughout project implementation), and enough time for knowledge from child projects to be gleaned from demonstrations, and adequately capitalized (including through communications). For this reason, IPs such as GGP should last 6 years minimum.</p> <p>Levels of trust and participation should be monitored and tested. If the participation of key actors cannot be secured, then a shift in Management arrangements might be necessary, including through more engagement of the national focal points to share and lessen the risks for all.</p>	GEF
A.4	For a pilot program, a combination of, process, structure, status and impact indicators is important for Pilot initiatives to generate a diverse suite of quantitative and qualitative data to better inform lessons learned and orient future initiatives. This will enable different types of Means of Verification (MOVs) and improve triangulation. For example, learning on gender is based	GEF

	on the number of documents, not on the value placed on the material by the user, or the use of knowledge to change practices is measured by a survey of users with a binary response, rather than a qualitative indicator of the benefits generated from the practice. A blend of quantitative and qualitative indicators could have greatly informed future programs.	
A.5	Establish the common monitoring and evaluation system for Programme application prior to the design of individual child projects. Consider a common monitoring and evaluation platform to foster integration. In the event of separate implementing agencies, always present quarterly and PIR results in a synthesized document.	GEF
B	<b>Assumptions and Risks</b>	
B.1	Clearly distinguish between risks and assumptions. Many assumptions were actually pre-conditions. Future projects should place more importance on the analysis of assumptions. Assumptions should be phenomenon outside of management control i.e., independent and necessary for results to be obtained.	GEF
B.2	Adjust the risk rating upward from “Low” or Probability 2 to “significant” or Probability 3-4. The adjusted rating includes the addition of the pandemic to environmental risks, and increase in risk of natural disasters to child projects as experienced in Chaco, Paraguay (drought) and Indonesia (flooding) that limit participation in M&E, KM, etc. In addition to adding higher probabilities to existing risks.. See the Revised Risk Rating table in <a href="#">Annex 3</a>	UNDP
C	<b>Progress towards Objectives</b>	
C.1	A Partnership that is defined as two points of contact is too limited. Three or more is recommended to better reflect the integrated approach. Under the present criterion, you could have two commercial entities qualify as a partnership, leaving out the producer. The partnership criterion should be expanded to better represent the supply chain and integration of production, demand and transaction.	UNDP
D	<b>Outcome 2.2</b>	
D.1	Evidensia: Recommend producing stylized model synthesis to be sent to key government ministers and private sector companies to invite them to visit Evidensia and explore it’s content This could increase the base of qualified users to the platform. Consider a welcome video message explaining the parts and a video “report” on the different syntheses. Video content is more likely to be seen and acted upon. .	Iseal alliance, WWF
E	<b>Outcome 3.1</b>	
E.1	Seek a method to widely disseminate the knowledge management tools, products and webinars for the continued benefit of the interested sectors. This could be done through offering access to the GCC and its knowledge products	UNDP (GCC)

	on multiple platforms such as certification roundtables, business associations, even selected chambers of commerce, etc.	
E.2	Make all effort to expand the base of users to reduce the cost/beneficiary and the transaction costs.	UNDP (GCC)
E.3	Highly encourage GEF projects in the commodities spaces to budget attendance at the Good Growth Conference	GEF, UNDP
E.4	For future IPs, use communications strategically by developing a programme-level communications plan to embrace all child projects and the global audience. Bring Integration into communications.	GEF
F.	<b>Social and Environmental Safeguards</b>	
F.1	Consider a Policy working group with actual politicians from the participating nations to better engage national decision-makers in the policy space. Elicit more talks and interventions in the GCC for that audience.	UNDP (GCC)
G	<b>Sustainability</b>	
G.1	Calculate how many dollars in benefits have been generated for farmers from a \$1.00 U.S. invested in GGP training. Current training in the Production Project is yielding 2 to 3X returns immediately. Use this amount as a fundraising tool to support financial sustainability.	UNDP

## 2. Introduction

### 2.1 Purpose, Objective, and Scope of the Terminal Evaluation

The evaluation is an independent technical and financial Terminal Evaluation (TE) of the GEF Adaptive Management and Learning for the Commodities IAP (UNDP 5665-GEF ID 9179). In adherence with UNDP and GEF M&E policies and procedures, UNDP RH LAC, the GEF implementing agency, has contracted an independent consulting firm, *Asesoramiento Ambiental Estratégico* (AAE), to execute the TE.

UNDP and GEF M&E policies and procedures require that all full- and medium-sized UNDP- supported GEF-financed projects undergo a Terminal Evaluation (TE) at the end of the project. Adaptive Management and Learning for the Commodities IAP (PIMS #5665- Atlas award 00097946) is a full-sized project under the Good Growth Partnership (GGP), one of the GEF-funded integrated approach pilots (IAPs). The project began in March 2017 and its termination date was extended to 31 March 2022.

The objective of the evaluation is to determine whether the project achieved its intended objective of effectively leveraging demand, transactions, and support to production to ensure a successful implementation of the overall Commodities IAP program while leading on program-level activities, through the achievement of the project outcomes and outputs. The TE product is a Terminal Evaluation



Report that assesses the achievement of project results against expectations and draws lessons aimed to improve the sustainability of project benefits and aid in the overall enhancement of UNDP programming by informing future project design and implementation. The TE Report promotes accountability and transparency and assesses the extent of project accomplishments, including through adaptation to the outbreak of the COVID-19 pandemic.

The TE assessed project performance against indicators set out in the project's Results Framework. The TE will also assess results according to UNDP guidance for Terminal Evaluations of GEF-financed Projects<sup>2</sup>. Hence, the Findings section of the TE report will cover the following categories and criteria:

- **Relevance:** How has the project related to the main objectives of the GEF and to the national environment and development policies where the project is executed?
- **Effectiveness:** To what extent have the expected objective and outcomes been achieved?
- **Efficiency:** Was the project implemented efficiently in-line with international and national norms and standards?
- **Sustainability:** To what extent is there financial, institutional, socio-political and/or environmental risks to sustaining long-term project results?
- **Safeguards:** Did the project provide for active stakeholder engagement? Did the project foment gender equality and women's empowerment?
- **Impact:** Are there indications that the project has contributed to or enabled progress towards reduced environmental stress and/or improved ecological status?

The format for the presentation of findings is presented in Table 5, in Section 2.5: Structure of the TE Report. Criteria required to receive a rating are denoted by an asterisk. The UNDP-GEF Rating scales vary by category and are also defined by UNDP-GEF guidance. The rating scales are presented in [Annex 1](#).

## 2.2 Methodology

Given the nature and the object of study, it was proposed that there will be no field mission to the Child Project's locations. Instead, the TE consultant organized zoom interviews with key stakeholders, partners, beneficiaries – namely project staff from the child projects – and select partners. The calls were organized to glean opinions on the Project's achievements, impacts, sustainability, efficiency, and relevance. The TE was carried out in accordance with the evaluation [Terms of Reference \(Annex 2\)](#).

The methodology combines qualitative (including participatory techniques) and quantitative methods (data collection, processing, analysis, and presentation of information), allowing the evaluators to uncover findings and draw conclusions on project performance with regards to the mentioned categories and criteria. The evaluation process is illustrated in an [Evaluation Matrix \(Annex 8\)](#) that demonstrates the alignment between the key questions by category and according to the mentioned criteria. The techniques for collecting and analyzing information implemented for the TE are as follows:

**Desk Review:** Documents related to the Project were reviewed and analyzed from different perspectives such as, the quality and relevance of the information provided, identification of gaps, coherence, etc.. [Annex 7](#) contains a [List of Documents Reviewed](#) throughout the TE process. Following the review, an Inception Report (IR) was prepared and submitted to UNDP for approval on 2 August 2021.

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<sup>2</sup> United Nations Development Programme, 2020. UNDP-GEF. Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects.

**Key Informant Interviews (KIIs):** Key informants from each pertinent stakeholder group were interviewed, based-on the relevance and amount of information the interviewee could offer. The KIIs are both a primary data source and a mechanism to triangulate and compliment the information gleaned from the Desk Review. [Annex 9](#) Presents a [Semi-structured Interview Guide](#) developed to facilitate the interview process.

**Focus Groups Discussions (FGD):** Focus group discussions through the Production, Demand and Transaction Child projects in Paraguay, Indonesia, Liberia, and Brazil provided interesting insights on how sequencing, integration, monitoring and evaluation, etc. were perceived at country level and provided triangulation of A&L actors. The information collected, including documentary evidence, interviews, and observations was compiled, analyzed and organized according to the questions asked in the evaluation. Data triangulation was used for the assessment and interpretation of the findings. The results of the analyses were verified by comparing two or three sources and through different collection methods.

**Presentation of Preliminary Findings:** Preliminary findings were presented to the UNDP Project Management Unit (PMU) on October 28, 2021, triggering a feedback loop validating and correcting the preliminary findings through comments to the first Draft Terminal Report and ultimately into this Final Termination Evaluation Report. The responses to comments are tracked in the comments window and an “Audit Trail” for component 2 is included in [Annex 17](#)

## 2.3 Ethics

The evaluation was conducted in accordance with the norms, standards, ethical, and conduct guidelines as defined in the GEF guidance and UNDP Policy stating that evaluations must abide by professional and ethical guidelines and codes with respect to research on human subjects as described in UNDP’s human research ethics policy and be mindful of differences in culture, language, customs, religious beliefs, and practices of all stakeholders. The evaluation made judgements on their definition/design, implementation and achievements based on accountability and learning. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) ‘Ethical Guidelines for Evaluations.’<sup>3</sup>

## 2.4 Limitations to the Evaluation

The TE consultants faced the following limitations:

- The evaluation Team Leader fell ill to COVID-19 affecting the timing of the scheduled deliverables. The process continued at a slower pace than originally planned.
- Virtual interviews were conducted starting in August 2021. “Zoom” fatigue was an issue. A limited number of key actors never responded to the team’s request for interviews: Meanwhile other representatives of the same organizations did participate at the country-level and eventually filled-in the gaps in information. These required more time than expected to schedule, manage and process and reschedule than an in-person procedure. The process was eventually completed to the satisfaction of the evaluators.
- The evaluation was launched during vacation season causing availability problems for many participants. Slight delays resulted. The evaluation team is grateful to the many that participated during their annual leave.

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<sup>3</sup> Available at: <http://www.unevaluation.org/document/detail/100>

## 2.5 Structure of the TE report

The structure of the TE report follows UNDP-GEF guidelines and is presented in the following three categories: (a) Project Design/Formulation, (b) Project Implementation, and (c) Project Results with required criteria e.g. Relevance, Effectiveness, Efficiency, Sustainability, Gender equality, Long-Term Impact and a list of conclusion, recommendations and lessons learned. A [Summary Table](#) of Criteria by Component is included in [Annex 10](#)

## 3. Project Description

### 3.1 Project Start and Duration

The project received CEO endorsement in December 2016 with an End-of-Project (EOP) date of December 2020. Although the ProDoc was signed in March 2017, the official launch of the project and hiring of the Project Manager was not until September 2017. The inception workshop for the UNDP managed components of the A&L took place in November 2017, within three months of the Project's launch. The inception workshop for Component 2, implemented by WWF-US and executed by the ISEAL Alliance, was held in April 2017 alongside the inception workshop for the Demand project, also led by WWF-US. The Mid-term review was completed on December 31, 2019. The project board was granted a no-cost project extension from March 2021 until December 2021. In lieu of the late project start, the complexity of the programme and the dependencies on other child projects to achieve some of its Objective and Outcome Level Indicators. A second extension until the end of March 2022 was granted in response to further delays and uncertainties related to the COVID-19 pandemic.

### 3.2 Development Context

Soy, beef, and palm oil and derivatives are consumed by billions of people through global commodity trade. While important factors in many national economies, agricultural expansion and land conversion are identified as the primary driver of approximately 80 % of deforestation worldwide. The demand for these commodities is increasing due to a growing population, economic growth and changing diets. Therefore, the Global Environment Facility (GEF) states: *"sustainability within these commodities will only be reached by linking long-term national sustainable development plans with day-to-day value chain management."* Soy, beef and palm oil are particularly important for the GEF partnership due to their magnitude and rapid expansion within the tropical rain forests of Latin America, West Africa, and Southeast Asia exposing them to increased agricultural conversion causing ecosystem fragmentation, loss and degradation of habitats supporting critical ecosystem and species-level biodiversity, and the loss of carbon stocks. Production methods must, therefore, be reconciled with other societal objectives such as forest conservation, maintenance of ecosystem services, and climate regulation.

The expansion of commodity production and the associated deforestation is a result of complex national and international supply chains involving many actors from large and small-scale growers, traders,

manufacturers, retailers, and financiers, as well as governments at national and local levels with diverse interests and incentives before finally reaching consumers with diverse tastes and preferences. However, these same chains offer an opportunity to use the power of the market to move commodity production away from its current unsustainable pathway and remove deforestation from commodity supply chains. The GEF 2020 strategy emphasizes support for transformational change to achieve impacts on a broader scale. The strategy focuses on the drivers of environmental degradation and supports broad coalitions of committed stakeholders and innovative and scalable activities. Hence, the GEF funded three IAPs including: Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa; Sustainable Cities; and Taking Deforestation out of Commodity Supply Chains to test the delivery of integrated approaches that address discrete, time-bound global environment challenges.

### 3.3 Problems that the Project sought to address, threats and barriers targeted

The Problem addressed by the IAP is: *How to reduce the global environmental impacts of agricultural commodity production by meeting the growing demand for palm oil, soy and beef through supply that is associated with sharply reduced tropical deforestation, lower GHG emissions and reduced impacts on biodiversity?*

The problem address by the A&L project is, *“how to integrate the large stakeholder universe, their initiatives, divergent Theories of Change (TOC) in such a way as to add value and create synergies and reduce the negative effects that come from working in silos.”*

The persistent barriers cited at the program-level are:

- Insufficient piloting of integrated approaches to link work on the key elements of agricultural commodity production supply chains and to achieve technical synergies
- Lessons, best practices, strategies, and tools to remove deforestation from commodity supply chains are not effectively captured and/or are not effectively shared and disseminated between the many organizations with experience in the commodities space
- the multitude of stakeholders working in the commodity deforestation arena. A prevailing issue is that interventions at national, regional, or global levels are not always coordinated
- The lack of robust and policy-relevant evidence on VSS and VSS-like mechanisms undermines the ability to improve VSS and similar mechanisms including: (i) key gaps in the evidence base; (ii) existing evidence not sufficiently accessible to key user groups; and (iii) evidence has not been synthesized and communicated in decision-relevant terms to specific stakeholder groups

### 3.4 Immediate and Development Objectives of the Project

The "Taking Deforestation out of Commodity Supply Chains - Commodities Integrated Approach Pilot," rebranded as the “Good Growth Partnership “(GGP), is a commodities-focused programme that introduces sustainability measures throughout commodity supply chains and promotes an integrated approach consisting of 5 GEF-funded child projects working across production, financing and demand in emblematic commodities in Brazil (soy), Indonesia (palm oil), Liberia (palm oil), and Paraguay (beef). Each

are key production and demand geographies and in commodity regions where the majority of deforestation occurs. Investments are targeted to points of the supply chain identified as barriers, and links existing but siloed initiatives to replicate them through the Child Projects.

The A&L project stems from the realization that interventions at different points in the supply chains of multiple commodities from different projects must be well coordinated to produce a greater and transformational impact on reducing deforestation. In addition, there is a need for the GEF and the IAP partners for a common monitoring platform to provide evidence-based information to support program-level decision-making and the sharing of knowledge and lessons learned to support synergies and decision-making at the national levels. The A&L project provides an integrated management structure across projects, tools, and processes for collective decision-making, access to information and knowledge management that will lead to a stronger partnership between implementing agencies and integration across the child projects and across the commodities and targeted geographies.

The A&L project's objective is to *"effectively leverage demand, transactions, and support to production to ensure successful implementation of Commodities IAP program."*

### 3.5 Expected Results

To achieve that end, A&L supports the overall coordination between all child projects to ensure coherence and consistency, as well as communications and partnership building, and to foster substantial knowledge management at the global level to advance the supply chain approach for beef, soy, and oil palm. The project addresses the objective through the following three components:

1. Coordinated management of the Commodities Integrated Approach Pilot leading to logical technical sequencing of activities; program-level monitoring and evaluation and overall resilience. The project does this by: (i) logical technical sequencing of activities across individual child projects; (ii) program-level monitoring and evaluation; (iii) program-level feedback loops that enable tracking of progress on the deliverables and among agencies and implementing partners leading to adaptive management and supporting program resilience. This component is the essence of the management effectiveness of the program.
2. Increased understanding of the impacts of voluntary sustainability standards (VSS) and VSS- like mechanisms on deforestation, biodiversity habitat, and other social and environmental outcomes across different geographies and contexts, to promote adaptive management and to increase the effectiveness of these mechanisms. The project sought to achieve this through the following: (i) a global online database and knowledge platform on the deforestation reduction and related impacts of VSS and VSS-like mechanisms; (ii) syntheses documenting evidence disseminated to key decision-makers; (iii) engagement with stakeholders and decision-makers at knowledge-sharing events fostering learning and adaptive management towards increasing the effectiveness of VSS and VSS-like mechanisms.
3. Knowledge management, partnership development and communications implemented to maximize learning, foster synergies, and promote replication and upscaling of actions to address deforestation in commodity supply chains. This is achieved through: (i) knowledge generated by the Program is shared at the national and global levels and relevant learnings from other parties and other IAP Programs are shared, captured and leveraged; (ii) a broad global Community of Practice convenes to share best

practices and lessons learned across countries and to promote replication; (iii) strong partnerships are established to support knowledge management and increase synergies in order to maximize progress towards reducing deforestation from global commodity production: (iv) implementation of a program-level communication strategy raises awareness of the impacts of the IAP and facilitates dissemination of knowledge.

The Program's target contributions to global environmental benefits reported in the approved CEO Endorsement Request seeks to reduce the global impacts of agriculture commodities expansion on GHG emissions and biodiversity by meeting the growing demand of palm oil, soy and beef through supply that do not lead to deforestation, *"contributing to 23 million hectares under improved management to protect globally significant biodiversity and ecosystem services and 1,000,000 ha under sustainable land management and 117.5 million tons of CO2 eq. directly and indirectly mitigated."*

Specific indicators for the results are available in the Project's Results Framework. These are presented and discussed later in this report as a basis for the findings for each of the mentioned components.

### 3.6 Main Stakeholders: Summary List

The main stakeholders of the A&L project are the GGP partners and their stakeholders: UNDP, WWF-US, IFC, UNEP-FI and CI. The Adaptive Management & Learning Child Project Partners/ Program level partners, including their role in the IAP, such as the following, for example::

- Platforms/Forum: Tropical Forest Alliance (TFA), Consumer Goods Forum (CGF), Climate & Land Use Alliance (CLUA), Sustainable Trade Initiative (IDH), and ISEAL Alliance.
- NGOs: Global Canopy Program, Climate Advisors
- Private Sector: Musim Mas, MANCO, Frigorifico Guarani, producers associations, certification organizations, etc.
- Donor Organizations/Financiers: DFID, USAID, KLD (Norwegian International Climate & Forest Initiative)

Stakeholder relationships are managed by the Global Project Manager or Global Advisors who are involved under the A&L project and have the relationship with the partners.

### 3.7 Theory of Change

The A&L ProDoc presents two Theories of Change (TOC) since the Adaptive Management and Learning is one project within an IAP. A TOC is presented for both levels.

The Theory of Change for the Program builds on the premise that the increased adoption of agricultural commodity production practices that are less destructive of forests is contingent on several factors. Firstly, enabling conditions including policies and land use/spatial plans must be in place to make the right lands available for production and to make high biodiversity value and high carbon stock forests less accessible. Secondly, producers need enhanced capacity to adopt good agricultural practices and improve

yields. Thirdly, increased financial flows and economic incentives are necessary to support these good production practices in the right locations and less incentives must be provided in inappropriate locations. Fourthly, market awareness and demand for reduced deforestation supply are critical to promote more sustainable production. If these factors are addressed, agricultural production can be increased, and growth achieved with sharp reductions in deforestation compared to business-as-usual scenarios.

The TOC for the A&L project is presented piecemeal in the Project Document. Within the Project Document (page 11) paragraph 18 does the best job at articulating the A&L situation:

*...“If interventions at different chains in the supply chain are well coordinated, there will be greater and transformational impact on reducing deforestation than if different interventions are carried out without a coordinated and synergistic approach...[this] will therefore ensure that the overall IAP Program is coordinated among the different agencies and countries and that there is clear Program cohesion and branding. It will support the technical sequencing of key technical deliverables and will be instrumental in aggregating the project-level monitoring results to a Program level, enabling Program impact to be assessed. The IAP has considered external factors and unpredictable changes that could occur and that could affect the results chain and the Theory of Change and has built resilience into its design.”*

The presentation of findings below focuses on the TOC for the A&L project as a management unit and corresponding functions and results in support of the IAP objective.

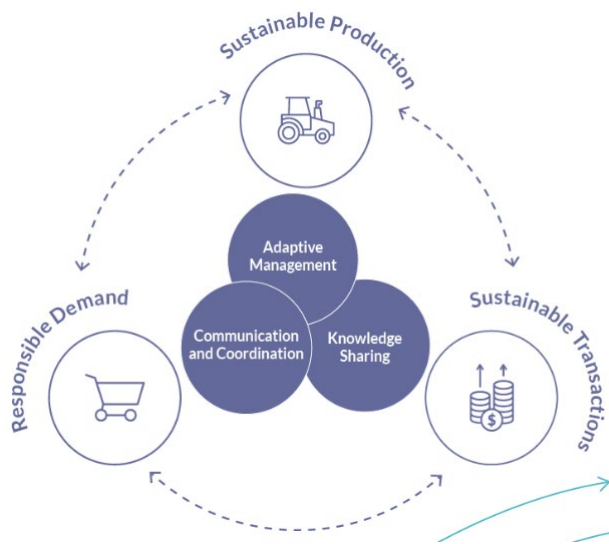
## **4. Findings**

### **4.1 Project Design/Formulation: Project Justification**

#### **4.1.1 Project Context and Justification**

Information from a review of the project’s GEF approved documents, the Mid Term Review, Project Implementation Reports (PIRs) and Quarterly reports (QRs) was triangulated through KIIs with Project staff from the A&L and from other child projects provided findings on the relevance and effectiveness of the project design phase. Those findings are also cross referenced in the relevance and effectiveness areas of this report.





The A&L supports the overall coordination, coherence and consistency, programme-level communications, monitoring and evaluation, partnership building and knowledge management for the four other GEF GGP Child Projects, in addition to the management functions of compiling reports, tracking progress and informing a constructed secretariat and a Program Steering Committee (PSC).

*Reflection: Would each child project have been better off without an A&L intervention or is it true that without A&L the programme could have had the same results?*

The A&L project is justified in the documentation by the need for an effective coordination mechanism to create synergies, avoid duplication, and provide for effective coordination and management decision-making support at the programme level. To test the assertion, evaluators consulted project evaluation documents from other Programme-level initiatives with multiple projects and stakeholders, such as the Central Asian Countries Initiative for Land Management, the Amazon Sustainable Landscapes Programme, and third-party websites and triangulated the desk review with opinions from KIIs with the following findings:

- (1) The project is justified through empirical data and citing of credible sources.
- (2) Key Informants could not imagine adding the extra management energy in coordinating and producing specialized information for the PSC given their human resources.
- (3) It is more expeditious in terms of time to have a dedicated unit working in the center to facilitate upstream and downstream communications and opportunities.
- (4) The barriers presented were at the programmatic level. No management barriers were listed in the Project Context. However, some barriers to effective management were listed in the risk assessment. These were not risks with a probability of occurrence. They were part of the status quo and should have been addressed during the design phase.



These barriers, listed below, affected project implementation as discussed in later sections:

- 
- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Multidimensional problem with simultaneous response</li> <li>• Diversity of actors with different languages, nomenclature, and understanding</li> <li>• Competing approaches</li> <li>• Competing institutions</li> </ul> | <ul style="list-style-type: none"> <li>• Diverse Operational Cultures in-country</li> <li>• Incomplete buyin.</li> <li>• Low levels of confidence between governments, NGOs,</li> <li>• Complex institutional environment : GCP, GGP, A&amp;L etc.,</li> <li>• Competing Theories on how to move forward</li> </ul> |
|--|---|

#### Conclusions:

- (1) The need for a Child Project dedicated Project Management Unit (PMU) for adaptive management and Lessons learned is validated.
- (2) The integrated approach is the right approach in solving complex world-wide problems that are beyond the capacity of any single agency or NGO and requires systematic coordination.
- (3) The barriers did affect project implementation and were effectively recognized and managed by the PMU (see also efficiency).

#### Lesson Learned:

- (1) It is more expeditious in terms of time to have a dedicated unit working in the center to facilitate upstream and downstream communications. The Program and Project justification is validated.

#### 4.1.2. Results Framework: Project Strategy, Design, Logic, and Indicators

The Project Strategy and Design vis-à-vis the results framework was analyzed by comparing the results of the project as reported in the Project Implementation Reports (PIRs) and triangulated through KIIs to understand if the components presented were sufficient to achieve the project objective. That issue is further discussed in the Progress Towards Results section of this report. Here we discuss if the design process enabled stakeholder priorities and the soundness and integrity of the Results Framework given the context of the project. Evaluators assessed the quality and reliability of the stated indicators. In addition, synthesis documents and Power-point presentations by the PMU to the Project Steering Committee were made available and useful in identifying gaps in the project design. Additionally, the MTR Report and Response Matrix was consulted with results triangulated by KIIs.

To foment the expected benefits, UNDP RH-LAC recruited a dedicated Project Management Unit with 30% dedication to A&L processes and 70% to the Production Child Project. In addition, a full secretariat and

PSC comprised of representatives from each Child Project were constituted and functioning. This structure provided an avenue for upstream and downstream communications, M&E, and knowledge management.

The evaluators chose to not litigate the GGP's design aspects with the understanding that a program-level evaluation would be necessary to fully test the design from the perspective of each child project and the relationships between the Program and Child Project objectives. The A&L project is essentially a management project that provides the overall management and coordination of the actors and projects in the GGP. Within that framework, the following findings are noted:

(4) The creation of the secretariat was confirmed by all those interviewed as important and an effective space for integration between and sharing of strategies and communication to partner organizations, as well as upstream communication to a Steering Committee, also providing downstream guidance to the Secretariat.

(5) A dedicated PMU was confirmed by all interviewed as necessary to the operation of the GGP. The PMU staff split their time between A&L (30%) and Production (70%).

(6) Integration at the national level was marginally successful due to design flaws which were adequately litigated at the Mid-term Review (MTR). The child projects were designed using a linear rather than a systems approach. These were not wired for connectivity.

(7) The design of each child project did not include outcomes for funding for program-level coordination, M&E, communication and knowledge management connected to a central vision of how those processes should have played-out across the child projects.

(8) Often the Child projects staff perceived the extra time needed for M&E and knowledge products as a burden or outside of their scope of work. This is a probable consequence of the previous finding..

(9) The response mechanism to the MTR did an admirable job in trying to respond and improve participation and integration. The increase in the number of calls related to GGP coordination for country teams was not well received and securing their participation in GGP Secretariat meetings was challenging. When these were modified to quarterly Secretariat country specific calls for country teams, the utility increased greatly and was described by those interviewed as very positive and beneficial, as also playing a role of supporting GGP integration at the country level.

(10) All interviewed agreed that the suite of components and outcomes for the A&L project were correct for this project. At times child project or IA representatives needed to be reminded of what the outputs actually were, but when reminded, the response supported the integral design of the project.

(11) All those interviewed agreed that the project timeline was too short and underbudgeted. Areas for increased time are tangible actions for trust-building, increased resources for field presence and promotion, communications and M&E, and knowledge management.

(12) Stakeholders were widely consulted during the project design phase. Persons interviewed during reported that those consulted tended to be technical persons. The same with visiting consultants. The political sector was not consulted equally. This may have skewed the project design towards technical outputs rather than political outputs.

(13) At MTR, the balance of indicators was called into question. Of the suite of indicators, all were structure indicators with the exception of two process indicators: Objective indicator 2 (Level of engagement) and Outcome 3.2. (Percentage of participants). In the response, there was no adjustment of the indicators during implementation to include more process or balanced with Outcome and Impact indicators.

#### Conclusions:

(4) The project design creates adequate governance structures to foment integration amongst the partners at the international level.

(5) The management structure defined at the formulation stage is adequate in terms of role, but inadequate in scope and financing

(6) The design of the child projects did not facilitate the success of the A&L project. As a “connector” project, there was great desire but managers in each of the child projects had no common objectives for investing time and resources in program-level M&E, transfer of information, or knowledge management. This was a consistent criticism by all interviewed and recognized by the PMU.

(7) The PMU did a good job promoting systems thinking but the structure was already hardened into place

(8) The project was underfunded restricting the development of Monitoring and knowledge management outputs across the GGP.

(9) The response mechanism to the MTR did an admirable job in trying to respond and improve integration with new procedures and learning tools. More interest was generated as the Secretariat coordination calls shifted to quarterly Country specific calls for country calls, while monthly coordination meetings were maintained at the global level.

(10) A review of the components, outcomes and outputs demonstrates acceptable internal logic and sufficient activities to achieve the outcomes.

(11) The project timeline was too short and the project underbudgeted

(12) Policy aspects did not have the same footprint as technical aspects. There may be a technical bias built into the project design towards technical outputs rather than political outputs. The multi-stakeholder platforms mitigate this problem through a participative process.

(13) The indicators are generally SMART. As a pilot program, the project missed an important opportunity to generate an understanding of the performance of the outcomes by expanding the types of indicators. There is little qualitative information provided by the indicators on the value placed on collaboration, utility of evidence products, or utility of GCC events or knowledge management products. A diversity of indicators is a good idea for pilot initiatives.

The results, although not ideal for integration do reflect the diverse nature of thinking on commodities at the national level. The participating organizations have different and sometimes competing TOCs about how to deal with commodities were not systematically vetted in the Green Commodities Community or other *Fora*. For example, some do not operationally embrace the multi-stakeholder approach in favor of technical or market approach whilst others rely on a zero deforestation approach vs. other types of planning. If these are vetted, then more concrete recommendations to save time and resources could be crafted and disseminated.

## Recommendations

(3) • For projects with a coordinating function such as A&L, allocate resources for a full-time PMU – as only 30% effort is insufficient. A staff person in each country with M&E or analytical experience and responsibilities detailed to IAs or Child Project staff would be optimal.

(4) The differences between approaches amongst partner organizations are opportunities to test different strategies. A program-level evaluation might want to examine the effectiveness of different strategies through a variety of indicators. For a pilot program, a variety of process, structure, status and impact indicators is important for Pilot initiatives to generate lessons learned and orient future follow-on initiatives. At MTR, it was suggested to add more qualitative targets to better link indicators. This apparently has not happened and puts into question the validity of the indicators. For example, learning on gender is based on the number of documents, not on the value placed on the material by the user, or the use of knowledge to change practices is measured by a survey of users with a binary response, rather than a qualitative indicator of the benefits generated from the practice. A blend of quantitative and qualitative indicators could have greatly informed future programs.

(5) Take into consideration in future formulations the time and resources needed for trust-building, participation, and communications and knowledge management. A 6-year timeframe for future IPs is recommended. Future IP development should take into account the time and resources needed for trust-building, sensitizing populations to different ideas (including through increased participation throughout project implementation), and enough time for knowledge from child projects to be gleaned from demonstrations, and adequately capitalized (including through communications). For this reason, IPs such as GGP should last 6 years minimum.

Levels of trust and participation should be monitored and tested. If the participation of key actors cannot be secured, then a shift in Management arrangements might be necessary, including through more engagement of the national focal points to spread the risk around

(6) For future programs, build the Central coordination in the form of one or two, M&E and KM components into the design of all child projects. Have a dedicated Program-level coordinator for each child project and an adequate budget at the Program-level to facilitate the management components in each country, which should be reflected in the TORs.

## Lessons Learned

The structure of the project is every bit as important as the process. To have country ownership and have the initiative be part of a global process, investment is needed at the national level to develop the talent and systems required for integration of production, demand, and transactions. The national-level of coordination amongst those factors is critical to the long-term success of changes in the commodity space. Coordination and cohesion must happen at the national level as well as at the global level. .

Differences in approaches among NGOs may actually reflect the best opportunity for development in a given country or sub-region or under changing priorities. The approach of a partner organization is a reflection of their organic values and strategies. An IAP is an opportunity to test the different strategies and arrive at conclusions. For that reason, multiple types of indicators have been recommended.

Trust-building, participation, and communications and knowledge management are integral areas needed for success at the project and program levels. Those areas must be adequately formulated and budgeted both financially and in terms of time.

Stakeholder engagement requires multistakeholder collaborations –consensus building and a framework to align and coordinate action.

Transitional programs require a minimum of 6 years to develop trust, confidence, run demonstrations (especially in agro) and glean the knowledge and lessons for adaptation.

#### 4.1.3. Assumptions and Risks

##### Assumptions:

The MTR analyzed the assumptions at the programme-level that must prove true to enable the results. The TE did not re-litigate these assumptions within the scope of the A&L Project. The evaluation team is currently implementing the TE for the Production project where the programmatic assumptions such as the effect of price or good agricultural practices has on deforestation is under review. The following assumptions were identified::

1. Willingness to participate: “Willingness is a pre-condition. It is not an assumption because it is not independent of the PMU and is responsive to management. This is an aspect that should have been vetted under the PPG or project design process. Unfortunately for the A&L PMU, the willingness to participate proved inconsistent across the staff of the child projects due to time constraints, lack of ownership, low-levels of buy-in, pertinence of content, no penalty for non-compliance or in many cases, a lack of resources to support participation was cited in KIIs. The result was absenteeism from scheduled calls or other scheduled events, late or incomplete response to monitoring activities, etc. The occurrence of these factors was not enough to derail the project’s outputs, but it did result in additional management energy on the part of the PMU with a small staff on a 30%-time basis. In KIIs, time constraints were the most frequent constraint. For many, knowing the recording of a call or an event would be available to be reviewed at a later time facilitated non-participation. Events, such as coordination meetings with country teams were shifted to a quarterly schedule and to a country-focus appealing to country staff and stimulated higher levels of interest.

2. Environmental or Climatic Events: This is a classic assumption outside of the control of any manager. In agriculture, acceptable rainfall is generally the accepted assumption underlying success or failure. In the case of A&L, country staff experienced excessive drought in Paraguay and excessive flooding in Indonesia that affected the delivery of products and the availability of many members and beneficiaries of the child projects. The onset of COVID-19 was another significant environmental event that limited participation and led to the drastic alteration of the second Good Growth Conference, a capstone event in the A&L project from an in-person format to a virtual scenario. Fortunately, many of the management functions and many of the project's outputs were responsive to digital processes.

3. Unforeseen staff turnover: A management project nested in 4 child projects in different countries has a high likelihood of staff turnover. Delays were experienced in all countries and in the PMU as key positions were filled. In many cases, turnover caused an improvement in project execution as qualified staff members were added. A good example is Monitoring and Evaluation where additions in M&E improved the M&E system and led to better follow-up and training at the country-level, in addition to the addition of knowledge products. Since it is impossible to predict what people will do, it is classified as an assumption. Evaluators notes that there was not excessive staff turnover, which indicates there were no management issues underpinning the process.

4. Users switch to new or competing platforms: The A&L project has produced the Evidensia platform (component 2) and further developed the Good Commodities Community (Community of Practice). The platforms are exposed to the same time and utility issues as described in the willingness to participate assumption. KIIs with users indicated that much of the same types of information could be found instantly on search engines. The Evidensia platform is unique and is yielding results that are especially attractive to the Academic community but are yet to devise synthesized information tailored and marketed to governments or the private sector, two key audiences. The Good Growth Community is open to only a limited number of users at the time of the TE and was relatively unknown to NGOs and Private sector actors interviewed at the national level. Both are operating in a universe full of competing platforms. Smart marketing and targeted content development are probably the key to avoiding loss of interest to other platforms, activities that both had on their radar screen at the time of the TE.

Finding (12): Four assumptions were noted (i) Willing participation of the Child Project staff; (ii) Barring significant environmental or climatic events; (iii) Barring unforeseen staff turnover of key personnel; (iv) Barring any new or competing information platform more attractive to users. The first is no longer an assumption as it has materialized. The second has also materialized and the fourth has a high likelihood.

Conclusion (14): There are assumptions that were actually pre-conditions for the project, such as (i). The PPG phase should have vetted that possibility with UNDP and partner country offices.

Recommendation (11): Future projects should place more importance on the analysis of assumptions. Assumptions should be out of management control and be independent and necessary for results to be obtained.

Lesson Learned: The PPG process must test for values such as participation and trust, perhaps by vetting future key participants, signing MOUs that detail participation and conditions, and involvement of the national governments in the arrangements, e.g. national project directors.

Risks:

Changes in risks from the initial risk assessment elaborated during the PPG phase. The Revised Risk Rating Table based on information presented in the PIR is provided in Annex 3. Risks are tracked and reported in the PIR. The PMU also maintains a risk log related to the implementation of individual activities, which appears to be more of an adaptive management tool rather than risk assessment. The following summarizes the findings:

(15) Five of eight risks were underestimated for probability and impact. All risks were adjusted upwards. These are: (i) slow-downs due to bureaucracy; (ii) Overlap between the IAP KM platform and existing platforms; (iii) low success in penetrating many actors in the deforestation space; (iv) Environmental risks, e.g., (v) Climate and pandemic related. One risk has no change: (vi) Funding dries up for platform. There are two new risks: (vii) GGP Partners could disengage from GGP programme-level, coordination; and (viii) not achieving Outcome 1 partnerships. Number (viii) requires more definition as to the source of the risk or the reason for concern

Conclusion: (15) The overall risk rating was underestimated from the start of the project. The PMU does a good job of tracking and logging risks as part of adaptive management framework. Some barriers are listed as risks and require management or project design solutions, such as “participation” No additional risks were detected.

Recommendation: (12) Adjust the risk rating upward from “Low” or Probability 2 to “significant” or Probability 3-4. The adjusted rating includes the addition of pandemic to environmental risks and increase in risk of natural disasters as experienced in Chaco, Paraguay (drought) and Indonesia (flooding) that can limit participation in monitoring or in the GCC. In addition to adding higher probabilities to existing risks based on real observations and KIIs. See the Revised Risk Rating Table in [Annex 3](#)

#### 4.1.4 Lessons from other sector-relevant projects incorporated into project design

The project documentation at approval presents ample examples of lessons learned and linkages from several key initiatives listed below. In addition, the TOC evolved from the previous experience of the UNDP Green Commodities Programme that has been online since 2008 working to reduce deforestation and habitat destruction in coordination with major initiatives in the commodities space, such as the following:

- The Consumer Goods Forum, which support a target made by 57 companies for zero net deforestation from soy, beef, palm oil and paper by 2020.
- The New York Declaration of Forests saw world leaders, some of the largest companies, and various influential civil society and indigenous organizations endorse a global timeline to cut natural forest loss in half by 2020.
- UN REDD+ and the Forest Carbon Partnership Facility are funding REDD+ readiness activities and will pilot projects providing financial incentives for emissions reductions.
- Norway provides substantial funds for a 5-year project entitled "Green Growth: Achieving Forest conservation in commercially productive landscapes in Indonesia, Liberia and Brazil", which will secure production-protection agreements for high conservation value and high carbon stock forests, intensify smallholder production in specific landscapes, and improve the livelihoods of smallholders and communities.
- DFID funding for implementation of the Indonesia Forestry Land-use and Governance (FLAG) programme, which reduces the deforestation rate and reduces peat land degradation. DFID also funds a forestry programme entitled “Investments in Forests and

Sustainable Land-Use (IFSLU)”, which works to translate corporate commitments related to supply chain sustainability into action in West Africa and Southeast Asia.

- USAID supports in the Chaco region of Paraguay, sustainable production to reduce deforestation and carbon emissions.
- SIDA funded “Making Markets Work for People and Nature” which is focused on sustainable palm oil, timber, pulp and paper (and other commodities).
- Tropical Forest Alliance, a global public-private partnership to reduce tropical deforestation associated with the sourcing of commodities.

Finding (16) The project presented numerous examples of lessons learned from UNDP’s ongoing Green Commodities Programme and presented a multi-partner framework that draws lessons learned from each of the partner organizations (CI, WWF, UNEP FI, IFC) and brings experience and learning from numerous initiatives from within the targeted commodities and countries. For illustration, these include: (i) the need for tools and approaches to nest and integrate demand, production, transaction and policy reforms better together; (ii) Working in strong collaboration with partners and connecting all parts of the supply chain (production, demand and finance) is the best way to effect systematic change to take deforestation out of agricultural commodity supply chains amongst others.

Conclusion (16). The project adequately incorporated best practices and lessons learned from other initiatives into the design of the Project.

#### 4.1.5 Planned stakeholder participation

A Partnership Strategy for the IAP was developed during the PPG phase, which identifies the role and relationship expected with stakeholders. The main processes for engagement of these key stakeholders included multi-stakeholder platforms at the national level, promotion of knowledge tools for multi-stakeholder participation, bilateral consultations with key stakeholders, and the Community of Practice (Green Commodities Community) established through the A&L project for exchange of experiences and mutual knowledge sharing and learning across a broader group of stakeholders.

Finding 17: The A&L project supported each child project with opportunities for engagement through the Green Commodities Community and through coordination with existing networks and through knowledge management tools and opportunities.

Conclusion (17): The A&L project provided ample structures and opportunities for stakeholder engagement in the design of the project.

#### 4.1.6 Linkages between the project and other interventions within the sector

The IAP program supports and strengthens the work of key partners through engagement in these initiatives, by sharing best practices, tools, and methodologies through global partnership management, the Green Commodities Community, the Asia Exchange, integration with sector roundtables and other means. The IAP program provides a platform for collective engagement in this larger universe of players in order to further refine and work toward collective targets, share lessons learned, maximize synergies and collaboration and ultimately, ensure impact. This coordinated approach ensures that individual efforts are not pursued in isolation.



Finding (18) : The A&L project was designed to ensure coordination within the IAP among the different child projects for greater coherence, alignment, and impact. The A&L project was structured to promote linkages between the actions being carried out on production, demand, and finance with private sector concerns, such as food processors, brokerages, alliances, such as the Iseal Alliance executing component 2, and numerous CSOs and CBOs, and INGOs. Specifically, the projects were built upon the successful experiences, such as IFCs IPAS efforts to invest in small palm oil producers, to name a few. The A&L and the GGP have evolved from the Green Commodities Programme that has provided toolkits, knowledge products and small-scale financing for sustainable production modules

Conclusion (18): The A&L project adequately established linkages with other sector interventions in the design of the project.

#### 4.1.7 Gender Responsiveness of Project Design:

The A&L child project was assigned a gender marker of GEN2 (a "gender mainstreamed initiative"), meaning that "gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way". A gender analysis was carried out at design stage, changes related to women's equality were expected and indicators were designed to measure expected changes in women's equality. The environmental and social screening tools also described how gender issues were going to be addressed during project implementation.

Finding (19): The assignment of the GEN2 marker indicates that the outputs promote gender equality in a significant and consistent way through the projection and implementation of a Strategy, Action Plan, and through feedback loops and reporting in quarterly and annual reports, use of gender disaggregated data, and through programmed knowledge products and from within the knowledge platform and governance structures. Conclusion (19): Gender considerations were effectively mainstreamed into the design of the project and is compliant with the GEF Policy on gender and to the UNDP Gender Equality Strategy 2014-2017.

#### 4.1.8 Social and Environmental Safeguards

During the formulation phase, a social and environmental screening was carried out for this project. A SESP was prepared. As a management project, many of the environmental safeguard requirements were not applicable. The project mainstreams the human-rights based approach, is likely to improve gender equality and women's empowerment, and mainstreams environmental sustainability as a core objective of the IAP.

Finding (20): No environmental or social risks were identified for this child project and the project risk categorization was therefore low risk. No commitment to maintaining a grievance mechanism specific to the GGP or the project was included in the project design package. Grievance management is, however, internalized within UNDP safeguards.

Conclusion (20): The project was compliant for safeguard screening and action planning during the formulation of the project.

#### 4.1.9 Management Arrangements: Governance

The Programme is governed by a three-tier management structure illustrated in [Annex 15](#) within which the A&L Project is also coordinated.

The GGP is governed by a Program Steering Committee (PSC) which is chaired by UNDP's Green Commodities Programme Director. The A&L Project Manager sits as secretary and the PSC is comprised of a representative from each of the partner agencies. The PSC which meets at least two times per year and is dedicated to the overall governance and decision-making for the Program. Its functions are to maintain harmonious relationships with the partner agencies and projects, resolve any disagreements that cannot be resolved bilaterally and to provide high-level coordination and guidance on the technical alignment and synergy among the Program's components. The PSC sets the agenda for all elements of the Programme, reviews program-level M&E, takes strategic decisions for the Partnership and approves any changes to the projects and program. The PSC approves programme-level communications and knowledge documents and maintains inter-institutional partnerships and fundraising.

The PSC works in coordination with a Secretariat that is chaired by the A&L Global Project Manager and comprised of the global project managers of all Child Projects. Its role is to coordinate and integrate the different child projects, discuss programme-level activities and issues, and provide upstream communication from the national-level to the PSC. See Annex 15 for an [Organizational Chart](#) of the governance structures.

The A&L activities are supported by a dedicated Project Management Unit (PMU) as illustrated in Annex 15. The PMU is the operational entity. It is responsive to a Project Board comprised of the UN Resident Representatives of countries where the Production project is implemented. Given the overlap between Production and A&L project staff, this decision was made to increase efficiency of this UNDP governance structure. Since the project management is divided amongst UNDP RH LAC for Components 1 and 3, Component 2 has a separate operational structure consisting of WWF as Implementing agency and ISEAL Alliance as Executing Agency. A separate Board is dedicated to the design and function of the Evidensia Information Platform. To maintain communication and coordination between components a small bilateral structure between IAs was established and a seat on each board contains a member of each side. Coordination between this "Joint Review Mechanism" happened by emails on a need and ad hoc basis.

Finding (21): The structure effectively includes all possible aspects for this size project. National perspectives are present through the PMU Board which is composed by representatives of GGP countries. The secretariat also provides for a different universe of project partners, depending on the technical themes and finally, the upper level has high-level decision-makers from each level of the participating agencies.

Finding (22): The project governance structure is a 3-tier operational structure comprised of a Programme Steering Committee, a Project Board, a Secretariat representing each agency, and a Project Management Unit based in Panama. Countries were represented through the global managers.

Conclusion (21): The structure is inclusive, includes all possible stakeholders for a large and diverse project

and enables all management aspects. See comments on effectiveness.

## 4.2 Project Implementation

The TE team has assessed project implementation and reviewed adaptive management, project finance and co-finance, monitoring & evaluation, and implementation & execution.

### 4.2.1 Adaptive Management

The project evaluation team reviewed how the project adapted to challenges, to recommendations from evaluations, and to changing situations in the project since start-up, including changes to project design, indicators, or implementation modality.

#### **Changes made to the project design during implementation**

The Inception Workshop (IW) for the Adaptive Management & Learning (A&L) project, took place on 24 November 2017 in Panama City, Panama. The organizational structure of the project and the results framework (indicators, means of verification, assumptions) were reviewed and changes are presented in the final [Project Logical/Results Framework](#) used through the project implementation ([Annex 4](#)).

(22) The PMU took responsibility for adaptations and kept careful records of adaptations in management by the child projects. The “Adaptation Log” had over 400 registered instances of how management responded to challenges. These are reported in the PIR and reported to the board. The evaluators concur with the MTR assessment that the adaptations were reactive to problems that occurred rather than proactive, in response to a constant analysis of situations or risks. The PMU responded by proactively reviewing the risk profile expanding it to activities and updating the risk rating.

#### **Findings:**

(23) The changes to the organizational structure of the project enhanced integration and understanding of each other’s activities. The staff members recruited were key to cross communication to wider audiences.

(24) At inception, changes were made to 7 indicators. These changes were submitted to the Project Board on December 11, 2017, and approved. The changes did not take advantage of the opportunity to add process or impact indicators or diversify with quality indicators.

(25) The PMU actively tracks adaptations by the A&L project and the child projects. The process is progressively more proactive. The PMU also maintained a thoroughly documented and periodically updated Management Response making it easy to know the responses to evaluations etc.

#### **Conclusion:**

(22) The PMU has demonstrated a high level of adaptation to problems, situations and changing dynamics in the project. Adaptations are thoroughly logged, and results are reported on in PIRs and to the board. Adaptability and creativity in Management Response sought productive solutions.

(23) As a pilot project, a diversity of process and structure indicators would have provided important information to understand the full results (quantitative and qualitative) of the IAP. .

#### 4.2.2 Actual Stakeholder Participation and Partnership Arrangements

The MTR Report divided stakeholders into two types of relationships with the A&L project: *(i) the project partners of GGP including both execution and implementation agencies (WWF, IFC, ISEAL, CI etc) and (ii) the indirect beneficiaries of the A&L project attained through the child projects. i.e. local and national government, private sector, farmers and biodiversity and forest (MTR, 2019).* To facilitate a comparative analysis, the evaluation team used the same categories.

The A&L staff is engaging project partners through a coordination framework. The governance structure provides the vehicle for communication and participation between partners. The A&L project board meets twice yearly and with all members are actively participating. The governance process was categorized as important and useful by KIs. . This has translated into better coordination and collaboration between GGP Partners.

The PIRs further indicate that *...virtual workshops were developed periodically bringing together the various GGP child projects, with representatives from UNDP, UNEP-FI, WWF and CI as relevant, to identify collaborative actions that needed to be pursued... in a common integrated intervention plan across Production, Demand and Transaction projects, with a clear timeline and responsibilities.* The drafting of integration plans required that stakeholders work together at the country-level and country specific calls also provided a space for integration between partners.

As per the Stakeholder Engagement strategy submitted at CEO Approval, the GGP A&L project actively engaged through special events, the Green Commodities Community, and through other *fora*, in particular the Good Growth Conference, involving development country and donor governments, foundations, multilateral development agencies, financial institutions, private sector actors, producers, NGOs and civil society organizations, collaboration forums, and academia. An extensive and impressive list of interventions with each stakeholder group is thoroughly documented. A few examples from each group are illustrated as follows:

Developing country governments at the national, state, province and district levels: the A&L project provided services to the GGP country teams, who engaged with governments in Indonesia, Liberia, Paraguay and Brazil at the national and sub-national levels. For instance, during the GGP-New York Climate Week event (September 23, 2020), officials from the Indonesian Coordinating Ministry for Economic Affairs and Ghanaian Forestry Commission served as panelists, and representatives of the Liberian Ministry of Agriculture also attended the event. In addition, high level government officials have given talks at the Good Growth Conference. These serve as both information exchanges and motivates the officials to champion the Green Growth cause.

Donor governments and foundations: Engagement and communication with the GEF was strong during project implementation, as the A&L project acted as the main focal point for the full GGP programme to the GEF. The project received parallel financing in the form of grant from the Swiss State Secretariat of Economic Affairs (SECO) and the German Corporation for International Cooperation (GIZ, up to October

31<sup>st</sup>, 2020), both in support of the GCC, and additionally from SECO for the Good Growth Conference. Engagement was also facilitated with the Gates, Moore, and Packard Foundations as well as USAID, among others. The development of relationships is translated into interest and co financing of the GGP, and potentially of a phase 2 (TBC). GIZ and SECO have participated in the Green Commodities Community events.

Multilateral development agencies and programs: Evidensia and the United Nations Forum on Sustainability Standards Academic Advisory Council (AAC) committee strengthened their collaboration in the last year of the project by stepping up Voluntary Sustainability Standards (VSS) research through the AAC network and disseminated through the Evidensia platform. As part of the engagement of GGP in the UN Food Systems Summit (UNFSS), GGP is also engaging with other UN sister agencies. Finally, IFAD was engaged to get their inputs for the knowledge product on the integrated approach, as per their experience with the *GEF-6 funded Resilient Food Systems Integrated Approach Pilot* and further strengthening the linkages with other projects.

Financial institutions and private sector: In addition to engagement through events organized in the past years, financial institutions and the private sector are part of the targeted audience of the Green Commodities Community. Efforts were carried out with the organization of the GGP-New York Climate Week event (September 23, 2020) where key companies such as Barry Callebaut, Colgate, Ferrero, Gap, Golden Agri, Johnson & Johnson, Kellogg, Mc Donald's, Musim Mas, Neste, Olam, P&G, PepsiCo, Target, The Body Shop, Kraft Heinz, Unilever, and Walmart, joined the event which was recognized as a success as mobilizing the private sector is more challenging than development partners. There is still on-going involvement from Mondelez, Cargill and Mars who actively participated to GGP events on private sector and jurisdictional approaches. Several companies including Sime Darby, Mondelez and Unilever were interviewed so their insights can feed into the development of case studies that are produced as part of the Value Beyond Value Chain v2 knowledge product that will provide concrete tools and guidance for Private Sector on how to engage on multi-stakeholder collaboration, which was in-progress at the time of the evaluation.

Producers, at a range of scales from smallholders (including women and indigenous groups), local communities, SMEs to multinational companies: Representatives from the Association of Liberia Oil Palm Farmers and the Agricultural Producers Association for a Sustainable Chaco participated as panelists in the 2021 GGC high level sessions on May 25 and 26. Small holders are a major stakeholder group and important to all of the child projects.

CSOs/NGOs: ISEAL Alliance is also a core partner of the A&L project, in charge of the development of the global impact platform Evidensia and continues to engage with the Partnership despite the end of project activities under the related A&L component (activities ended as of March 31, 2021). Conservation International, WWF, the Meridian Institute, Rainforest Alliance, The Sustainable Food Lab, The Global Living Wage Coalition, the International Institute for Sustainable Development (IISD), Business Fights Poverty, and the Committee on Sustainability Assessment (COSA) are partners of the Evidensia platform. Evidensia also delivered webinars and learning events in collaboration with the Living Income Community of Practice, the ISEAL Community of sustainability standards, and the Business Fights Poverty Network. As part of the USAID co-creation process GGP took part to for potential funding for GGP 2 in Q1 and Q2 2020, closer connections and opportunities for collaboration have been explored with EcoAgriculture, Climate-KIC, the French Centers for International Forestry Research (CIFOR) and Agricultural Research and

International Cooperation (CIRAD), and the World Resources Institute (WRI). In addition to Alliance pour la Préservation des Forêts, Proforest, Forest Trends, Rainforest Alliance, HCV Network, etc. Contact in different venues was had with the Forest Peoples Programme, Forest Trends, Greenpeace, World Agroforestry (ICRAF), Oxfam International, Proforest, and the World Business Council for Sustainable Development (WBCSD). IDH, Earth Innovation Institute or Global Canopy.

Platforms and collaboration fora: The GGP is actively engaging with TFA and the Food and Land Use Coalition (FOLU) and joined the “game changer” solution these two organizations are leading on “Deforestation-free and conversion-free food supply chains “. Exchange of knowledge and information between the New York Declaration on Forests (NYDF) platform and the Green Commodities Community is on-going, especially around exchange of information and support for dissemination of resources. Moreover, in Q4 2020 the GGP Global Manager started engagement with the World Economic Forum around GGP possibly becoming a member of the Food Action Alliance (FAA), an alliance catalyzed by the WEF, International Fund of Agricultural Development (IFAD) and Rabobank, to strengthen the impact of agricultural value chains to produce food efficiently and sustainably.

Academia: Academia was involved in the A&L project through the Evidensia Research Council, which gathers members from the ETH Zurich, CIAT-Biodiversity International / LAC, Leuven Centre for Global Governance Studies, Oxford Long-Term Ecology Lab. Foundation of Success / Conservation Measures Partnership, and The Institute of Development Studies / Centre for Development Impact. In addition, representatives from the Australian National University, Harvard University, Longwood University, Gadjah Mada University, and the University of Hamburg joined the GGP-New York Climate Week event September 2021. The academic community supports the development of specialized synthesized reports from Evidensia’s growing bank of research.

Finding (26): The A&L project has catalyzed the GGP and partners to sustain a productive working relationship and in rallying new stakeholders around the cause of an integrated approach to commodity related deforestation. The approach has involved additionally hundreds of key stakeholders in Developing country governments; donor governments and foundations; Multilateral development agencies and programs; financial institutions and private sector; Producers, CSOs/NGOs, Platforms and collaboration fora; and academia

Conclusion (24): The multi-stakeholder approach to integration is clearly demonstrated through the extensive relationships cultivated by the A&L project for the GGP which is creating an inter-connected network of support for Green Commodities projection and will also support the sustainability of the initiative.

### *Participation and public awareness*

A Communications Strategy was implemented to support knowledge management by disseminating content and learnings to internal and external stakeholders and awareness of the role of the IAP and of the GEF in driving sector progress toward reduced deforestation from commodity production. A dedicated Communications Lead was in charge to develop the IAP brand identity and guidelines for use, create Program-level assets such as an IAP brochure and PPT, fact sheets and multimedia materials, manage the IAP's digital presence, and organize its presence at key global events and conferences.

There is a strong presence of the GGP online. Reports show that there has been participation from the public through the different channels and social media. For example, data captured post GGC 2021 (May 24-28) which has been a time with high interaction between audience and website shows the following:

- GGP website: <http://goodgrowthpartnership.com/>
  - Website Interactions (from May, 6 to May, 28 2021): 1,751 visits, 695 users, 486 visits to GGC 2021 page (27.76% of total traffic to the website)
- Social Media:
  - [Twitter](#): 29 Tweets / 8,233 Tweet impressions (+212.1%\*) / 2,566 Profile visits (+346.4%\*) / 10 mentions (+400%\*) / 1,573 Followers (+8%\*) / 79 Engagement
  - \*Increase from the previous 30 days [LinkedIn](#): 1,5K Post Impressions / 292 Page Views / 86 Reactions / 80 Followers / 20% Engagement Rate during the conference  
 Impressions: total views of a tweet/post  
 Engagement: The total number of interactions (retweets, replies, likes and shares)

Engagement Rate: Engagement rate across updates in the specified time range. (Clicks + Likes + Comments + Shares + Follows) / Impressions

Finding 27: A communications strategy was implemented. This was limited to general public awareness on digital media, programming of publications, etc. All of high quality. Communications were not responsive to a given problem identified as responsive to comments.

Conclusion 24: The strategy was however not strategic in the sense that it did not analyze problems that were responsive to communications and then execute on them. The communications observed were adequate for developing generalized public awareness at large or for programming publications. Without targeting to a specific audience and problem,

Recommendation (13): Use communications strategically to assist, for example, the approval of national policies, change in tactics of key stakeholders, etc. A communications plan for A&L could embrace all child projects and the global audience.

#### 4.2.3 Project Finance and Co-finance

The total value of the project was \$9,245,328 U.S. at CEO endorsement. At the Terminal Evaluation (December 2021), the total project value was \$10,379,247 U.S. with an execution of 92% of the GEF Trust Fund contribution (\$3,644,553 U.S. total execution: \$2,415,237 UNDP plus \$1,229,316 WWF) and total co-financing of \$6,714,696 U.S. See Table 5 and [Annex 16](#) for a full cofinancing chart.

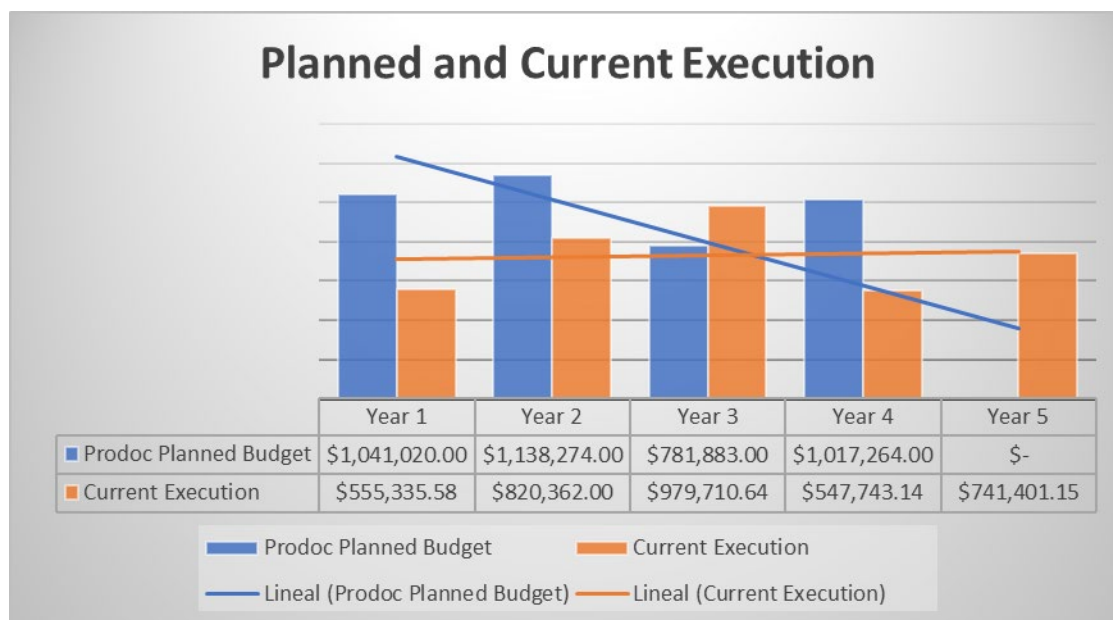
UNDP, as one of the two GEF Implementing Agencies for this child project, was responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only. WWF managed GEF resources and cash-co-financing transferred to WWF. The following table shows the A&L Project Overall Finance and Co-Finance



Table 5 :Total Project Financing

Project Financing	At CEO endorsement (US\$)	At Terminal Evaluation (US\$ <sup>4</sup> )
[1] GEF financing: (\$2,749,124 UNDP; \$1,229,317 WWF)	3,978,441.00	3,644,553.00
[2]UNDP (SECO) contribution:	1,146,887.00	671,570.00
[3] Government:	2,300,000.00	3,768,159.00
(GIZ) -additional (components 1 & 3)	-	578,005.00
SECO - additional (component 2)	800,000	1,610,077.00
DFID (component 2)	1,500,000.00	1,580,077.00
[4] Other partners:	1,820,000.00	2,274,965.00
Mondelez (Component 1 & 3)	-	28,594.00
PAGE (Component 1&3)	-	77,888.00
Ford Foundation (Component 2)	700,000.00	1,295,314.00
ISEAL Alliance (Component 2)	120,000.00	167,864.00
Rain Forest Alliance (Component 2)	1,000,000.00	705,305.00
[5] Total co-financing [2 + 3+ 4]:	5,266,887.00	6,714,694.00
<b>PROJECT TOTAL COSTS [1 + 5]</b>	<b>9,245,328.00</b>	<b>10,379,247.00</b>

In terms of expenditures the implementation progress of the project was proceeding as planned with minor deviations up to Year 3, when COVID Pandemic impacted execution as shown in Figure A. Component 2 execution vs. planned budget proceeded as expected. (Figure B)



<sup>4</sup> Financial analysis includes data available as of December 2021.



Figure A. Planned and Current Execution

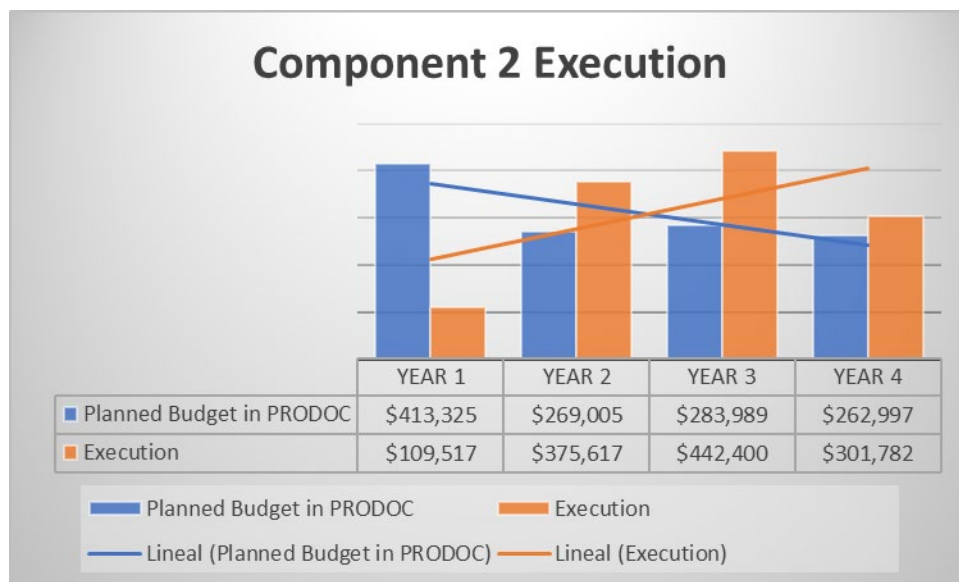


Figure B. Planned and Current Execution Component 2

The GEF grant to UNDP of USD 2,749,124 had a 88% execution as of December 2021, while the WWF GEF grant had a 100% execution, since it closed in March 2021. Total project had a 92% execution as of December 2021. The remaining balance is expected to be executed by the end of the project.

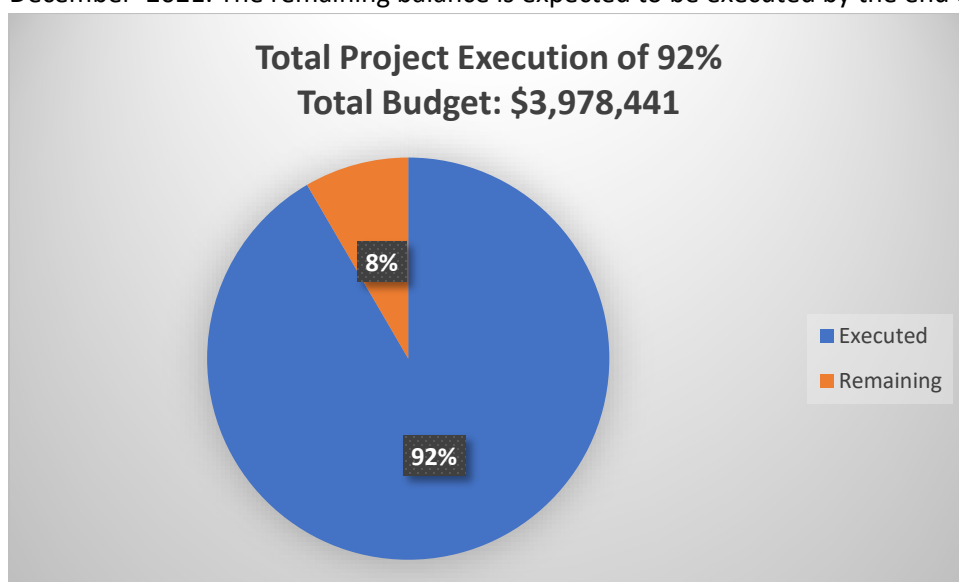


Figure C. Total Budget Execution

**Table No. 6: Budget Execution by December 2021**

	Budget	Execution
Components 1 & 3	\$ 2,749,124.00	\$ 2,415,236.64
Component 2	\$ 1,229,317.00	\$ 1,229,315.87
<b>Total Project Execution</b>	<b>\$ 3,978,441.00</b>	<b>\$ 3,644,552.51</b>

The delivery of project co-financing proceeded more or less as planned. Total co-financing contributed at stage of the Terminal evaluation for components 1 and 3 is USD1,356,059. Component 2, already finalized in March 2021, ended with a total co-financing of USD 5,358,637. [Annex 16](#) shows co-financing amounts by component and by co-financier since CEO endorsement, at Midterm Review and at Terminal Evaluation stage.

For components 1&3, 58% of co-financing from SECO for the project has been already granted. GIZ, Mondelez and PAGE have granted co-financing to an additional of US\$684,488 dollars not planned at CEO Endorsement. Although A&L activities are in generally difficult to be funded, it is a great achievement and partnership that such organizations have funded the A&L. The A&L team considers that the CoP and the Good growth Conference are key factors that motivate those partners to contribute to such valuable initiatives. In particular, the partners want to be associated with knowledge sharing towards systemic change.

#### 4.2.4 Monitoring & Evaluation: design at entry (\*), implementation (\*), overall assessment of M&E (\*)

**M&E Design at Entry:** a standard UNDP/GEF budgeted Monitoring and Evaluation Plan was included in the ProDoc including roles and responsibilities in the M&E plan. The M&E Plan was practical, enough for this Project and well-conceived. However, the expectations of the Child Project's staff was not sufficiently clear causing inconformity as M&E responsibilities mounted with an increasing number of activities. The M&E Plan included the project inception workshop and report, annual work plans, quarterly reporting, annual reporting, mid-term evaluation, elaboration of tracking tools, terminal evaluation, and financial audit. A total of US\$ 55,000, about 2% of the total GEF/LDCF grant for components 1 and 3 was allocated for the M&E activities.

**Implementation of M&E:** The M&E function of the A&L project is summarized as follows:

1. the Results Framework is the backbone of the M&E Plan used in coordination with annual workplans, Quarterly Reports, UNDP annual reports, and ultimately the PIR which is populated from quarterly reports and additional inputs gathered from child projects. These reports also capture risks analysis and mitigation strategies as well as and cross cutting themes such as gender, partnerships, knowledge management etc.
2. Through internal communications in the form of targeted calls with the Steering Committee, Board, Secretariat, global partners and national teams. The Board meetings are informative and summarize qualitative and quantitative information on the state of the project. The presentations and analysis are of high quality and demonstrate the quality of upstream communication on key issues to inform decision-making on project changes needed. The monthly calls with the Secretariat and quarterly calls

with national teams provide both downstream and upstream sharing of information on targets, documenting adaptive management and finding solutions to strengthen adaptive management.

3. Special Indicators: The PMU was requested by GEF to develop a suite of indicators that better represented the progress towards GGP targets at programme level.

KIIs 5. Contracting Reviews: Execution of the MTR and TE.

6. Reporting: Preparation of quarterly reporting and annual reports by implementing agencies, which is then used to collect information for the results framework/PIR and for the Highlights report.

7. A Monitoring and Evaluation Working Group. Unfortunately, the group was of limited use and discontinued.

#### Findings:

(29) It is a cost-effective system involving all stakeholders

(30) KIIs indicate that the M&E Working group did not live up to expectations and that It could have gone much further to provide for meaningful dialogue on strategies, lessons learned, synthesizing conclusions, etc. Too much emphasis was placed on checking off boxes. Child project staff complained about the number of reports and reporting requested and that these were not part of their job and no financing available for data taking. A similar comment was registered for the evaluation process with multiple evaluators asking essentially the same questions. That situation greatly improved following the MTR. KIIs recognized that the M&E function was more focused on their needs and less time intensive.. The GGP Secretariat quarterly country-specific calls were widely complimented for being relevant and time well spent

PIRs are used as a critical analysis of the Project's status and are submitted to the PSC for review, discussion, and endorsement. The Project prepared four PIRs (one per year) at the time of the TE. PIR's included information on the 3 Components, as well as inputs and assessments from the other four child projects.

The QPRs were prepared mainly to report on progress. These reports did not include information about Component 2, (lead by WWF). QPRs on Component 2 were not available for review by the evaluation team. Note that this component was already closed (April 2021).

Conclusion (27): From a technical standpoint, the M&E system is sound and was well executed. For that a ranking of "HS" was given. In terms of design and from the viewpoint of Integration, the M&E system appears to operate still in several silos. The problem was not the participants or the PMU. The design of the M&E system did not establish common parameters that all child projects and countries would consider throughout the process, including mid-term and terminal evaluations. However, the system was compliant with UNDP-GEF guidance for monitoring and evaluation and a ranking of "S" or satisfactory was assigned. The composite ranking for all M&E functions is HS based on functionality and the quality and completeness of the information produced.

Recommendation: In a future platform, establish the common monitoring and evaluation system for Programme application prior to the individual child projects. Consider a common monitoring and evaluation platform. In the event of separate implementing agencies, always present quarterly and PIR results in a synthesized document.

Based on the above, the M&E design at project startup is rated as S and the implementation of the M&E plan is rated as HS, given an Overall Quality of M&E rating of HIGHLY SATISFACTORY

Table : Monitoring and Evaluation Ranking

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	S=5
M&E Plan Implementation	HS=6
Overall Quality of M&E	HS=6

Note: M&E Design, M&E Implementation and the overall quality of M&E has been assessed separately on a six- point scale, as described in Annex 1.

#### 4.2.5 UNDP implementation/oversight (\*), Implementing Partner execution (\*) and overall assessment of implementation/oversight and execution (\*)

The quality of UNDP oversight was queried in KIIs and combined with the results of the efficiency of delivery of project outputs as defined for each component and discussed later in this report. The key findings are summarized as follows:

UNDP as the Project Assurance for Components 1 and 3, provided support to the Project's Board and team and carried out objective project oversight and monitoring functions. The key features of the UNDP implementation are as follows:

- The Project Management Unit: managed the day-to-day project activities and regular monitoring of project results and risks, including social and environmental risks and ensured that project staff maintained a high level of transparency, responsibility and accountability in M&E and reporting of project results.

Finding (32): Interviews with KIIs confirmed that the PMU recruited qualified professionals for the positions required of the project; established and maintained a safe and productive work environment; and adeptly managed the project's workplan and flow.

Finding (33) : The PMU shares duty with the production project on a 30% to 70% split respectively. Too little time for project execution and oversight responsibilities.

- The GGP A&L Global Manager informed the Program Steering Committee, the UNDP Regional Hub LAC and the UNDP-GEF RTA of any delays or difficulties that arise during implementation so that appropriate support and corrective measures can be adopted.
- The PMU developed annual work plans based on the multi-year work plan included in the ProDoc, including annual output targets to support the efficient implementation of the project and ensured that the standard UNDP and GEF M&E requirements were fulfilled ensuring that the Results Framework indicators were monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. gender strategy, KM strategy etc.) occurred on a regular basis.

Finding (34): The project reports were complete and of high technical quality.

Finding (35): The Knowledge management products ready at the time of TE e.g. Gender knowledge product, were of very high quality and provided a good summary of the salient points.

- Program Steering Committee (SC): The SC took corrective decisions when needed to ensure

project achieves the desired results. The SC assessed the performance of the project. In the project's final year, the Program Steering Committee held an end-of-programme review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences..

Finding (36): KIIs confirmed that the project's synthesis reports and analysis were concise, easy to comprehend, and of very high quality. The key points are well summarized for decision-makers.

Finding (37): The PMU maintained a good rapport with Steering Committee and Secretariat members. That rapport facilitated upstream and downstream communication.

- UNDP Regional Hub for Latin America and the Caribbean in Panama: The UNDP RH LAC provided support to the IAP Manager as needed. The annual planning workshops and end of the year in person Steering Committee meetings took place according to the schedule outlined in the annual work plan until the onset of COVID-19. Therefore, since mid 2020, they are virtual.. The UNDP Regional Hub LAC supervised the initiation and organization of the key GEF M&E activities including the annual GEF APR/PIR, the independent mid-term review and the independent terminal evaluation.

Finding (38): The UNDP RH-LAC and PMU provided qualified oversight and information exchange and adapted to the COVID-19 situation.

Finding (39): The GCP provided technical backstopping by expert consultants knowledgeable in the pertinent fields.

- Project Implementing Partner(s): The Implementing Partner (s) are provided all required information and data necessary for project reporting, including results and financial data. Finding (40): Implementing partners provided all required information. In KIIs, the implementing agency complimented executing partners and vice versa. The upstream and downstream communication with ISEAL Alliance was also rated as good. IAs and EAs selected were leaders in their fields, good representatives of the GGP and indicated positive benefits for having been associated with the GGP.

Finding (41): Very good job at moving results through COVID-19

- **Audit**: The project Components 1 and 3 were audited according to UNDP Financial Regulations and Rules and applicable audit policies for projects. WWF managed GEF funding for Component 2, which was audited independently on an annual basis.

Conclusion: The UNDP RH LAC provided quality support to the Project's teams which is regarded by stakeholders as satisfactory and timely. An HS is awarded for quality oversight and performance by IAs and EAs under guidance. There were no shortcomings, quality of implementation /execution exceeded expectations.

***Rating for UNDP implementation is:***

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	HS
Quality of Implementing Partner Execution	HS

UNDP implementation/oversight and Implementing Partner execution and an overall rating for both will each be rated separately and assessed on a six-point scale, as described in Annex 1.

#### 4.2.6 Risk Management

The PMU is responsible for identifying, reporting and responding to risks and picking up on new risks. Risks are evaluated and entered in the Atlas Risk Register on a yearly basis, which is properly maintained, and risks are reviewed and reported on a quarterly basis (to the Steering Committee and Project Board). Risks which are no longer relevant are closed, management measures are updated, and the project team ensures that activities are ongoing – if still needed – and are effective to mitigate the related risk.

Project implementation risks are discussed under the Adjustments sections in all PIRs and shared with the Project Board and Steering Committee. The global project manager and team worked hard to identify and implement a management response to an unforeseen risk: COVID-19, or pandemic, which is now in the risk assessment. Like everyone, the pandemic caught everyone by surprise. Currently, there are risks that are real, such as non-participation, that are identified and will not deal a surprise blow to the project if they materialize. An updated Risk Management Table is included in Annex 8. When a management response is triggered, the Project Team registers the response in an Adaptive Management Practices Log which registered all the risks, concerns, and opportunities. The adaptive management practices logged so far are related to coordination, revision of project log frames, reallocation of funds and, especially, the creation of new mechanisms and strategies to achieve targeted improvements. (Please refer to Annex 3 for the list of key project risks added and registered in the PIRs)

#### 4.3. Project Results

The Project Management team did a good job at completing the main activities in spite of setbacks by COVID. Most activities and targets reached are ranked as satisfactory. Not only have activities been achieved, the quality of activities whether for coordination, communication, learning and reporting, was validated as being very good.

##### 4.3.1 Progress Towards Objective and Expected Outcomes

The TE evaluated the achievements of results in terms of attainment of the overall objective as well as identified project's outcomes and outputs, according to the UNDP/GEF evaluation guidelines. For this, the performance by the outcome is analyzed by looking at three main aspects as identified by the UNDP/GEF evaluation guide: general progress towards the established baseline level of the indicators; actual values of indicators by the end of the Project vs. designed ones; and evidence of relevance, effectiveness, and efficiency of the results as well as how this evidence was documented.

Based on observations, desk review, interviews, data collection and analyses, and review of the Project's technical reports and progress reports (PIR and QRs), a summary assessment at the outcome level is presented in the following Table 6.

Table 6: Progress Towards Objectives Summary

Objective/Component/Outcome	Indicator	Unit	EoP target	Achieved	Percent Achieved at TE	Ratings
<b>Project Objective</b>	Indicator 1	# Partnership/country	4	4	100	HS
	Indicator 2.a	# quarters w/engagement	12	16	100	HS
	Indicator 2.b	# events	2	2	100	HS
	Indicator 2.c	% satisfaction	60	74	100	HS
	Indicator 3	# pieces on gender	6	12	100	HS
<b>Component 1</b>						
Outcome 1.1	Indicator 4	#calls, #plans	40 and 16	49 and 16	100	HS
Outcome 1.2	Indicator 5	# practices	2	174 AM and 59 strategic	100	HS
<b>Component 2</b>						
Outcome 2.1	Indicator 6	# docs and visitors	150 and 5000	900 and 14,000	100	HS
Outcome 2.2	Indicator 7	# syntheses	12	13	100	HS
<b>Component 3</b>						
Outcome 3.1	Indicator 8	# Products	3	2	67	MS
Outcome 3.2	Indicator 9	%	60	64.5	100	HS
Outcome 3.3	Indicator 10	# partners	6	11	100	HS
Average of Total					92	S
Rating Scale: HS=100%; S=80-99; MS=60-79; MU=40-59; U=20-39; HU = <20						

Finding: The overall results of the Project are rated as 92 which is "SATISFACTORY".

Table 7 below shows the progress towards the achievement of the project objective:

Objective: Effectively leverage demand, transactions, and support to production to ensure successful implementation of the Commodities GGP program

Indicator	Baseline	Unit	End of the Project Target	Achieved	Percent Achieved at TE	Ratings
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Objective Indicator 1: Connectivity between finance, demand, and production sector stakeholders for soy, beef and oil palm in the 4 GGP target countries, as measured by the number of partnerships between producers, buyers and finance providers, fostering sustainable commodity supply chains.	0	# Partnerships	At least 1 partnership per country (total of at least 4 partnerships)	4	100	HS
Objective Indicator 2: Level of engagement of GGP with global commodity initiatives, key partners, as well as with practitioners and producers from the GGP target countries (Indonesia, Liberia, Paraguay, Brazil), as measured by: a) quarterly engagement between the GGP and other global and national initiatives, key partners and country practitioners, through the global community of practice. b) global community of practice event. c) recognition from representatives of major global initiatives of the value of GGP and its learnings, as measured by satisfaction reported after the global community of practice events	0	# Quarters	a) 12	a)16	>100	HS
		# Events	b)2	b)2	100	HS
		% Satisfaction	c) 60%	c)74%	>100	HS
Objective Indicator 3 Learning on gender mainstreaming through the GGP Program as it relates to commodity supply chain actions (as measured by # of project documents, publications, training materials and presentations that include a discussion of gender issues).		#pieces on gender	6	12	>100	HS
The progress of the objective can be described as: Satisfactory						Average: 95% achieved = S

Rating Scale: HS=100%; S=80-99; MS=60-79; MU=40-59; U=20-39; HU = <20

Completed	On track for completion	Completion unlikely
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Table 7: Objective Indicators Ratings

### Objective Results Findings:



**Objective 1:** The End-of-Project-target (EoP) is on track to be achieved. Two supply chain partnerships between producers, buyers and/or finance providers fostering sustainable commodity supply chains, have been achieved in Indonesia (Unilever/smallholders; Musim Mas/smallholders); 1 supply chain partnership has been achieved in Liberia (MANCO/MPOI); one new partnership achieved in Brazil, and 1 in Paraguay (Frigorífico Guarani/McDonald's), and 7 additional ones are being pursued in Brazil, Indonesia, and Paraguay.

Partnerships are defined as a relationship between two distinct supply chain entities, which does not go to the heart of the objective to enable an integrated supply chain approach. The evaluators accept the results based on the established criterion. A two-point process can lead from producer to processor; or, from processor to broker; or broker to distributor, etc. A 3 point-of-contact partnership will most likely involve a producer, a processor, and another party on the commercialization side of the equation. That combination would better represent an integrated approach. For that reason, for future projects we recommend that the partnerships definition be expanded to involve 3 points in the supply chain.

**Objective 2:** EoPT achieved for a) b) and c)

a) 16 quarters with at least 1 engagement through the Community of Practice (re-branded as Green Commodities Community, GCC), with an average of 3+ engagements per quarter. The GCC now counts on 206 members, who have been oriented through calls delivered in English and Spanish (please note that during the reporting period some members were removed because of inactivity). Overall, 488 practitioners have been engaged through community workshops and orientation calls, representing 131 organizations and 18 commodity-producing countries.

b) 2 global community of practice events (Good Growth Conference 2019 and Good Growth Conference 2021) delivered.

c) In 2019, the Green Commodities Community developed a Community Assessment and Thematic Planning Survey gathering information of Community Members' perceptions and preferences and assessed the level of satisfaction of Community's members about GGP learnings: the survey was conducted through one-on-one interviews during the Good Growth Conference 2019 and sent online after the global event, and 65% of the respondents declared to be very satisfied and satisfied with the Community. Similarly, a Green Commodities Community Consultation was launched in May 2021 and gathered Community members' feedback through one-on-one interviews and an electronic survey which remained open for the whole period of the Conference. The consultation included a question about the level of satisfaction with the Community (On a scale of 1 to 5, how much do you like the GCC in general, with 1 being not at all), and 74% of the respondents declared to be very satisfied and satisfied with the Community. The members that answered the survey belong to different organizations and companies leading major global initiatives such as GIZ, UNEP, Pernod Ricard, Kite Insights, CI, UNDP (including representatives non-involved in GGP).

**Objective3:** EoP achieved and exceeded (12 pieces of learning on gender produced).

## Outcome 1 Results Indicators and Ratings

Outcome Indicator 1.1 Coordinated management of the Commodities IAP program leading to logical technical sequencing of activities, Program-level monitoring and evaluation and overall resilience
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Indicator	Baseline	Unit	End of the Project Target	Achieved	Percent Achieved at TE	Ratings
1.1. Level of logical technical sequencing of key interventions and milestones across individual child projects, as measured by the number of monthly GGP Secretariat calls and annual national level intervention plans to achieve expected Program goals and their effective implementation.	Without the Adaptive Management & Learning project, the workplans would not have connectivity between each other.	#calls and #plans	40 calls, 12 National plans, 4 global plans	49 calls, 16 plans	100	HS
1.2. Effectiveness of adaptive management within the GGP as measured by the number of successful adaptive management practices that address bottlenecks in implementation or in attainment of Program goals.	N/A because GGP not yet under implementation	# Practices	At least 2 adaptive management practices implemented per year	594	>100	HS
The progress of the objective can be described as: Highly Satisfactory						100% = HS

Rating Scale: HS=100%; S=80-99; MS=60-79; MU=40-59; U=20-39; HU = <20

Completed	On track for completion	Completion unlikely
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Table 8. Outcome Indicators Ratings

A review of the outcome indicators also reveals good progress in working towards coordination and sequencing of actions. The measure is the number of coordination calls that are attended by dedicated staff and the number of integrated plans developed at the country-level. KIIs sought to add quality to the indicator. Per findings, Interviewees appreciated the quality of information,

#### Component 1 Findings:

- All those interviewed cited the quality of the information, accessibility, relevance, etc.
- Respondents admitted not taking advantage of opportunities.
- The GGP Secretariat quarterly Country specific calls were particularly noted as focused and pertinent.
- The lesson learned is that busy people with multiple roles will simply focus on the most pertinent to them.
- **Technical Sequencing** is important and effective. The technical sequencing is proportional to the spaces created to do so. The PMU adapted favorably to maintain progressively more productive spaces (planning, calls, workshops, etc) where cross cutting issues and integration could be

discussed. Interestingly, at the national level, technical sequencing is as challenging as ever if not more so. The development of multi-stakeholder Platforms (Production) and Roundtables where networking occurs (Demand project) will also enhance this dimension and make future projects easier to sequence on a common management unit like A&L. Regardless, evaluators noticed that at the country-level there are still challenges to technical sequencing with transaction functions sometimes distant from production functions of the same project. Other functions like communications could also be better sequenced across the entire platform as part of a more holistic planning framework.

- **Monitoring and Evaluation:** Very high marks for responding post MTR to a system wide monitoring effort to attempt to capture the benefits of the program. Although it is late in the game, this enormous effort has systematized M&E. The systems and tools put into place (Gender Strategy, etc.) will benefit the countries going forward.
- **Care must be taken to mainstream the tools being employed as actors have changed and some do not know they exist.** The M&E Working Group was not well appreciated by many of the members. “A missed opportunity to draw bigger lessons learned (evaluation) rather than checking off boxes (monitoring)”. Note: all realized that for GEF checking off boxes is important. All cited lack of time and also competing M&E systems within their organizations as constraints.
- **Feedback Loops: within project governance:** Overall impressed with the quality of information, reports, presentations upstream to the Secretariat and programme steering committees.
- Lateral communications between different board structures also congratulated.
- Country level reception of feedback was generally not fully appreciated. When pressed in interviews, Time factors were always cited.
- Improvements in process since MTR were well noted, but old feelings from pre-MTR stage remained. Evaluators question the willingness of some organizations and personalities to cooperate.
- The PMU did an excellent and extensive job in upstream, downstream, and lateral communications.

The following Figure No. 3 shows Covid-19 Pandemic impact in the execution of Component 1

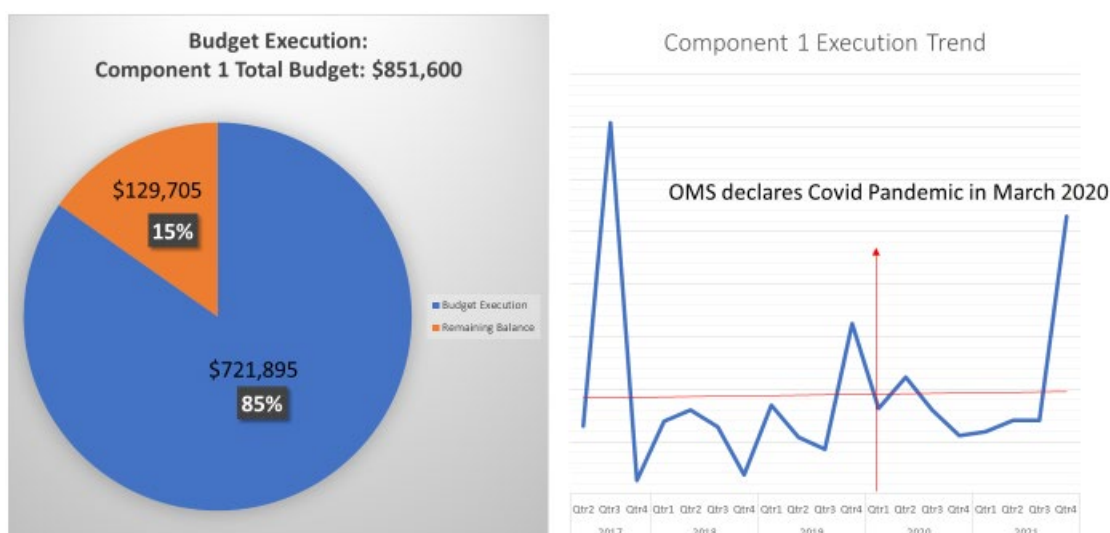


Figure 3. : Efficiency in the budget<sup>5</sup> execution of Component 1.

The set of graphics above illustrates the total budget execution for Component 1 (left) and the quarterly expenditures (right). The red, vertical line indicates the declaration of the pandemic. The horizontal red line is the trendline of total expenditure per month. Based on the above, it is noted that Component 1 delivered heavily during year 1 and tapered off negatively throughout the life of the project. Also COVID had a moderate effect following the declaration of the pandemic with slight recovery. With COVID limiting travel and gatherings, the PMU needed to adapt all functions to a virtual and less expensive platform. The core functions of planning, M&E and Adaptive Management continued.

### Outcome 2 Results Indicators and Ratings:

Component/Outcome 2: Increased understanding of the impacts of voluntary sustainability standards (VSS) and VSS- like mechanisms to increase the effectiveness of these mechanisms for taking deforestation out of commodity supply chains						
Indicator	Baseline	Unit	End of the Project Target	Achieved	Percent Achieved at TE	Ratings
Outcome Indicator 2.1 Establishment and effective functioning of the Global Impact Platform.	A Global Impacts platform does not exist	#platform #docs #visitors	Platform is a leading repository of research documents, with 150 documents or abstracts uploaded and 5000 annual visitors.	1 Platform, 900 docs, 14,000 visitors	>100	>100% = HS
Outcome Indicator 2.2 Number of new syntheses and summaries of evidence uploaded to the Platform and associated audience-specific communications		# Syntheses			100	

<sup>5</sup> Budget in this report is based on the CEO endorsement request Part I. B

			12			
The progress of the objective can be described as:						100% = HS
Highly Satisfactory						

Rating Scale: HS=100%; S=80-99; MS=60-79; MU=40-59; U=20-39; HU = <20

Completed	On track for completion	Completion unlikely
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Table 9. Outcome 2 Indicators Ratings

## Component 2 Findings:

- Global online Database “Evidensia” on deforestation reduction impacts of VSS
- Evidensia is open sourced, user friendly and does not require permissions or even passwords.
- 13 Documents synthesizing evidence-based dissemination available at TE
- Engagement with Stakeholders and decision-makers at knowledge sharing events
- The basic platform is well established and functional with linkages to ITC and other platforms
- Good collaborative effort between institutions, ITC engineered connections to their platform
- Outpaced targets
- The indicators are not entirely aligned with the Outcome: A good functioning platform does not necessarily provide proof that VSS contributes to taking deforestation out of commodity supply chains, nor does the number of syntheses. By qualifying the target as the number of syntheses positively linking VSS to reduction in deforestation, a better target results. To date Evidensia has produced several syntheses linking VSS to reduced deforestation including the following:

(a) Evidensia / ISEAL Systematic review on the conservation impacts of sustainability standards (2018)

- Visual summaries depiction (actual results data): <https://www.evidensia.eco/work-with-evidence/visual-summaries/>
- Narrative report, podcast and webinar: <https://www.evidensia.eco/resources/181>

Rachel Garrett et al systematic review on effectiveness of forest-focussed supply chain policies (compares performance of voluntary standards, company codes and bans / moratoria on a range of outcomes including deforestation) (2021)

- Narrative report and webinar: <https://www.evidensia.eco/resources/1120/have-food-supply-chain-policies-improved-forest-conservation-and-rural-livelihoods-a-systematic-review/>
- Short article: <https://www.evidensia.eco/resources/1128/have-food-supply-chain-policies-improved-forest-conservation-and-rural-livelihoods/>

Ingram et al. Synthesis report on effectiveness of 6 different approaches to meet zero deforestation commitments (2020)

- <https://www.evidensia.eco/resources/1107/outcomes-of-deforestation-free-commodity-value-chain-approaches/>

- A very good start: define the lateral relationships. What is the Value to companies, Value to Governments? What do they need? The platform must expand into these areas. Why is ISEAL Alliance not oriented to their base?
- Important product but more work needed to go to the heart of the evidence of VSS impact. A Good Job establishing a functional platform and population.

The following Figure 4 shows efficiency in the budget execution of Component 2. It closed operations in April 2021.

Covid-19 did not have an impact in the execution of Component 2. The drop line in execution was due to the closure of activities as scheduled, since Component 2 closed in April 2021.

The execution trend line shows an excellent performance.

Figure. 4 Budget Execution Component 2

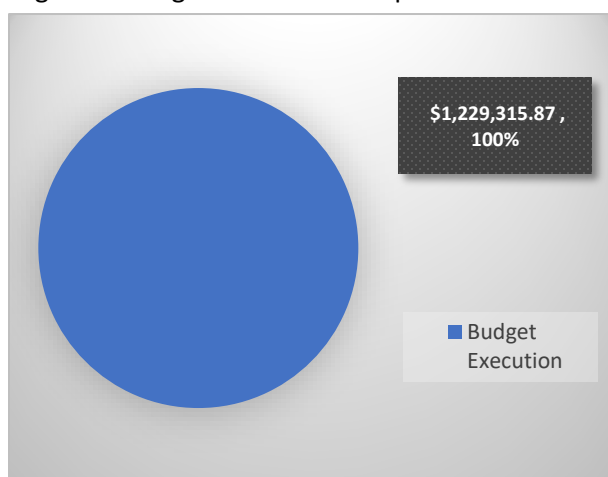


Figure 5. Component 2 Execution Trend



### Outcome 3 Results Indicators and Ratings:

Component/Outcome 3: Knowledge management, partnerships and communications activities implemented to maximize learning, foster synergies and promote upscaling of actions to take deforestation out of commodity supply chains						
Indicator	Baseline	Unit	End of the Project Target	Achieved	Percent Achieved at TE	Ratings
Outcome indicator 3.1: #Number of knowledge products on GGP to share GGP insights and learnings.	0	# products	3	2	67	S
Outcome Indicator 3.2: Percentage of participants of Community of Practice events that have changed their programs, practices and/or policies based on GGP learning (as measured by a survey of participants of each of the two face-to-face CoP global events).	0	Percentage	60%	64.5%	100	HS

Outcome Indicator 3.3 Number of active partners with which the GGP is engaged at a programmatic level (through two-way sharing of information, expertise or tools; collaboration to increase impacts; implementation of delivery services, or provision of co-financing).		# Partners	6	11	100	HS
The progress of the objective can be described as: Satisfactory						Average 89% = S

**Table 10. Outcome 3 Indicators Ratings**

### Component 3 Findings

- Knowledge products generated by the Program shared at National and Global Levels and relevant learning from other parties and other IAP Programs are shared, captured and leveraged. Products are very effective and good quality. Two KPs finalized:
  - 1 information brief on gender developed and published;
  - [Delivering systemic change in commodity supply chains through an integrated approach](#)

VBV 2 was delayed and will only be finalized beginning of 2022 before official closure of the project (March 2022). Dissemination will be supported by co-financing.

- Broad Global Community of Practice shares lessons across countries but is very restrictive. It wants a community of dedicated practitioners. A surprisingly small number of users at 200. For the investment, a very high price per user. Make all effort to expand the base of users amongst the thousands of producers, processors, brokers, distributors, certifiers, government officials, etc.
- Strong partnerships are established to support knowledge management and increase synergies in order to maximize progress towards reducing deforestation from global commodity production
- A program level communication strategy raises awareness of the impacts of the IAP and facilitates dissemination of knowledge.
- The goal of knowledge management and learning of making learning/lessons from outside of the GGP is on track to be achieved through other projects in the future, or in a future GGP v2. The structure, website, protocols, etc. are all firmly established and positions the GCC to expand. A sustainability plan was in the drafting stage during the course of the evaluation.

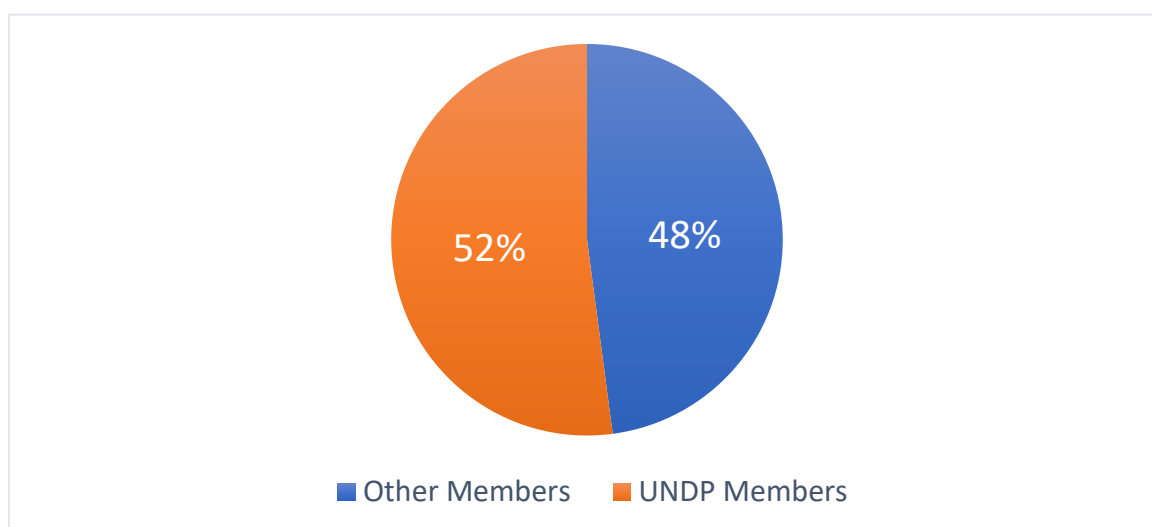
### Lessons from Component 3:

R1: Fact sheets, highlight reports for yearly performance, brochures, Branding Guidelines, Video Content. The materials produced are of very high quality and focused on informing the general public, on gender issues, etc. Evaluators do not see strategic communication integrated across production, demand, and transactional spaces nor with regards to solving problems in the Child Projects. What communications were needed at critical times to approved, for example, National Action Plans (Production). The project's communication strategy is centered around awareness and around roll outs of special events or publishing knowledge management toos. per the Strategy presented in the PRODOC.

R2: Percentage of participants of Community of Practice events **that have changed their programs, practices and/or policies based on GGP learning** (as measured by a survey of participants of each of the two face-to-face CoP global events) . A survey of participants demonstrated 64% of the 31 respondents had changed their programs practices or policies based on GGP learning.. Evaluators confirmed in interviews for the Production project that this was the case. In fact, one case of a Liberian producer was influenced to modify practices through contact at the Good Growth Conference. The indicator is the correct indicator but the means of verification (MOV) could be more specific. A survey is a good tool for this indicator, but right after the conference and the conference audience alone might not be the best sample, albeit convenient. A random survey of GCC subscribers might be a better MOV and enable triangulation.

R3: Strong participation of present and future collaborators: TFA, GIZ, NYDF, Consumer Goods Forum, GCFTF, BMZ, Eco Agriculture, Climate KIC, CFA, FOLU.

- M&E mechanisms capturing lessons learned across the programme
- COP building on existing Green Commodities Community
- Cost effective and efficient
- Biennial in-person gathering
- But need more day-to-day interaction will be facilitated through the Digital Platform for Collaborative Learning
- Evidensia and GCC have been mutually promoted on each other's platforms and events.
- Importance of programme level Knowledge Products
- Main challenge related to lack of resources and incentives for collaboration on learning activities
- GCC is too limited for the investment. Need to incorporate a larger audience of practitioners
- Good Growth Conference heavily impacted by COVID-19. The first GG conference was beneficial. In person events are important for participants that are persevering

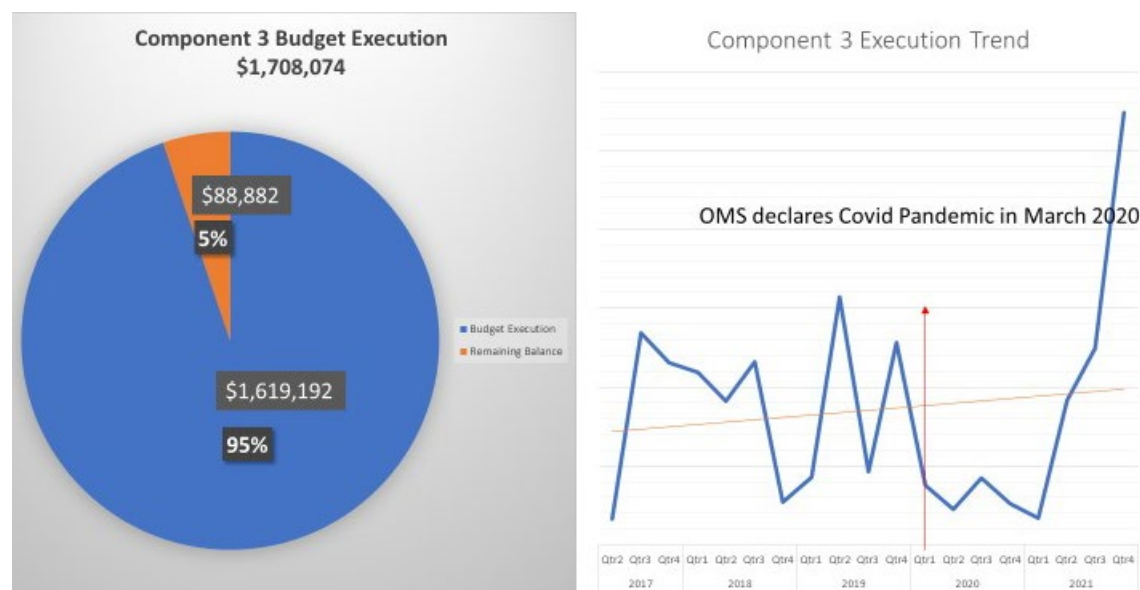


**Figure 6. GCC Membership**



The GCC now counts on 206 members, who have been oriented through calls delivered in English and Spanish (please note that some members were removed because of inactivity). Overall, 488 practitioners have been engaged through community workshops and orientation calls, representing 131 organizations and 18 commodity-producing countries.

Figure 7 shows the budget execution efficiency of Component 3



The quarter-by-quarter graph demonstrates the effects of COVID on the Green Commodities Community. The platform was characterized by spending associated with contracts and large events, namely the Good Growth Conference when the pandemic struck (red line). An in-person event every 2 years is important for sectors to facilitate networking amongst practitioners. Once the Pandemic clears, attendees are offered valuable networking opportunities. The spike at the end of the trail is related to the conference

**Figure 7. Efficiency in the budget execution of Component 3**

**Figure 8. Component 3 Quarterly Execution and Covid-19 Pandemic impact**

#### 4.3.2 Relevance (\*)

Relevance is the extent to which the project's objectives are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Relevance will be assessed on a six-point scale, as described in [Annex 1](#).

The A&L Project is not responsive to any single country's needs. It is however in line with each country's national priorities through the Child Project documents that were designed to be responsive to national priorities. Each of the countries participating in one of the other countries has experienced partial or complete policy shifts over the last four years. Liberia, for example has become very pro-business and is

seeking a good deal for smallholders. The project is well aligned to that position to assist with that policy direction. The project is also aligned with the following development setting and Signature Solutions of the 2018-2021 UNDP SP:

Development setting 2) Accelerate structural transformations for sustainable development by generating knowledge and improving knowledge sharing and South-South cooperation, by enabling the coordination and integration between organizations working on production, financing and demand of commodity supply chains, and by facilitating new partnerships and advocating for sustainable commodity supply chains through communications activities, the A&L project contributed to accelerating structural transformations for sustainable development.

The project was aligned with Signature Solution 4) Promote nature-based solutions for a sustainable planet and its Output 2.4.1) Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.

The A&L project directly contributed to the promotion of nature-based solutions for a sustainable planet, by supporting sustainable commodity supply chains and generating and facilitating lessons and knowledge exchange about it, especially through its Community of Practice, the Green Commodities Community. The coordination and integration between the child projects and partners also enabled by the project allowed more effective solutions for sustainable commodities and green and inclusive value chains.

Because it is a global project, there is no UNDAF. The commodities listed for each country are practically national symbols and emblematic of each country.

The project document outlines the conformity to international and national policies and programmes. Details of the consistency of the production, demand, transactions and Brazil child projects with national strategies, policies, and national reports under relevant Conventions in Brazil, Paraguay, Indonesia, and Liberia can be found in the respective CEO Endorsements. The IAP Program as a whole is consistent with GEF's strategic goals, as well as with global commitments made under different environmental Conventions and key agreements. This program will help address the common goal of reducing and avoiding the loss of forest resources, and will support the achievements of various international goals, including the Aichi Biodiversity Targets, REDD+ activities, UNFF Global Objective on Forests, the objectives set forth in the 2015 New York Declaration on Forests, and the commitments made at the 21st UNFCCC Conference of the Parties in Paris in 2015. The IAP will indirectly support the achievement of the several of the Sustainable Development Goals (SDGs), namely: SDG1: No poverty; SDG2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SDG4: Ensure inclusive and quality education for all and promote lifelong learning; SDG 5: Achieve gender equality and empower all women and girls; SDG8: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all; and directly support: SDG12: Ensure sustainable consumption and production patterns; SDG13: Take urgent action to combat climate change and its impacts; SDG15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss; SDG 17: Partnerships for the goals

Conclusion: the project is aligned with all relevant national priorities. A ranking of 6=HS is warranted.

#### 4.3.3 Effectiveness (\*)

Effectiveness is the extent to which the project's objectives were achieved or are expected to be achieved. Effectiveness is also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact. Effectiveness will be assessed on a six-point scale, as described in Annex 1.

Section 4.3.1. Progress Towards objectives and Expected Outcomes clearly demonstrates that the Project objective and main outcomes have been achieved. The analysis presented demonstrates achievement in Outputs as well as by Indicators for the established targets.

The project's burn rate for the different outcomes as demonstrated in the budget analysis demonstrates that the project took quite a long time to get off the ground. The Project Manager was not hired until August 2017, almost a 6-months after the start date of the project. The inception workshop does not occur until November 2017. During that 9-month span, we can surmise that the project was not effective. Once on-track, the project was extremely effective in getting things done until COVID-19 is declared as a pandemic in March 2020. In spite of COVID, the project continued to execute its budget with the exception of Component 3, given the cancellation of the Good Growth Conference's in-person modality. The effects of COVID also extended to the development of knowledge products. Based on the factors mentioned, the project requested and was granted an extension by GEF until March 2022.

Given the slow start that was amplified by the effects of COVID, a ranking of 4 was considered, however, taking into account the enormous effort to get the project on -track, a ranking of 5 or "S" is assigned.

#### 4.3.4 Efficiency (\*)

Efficiency is a measure of how economically the resources and inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention. Efficiency is assessed on a six-point scale.

Programme efficiency is considered **Satisfactory (S)** for the following reasons:

- Programme capacity to build needed partnerships during the Programme's implementation phase is rated as **Highly Satisfactory (HS)**. This is due to the PMUs ability to engage corporate stakeholders and also leverage co-financing.
- The sequence organization of inputs and outputs under Component 1, in addition to the M&E of the Programme with feedback loops was undertaken according to UNDP and GEF procedures and it is rated as **Satisfactory (S)**.
- The use of shared resources mainly splitting time with the Production project is seen to have taken effort and time away from A&L and for the under-budgeted outputs which suffered in efficiency as a result, a rating of **Mildly Unsatisfactory (MU)** is assigned.
- Risks and issues identification and management is rated as **Satisfactory (S)**. Issues and risks were not quarterly updated but they were updated. In addition they were reviewed and reported on a quarterly basis to the Project Board or Programme Steering Committee.
- The involvement of men and women equally into Programme activities and in the gender action plan and knowledge Products, the Project's activities are rated as **Highly Satisfactory (S)**.
- Having multiple countries procure the same outputs had the advantage that experiences

were shared, joint training sessions were conducted in a large multi-country group format, and teams from one country assisted another in the initial installation. The Project teams became expert in troubleshooting problems in getting the National Action Plans, Platforms, and moving project along in insufficiently budgeted activities at the country-level is **Satisfactory (S)**.

- Component 2: Evidensia completed its tasks, ISEAL alliance added more funding, and synergies between ITC, ISEAL and others is **Highly Satisfactory (HS)**.
- The Programme team was assisted by assets from the Green Commodities Programme. The expertise, co-financing and in-kind support helped in lieu of an inadequate budget. This relationship is **Highly Satisfactory (HS)**

#### 4.3.5 Overall Project Outcome Rating

Assessment of Outcomes	Rating
Relevance	HS (6)
Effectiveness	S (5)
Efficiency	S (5)
Overall Project Outcome Rating	S (5)

Table 11. Overall Project Outcome Rating

Overall Project Outcome Rating is Satisfactory. Refer to Rating Table in [Annex 1](#).

#### 4.3.6 Country ownership

Although this is a global programme, country ownership was evident during the Project formulation stage and Programme implementation due to the following:

- The Programme idea has its origin within the national priority sectors and development plans.
- It is aligned and interlinked with several international partners with nationally led projects and priorities.
- The Programme component was developed based on comprehensive consultation with national stakeholders.
- Each country project has identified a national priority for the commodity sectors targeted.
- In-depth assessments and stakeholder consultations were conducted during the child project preparatory phase in each country, and all barriers identified as significant impediments to the effective cultivation of commodities without deforestation and in lieu of climate change risks and opportunities were noted.
- Country-specific Integrated workplans developed during annual workshops have been developed based on country consultations.

- As a global Programme, common requirements across all countries were identified and for each country, the number and type of specialized technical assistance were identified to provide needed support services.

#### 4.3.7. Social and Environmental Standards

A SESP was carried out which detailed that the project would:

- mainstream the human-rights based approach, is likely to improve gender equality and women's empowerment, and mainstreams environmental sustainability.
- No environmental or social risks were identified for this child project and the project risk categorization was therefore low risk.
- Environmental and social grievances were not reported to the GEF in any of the annual PIRs.
- There is no evidence in the PIRs that the SESP Risk has been changed over time. In fact, there is no evidence of subsequent screening during implementation
- There is an ample stakeholder participation built into the governance structures and structures promoted by the child projects. Tools for women and small farmers

Original Risk (in ProDoc)	Revised Risk	Original Rating (I/L & Significance)	Revised Rating (I/L & Significance)
Risk 6.1 Indigenous peoples are present in the Project area (including Project area of influence)	No	I= P= Low Risk	No

Table 12. SESP Risk Assessment

4.3.7 Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)

UNDP/GEF TE guidelines identify Sustainability as the *likelihood of continued benefits after the project ends*. Consequently, the assessment of sustainability considers the risks that are likely to affect the continuation of project outcomes. The GEF Guidelines establish four areas for considering risks to sustainability: Sustainability assessed on a four-point scale.

#### Financial Risks:

The core services under the project have ongoing financing once the project is finished is **Likely (L)**.

- At the Programme-level, the GCP has been online since 2010 and is a core program of UNDP. That unit seeks financing and co-financing.

- UNDP is actively seeking and has secured co-financing for critical areas of the A&L, such as the Green Commodities Community. A sustainability plan has been drawn up for the GCC and is now financed for the next several years.
- The Evidensia Platform is financed by the ISEAL alliance in the short term and has a high probability of securing private sector donations or subscriptions to maintain the platform.
- With the GCC sustainability plan, the salient products produced under the A&L project can be distributed.
- Efforts to sustain financing to the Partnership to develop a GGP 2 concept and resource mobilization efforts done. This is key for the sustainability of the partnership created between UNDP, WWF, CI, UNEP . there is a likelihood that the Partnership will continue under FOLUR. Targeted fundraising . Promote VBV guidance

### **Socio-economic risks:**

Socio economic sustainability is **Likely (L)**

- The socio-economic risks, such as competing TOCs, competing platforms, clarity of message a illustrated in the Revised Risk Rating table (Annex 3) as well as changes in socio economic drivers. These do not owever affect the A&L project *per se* as the management paradigm would only require creating the space for the dialogue, such as, in the GCC. In reality, the main socio-economic effects are mitigated through the child projects who have stakeholder plans in place and ongoing relationships.
- The balance of national and international actors will lowers economic risks as different connections to financing follow-on actions have been made available. The A&L structure has made extensive international connections for follow-on projects related to child projects and at the portfolio-level.
- Multi-stakeholder action already has momentum and has added smallholder mechanisms for participation in all countries. The multi-stakehodler approach and materials have been integrated by project partners.

### **Institutional Framework and Governance risks:**

Institutional and Governance Sustainability is **Moderately Likely (ML)** as GGP enters into a transition phase

- It is important to maintain a type of governance structure to keep the momentum in terms of fundraising.
- An integrated approach will be a sustainable approach. A governance structure will be needed.
- Training and dissemination of knowledge products on sustainability
- Support national Action Plans
- Private sector already engaged and can play a bigger role

### **Environmental**

Environmental Sustainability is **Likely (L)**: The environmental attributes of the project will continue to produce

- Plantations supported by the child projects will continue to absorb CO<sub>2</sub>. This will be in addition to the 12 million tons of CO<sub>2</sub> avoided. The plantations will keep doing this sustainably without inputs from A&L or other actors. .
- The communications program will live on in the internet repeating messages on the role of sustainable commodity sectors
- The program has tools, such as Trase, Evidensia, and the GCC that can be sourced to wider audiences if the GCC is expanded, contributing to reducing environmental threats by building capacity of project teams.
- Producers are making money with improved production methodologies. Indonesia and Liberia oil palm plantations are likely to expand as farmers continue to replicate the practices learned in the field. A continued effort to share those results through the GCC, which as a sustainability plan in place, will greatly help practitioners to look at strengthening extension services.
- None of the activities implemented pose an environmental threat.

#### Overall Likelihood: Likely (L)

Sustainability	Rating
Financial resources	L
Socio-political	L
Institutional framework and governance	ML
Environmental	L
Overall Likelihood of Sustainability	L

Table 13. Sustainability Ratings

#### 4.3.8 Gender equality and women's empowerment

The programme is contributing to gender equality on the following results areas:

- Contributing to closing gender gaps in access to and control over resources
- Improving the participation and decision-making of women in natural resource governance

Great efforts were constantly made to promote gender equality through GGP communications material since the launch of the project. For instance, the Year 3 and Year 4 Highlights Reports have a chapter dedicated to gender equality and women empowerment, as a way to communicate on related results achieved as part of GGP but also to raise awareness and increase visibility on gender inequalities and discrimination, which are too often overlooked in commodity-focused projects.

Through the coordination of the A&L Project, there are 11 pieces on gender-based production including for example:

- One Gender Knowledge Product: Gender Mainstreaming in Agricultural Supply Chains Can Accelerate Growth: What Works and for Whom?
- 1 Roundtable on Gender organized for the Green Commodities and their problems by the Green Commodities Community
- Gender action plans for each Child Project

In addition, gender disaggregated data has been gathered for the completion of the recently finalized first update of the GGP programme-level monitoring framework (launched in Q1 2021). This will allow to monitor the proportion of women benefitting from GGP projects and will help understand better populations benefitting and potentially identify issues to be further investigated.

Looking more specifically at the A&L project, a gender specialist was hired in 2021 to develop an Executive Summary of the GGP knowledge product “Gender Mainstreaming in Agricultural Supply Chains Can Accelerate Good Growth: What Works and for Whom?” (<https://goodgrowthpartnership.com/wp-content/uploads/Gender-KP-Final-Jan2020.pdf>), launched at the beginning of 2020 to underline and stress the added value of using a gender lens in the design and implementation of activities in agricultural supply chains, and reflect on current trends in gender mainstreaming, opportunities to accelerate action, and critical lessons-learned from initiatives that have already been implemented in order to allow a better dissemination of the key insights of this piece of knowledge. At the time of the evaluation, this Executive Summary was not finished but on track.

A training on gender for GCC practitioners is being planned to be delivered at the beginning of 2022. The Green Commodities Community also put an emphasis on promoting the participation of women in this learning space, and as of June 2021, 62% of the Community members are women.

Gender mainstreaming and programming were maintained as key topics of discussion of the GGP Secretariat country focused calls (organized on a quarterly basis since beginning of 2019), where country teams are encouraged to share their challenges, learnings and activities planned to increase gender equality and enable women empowerment in commodity supply chains.

Also, “gender” was included as a cross-cutting tag in Evidensia, so anyone can easily find all gender-focused resources and resources including a gender lens through typing in the word “gender” in the search box or selecting SDG 5 on Gender Equality in the filter option. As of end of March 2021, closing date for activities under the A&L Project component 2, 84 resources on Evidensia have been coded with the “gender” tag.

During the organization of the GGP-New York Climate Week event (September 23, 2020) and the two follow-up webinars (November 17 and December 7, 2020), as well as the Good Growth Partnership 2021 high-level panels (May 25-26, 2020) were gender inclusive and included women as key speakers. This aimed to contribute to change mindsets in commodity sectors which are often male dominated; as well as the GGP Celebration event of October 28 to launch the GGP Highlights Report into circulation.

The programme-level gender knowledge product (mentioned into more details above) published in 2020 outlines a business case for gender equality and women empowerment in commodity supply chains. The



key arguments presented in the publication for the productive and financial sectors as well as for the demand side provide evidence that gender is a development multiplier for sustainable commodities projects and supply chains sustainability efforts and that a gendered approach to commodity supply chains can deliver for 9 of the 17 SDGs, including SDG 12 on Responsible Consumption and Production, SDG 13 on Climate Action and SDG 15 on Life on Land. The ongoing development of an Executive Summary of this knowledge product and its future dissemination will contribute to further raise visibility around these specific issues.

#### 4.3.9 Cross-cutting Issues

The project creates a number of issues that are cross cutting for UNDP-supported GEF-financed projects are key elements in UNDP country programming.

- The collaborative approach and multi-stakeholder tools have a high degree of applicability. One partner organization in the mix recounted to the evaluation team an experience where they were working in a separate area and adopted the approach, convinced it was the way to go.
- Systems thinking moving away from linear project design and M&E using a systems framework.
- The use of multi-stakeholder platforms as a means to plan and reach consensus.
- The GCC has valuable materials and lessons produced through the GCP projects that can be applied outside of the intended commodities, such as the Knowledge Management guides on Gender, Multi-stakeholder Guide, Small Farmer participation toolkit, etc. . These should be actively promoted outside of the existing network along with digital learning opportunities such as webinars, video content, etc. that will be available on the Digital Platform for Collaborative Learning.

#### 4.3.10 GEF Additionality

The A&L project provides management and coordination to the GGP. It is instrumental in ensuring that the IAP is viewed as a cohesive whole and that it has a clear identity. This will entail a number of different vital elements, which are further detailed in the description of the project's Outcomes. These aspects were tested in interviews with field staff of the Production Project and in a focus group meeting with the Brazil team, including the following elements:

- Development of an IAP brand identity to increase visibility and awareness of the integrated supply chain approach.
- Collaborative framework that would not be possible in the status quo
- Program-level monitoring and evaluation. This will be anchored on the Program-level results framework and preparation of a final report on lessons learned from adopting this integrated pilot approach, among others. Uncovering the truth behind the TOC with an evidence base
- Knowledge management within the Program and with external initiatives. This will include the establishment of a Global Community of Practice to facilitate learning on effective interventions to address deforestation in supply chains and to provide a learning framework to explore cross-cutting themes such as gender and resilience. Knowledge management will include extensive

learning from within the IAP, as well as learning from external partners through participation in relevant events and fora. IAP publications will be produced and information disseminated through speaking events.

- Design of knowledge tools and events designed to change thinking towards a systems approach that would not otherwise be possible to test and support an innovative approach.
- Trust building
- Development of a robust and policy-relevant evidence base on the effectiveness of Voluntary Sustainability Standards and similar mechanisms being used to implement deforestation-free and sustainable production and sourcing initiatives. This will include support to filling key gaps in the evidence base, making existing evidence more accessible to key user groups and synthesizing and communicating evidence in decision-relevant terms.
- Implementation of a partnership strategy with global-level cross cutting partners.

#### 4.3.11 Catalytic/Replication Effect

Based on the criteria presented in the following Table 14: Assessment of Catalytic Role, the A&L project has a number of constructs that have very high replication potential.

- the Green Commodity Community is a community of Practice for practitioners of one of the extractive industries. The GCC exists specifically for the capture and creation of knowledge and for replication. It is presently a closed community that requires a query to access. The community prefers practitioners. The digital platform contains a wealth of material in only a short time. it is currently at the replication stage and moving towards the scaling-up category. There are plans and a strategy for scaling up under Food systems and Land Use and Restoration Impact Programme (FOLUR).
- a second platform created by the project is the Evidensia system for accessing research and syntheses on, among other topics, VSS and deforestation, as an example. That platform is also in the scaling up phase
- The project produced a suite of knowledge management materials and documents that will be an aid for any professional working in the commodities space, in planning, or with multiple

Table 14. Assessment of Catalytic Role

Scaling up	Approaches developed through the project are taken up on a regional / national scale, becoming widely accepted, and perhaps legally required
Replication	Activities, demonstrations, and/or techniques are repeated within or outside the project, nationally or internationally
Demonstration	Steps have been taken to catalyze the public good, for instance through the development of demonstration sites, successful information dissemination and training
Production of public good	The lowest level of catalytic result, including for instance development of new technologies and approaches. <i>f</i> No significant actions were taken to build on this achievement, so the catalytic effect is left to 'market forces'

stakeholders. These materials are at the demonstration stage and, if GCC is successful, can slide up the scale to the replication stage.

#### 4.3.12 Progress to Impact

The A&L project was instrumental in the successful management of the GGP. A&L on its own does not have impacts rather the effects of the Project's efforts is seen at the GGP level. The impact areas are found from within the 4-child projects that have been facilitated by the PMU in UNDP's RH LAC, two of which under their direct management. More specifically, management systems, programme level M&E, feedback loops, among others.. ISEAL Alliance as lead implementation agency with support from WWF and Rainforest Alliance established the Evidensia Platform. Also, the platform has 1000 resources. Concurrently, the project developed a knowledge management platform or "Green Commodities Community" where learning, technical support and a host of other materials and opportunities can be found. Linked to this, the project also invested in knowledge products based on lessons learned by practitioners with many years in the field. In addition, from the group of child projects under the GGP umbrella, the following results to impacts have been reported by the PMU's directors:

- The Partnership established or strengthened 22 national and sub-national multi-stakeholder and commodity-focused platforms bringing together stakeholders in target commodities and landscapes. Through these forums, trust between stakeholders was enhanced and visions and clear pathways to sustainability for critical supply chains were defined. To facilitate the process multi-stakeholder guidance and learning materials were produced.
- Nine action plans for sustainable commodity production were collaboratively developed at the national and subnational levels, of which six are already being implemented. These action plans contain interventions needed to reform the industry, laying the foundation for unlocking public and private financing and investment to undertake them.
- The platforms and plans also created mechanisms for coordination and alignment across stakeholders and sectors, and at various scales, helping to consider trade-offs and break down silos, all prerequisites for achieving systemic change.
- Monitoring tools has been developed to aid in the planning and monitoring of an adequate baseline for High Conservation Value Forests, filling an important void in the planning and in some cases the licensing process.
- As a contribution to action plans implementation, the Partnership supported the development or improvement of 29 policies enabling sustainable production or improving land use allocation. Nine of these policies have been legalized and/or are being implemented today. Examples of these include strengthened farmer extension systems and preserving important conservation areas or forests from conversion to agriculture or livestock production as a result of better land use planning.
- The GCC was effective in transmitting new messages and ideas to practitioners. In a GCC survey almost 60% indicated that they had changed their plans or methods based on information received through the Good Growth Conference. A good example is a KI in Liberia is mimicking a methodology for rural oil palm development that was obtained though GCC as presented form a KI from a GCP Partner n Indonesia. The Partnership supported the generation of Global Environmental Benefits, such as introducing or strengthening natural resource management practices leading to improved management of over seven million hectares of lands and the

avoidance of almost 30 million tons of CO2 emissions. \* (\* Different tools have been used to calculate data on CO2 emissions avoided in the Brazil and Production projects. Please contact us if you need further clarifications.)

- As a means of addressing deforestation in production, the Partnership has taken a systems approach, working across sectors and geographic scales to activate the right incentives, such as finance and market drivers, to encourage sustainable production.
- The Partnership helped drive US\$ 16+ million in new investments toward sustainable production of Paraguayan beef and Indonesian palm oil and increased the capacity of more than 135 financial institutions to address environmental, social, and governance risks in their portfolios and allocate capital to producers applying sustainable practices, promoting the generation of new financial incentives for sustainable production.
- On the market side, the programme collaborated closely with global traders, manufacturers of consumer goods and retailers to help them source more sustainably. Today, more than 85 companies that the Partnership engaged with one on-one and through platforms and co-financing have made new or strengthened commitments to sustainable supply chains. Many of these were directly supported in implementing their commitments through technical assistance, training and tools developed by the Partnership.
- Supply chain transparency was substantially improved for palm oil, beef and soy globally thanks to the Partnership's support of the Trase supply chain transparency platform, allowing companies to assess their deforestation risk and make better sourcing decisions. With more demand for responsible commodities and increased transparency in the supply chain, producers are incentivized to shift toward sustainable practices to capture a growing market and avoid the increasing risks of being linked to deforestation.
- Recognizing that the challenges we face are significant, complex and ever changing, the Partnership continuously strived to generate, capture and share knowledge. From improving gender equality and women's empowerment in commodity supply chains to toolkits for sustainable sourcing, over 73 resources and tools have been developed and shared by the Partnership.

## **5. Main Findings, Conclusions, Recommendations, Lessons Learned**

### **5.1 Main Findings**

The main findings are incorporated into the text of the evaluation report. See also [Annex 14](#) for a table of Findings, Conclusions, Recommendations and Lessons Learned.

### **5.2 Conclusions**

The main conclusions are presented on Page 2. They are also incorporated into the text of the evaluation report. See also [Annex 14](#) for a table of Findings, Conclusions, Recommendations and Lessons Learned.

### 5.3 Recommendations

The main Recommendations are presented in Table 4. They are also incorporated into the text of the evaluation report. See also [Annex 14](#) for a table of Findings, Conclusions, Recommendations and Lessons Learned.

## 6. Annexes

### Annex 1. Summary of Rating Scales

#### Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

#### Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

### Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

### Development Objective Rating

Rating	% Achievement of Results Framework targets (average)
Highly Satisfactory (HS)	100%
Satisfactory (S)	80 – 99
Moderately Satisfactory (MS)	60 – 79
Moderately Unsatisfactory (MU)	40 – 59
Unsatisfactory (U)	20 – 39
Highly Unsatisfactory (HU)	Below 20%

### Implementation Progress Rating

Rating	% Achievement of annual workplan targets (average)
Highly Satisfactory (HS)	100
Satisfactory (S)	80 – 99
Moderately Satisfactory (MS)	60 – 79
Moderately Unsatisfactory (MU)	40 – 59
Unsatisfactory (U)	20 – 39
Highly Unsatisfactory (HU)	Below 20%

### Sustainability Ratings Scale

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability



## Terminal Evaluation (TE) Terms of Reference

### 1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP- supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. These Terms of Reference (ToR) set out the expectations for the TEs of two *full-sized projects* under the Good Growth Partnership (GGP), one of the GEF-funded integrated approach pilots (IAPs). Both projects are implemented through the *United Nations Development Programme Regional Hub for Latin America and the Caribbean (UNDP RH LAC)*.

The first project is titled ***Reducing Deforestation from Commodity Production*** (PIMS #5664- *Atlas award 00098209*) – a global project working in Indonesia, Liberia and Paraguay. The project started on the *15<sup>th</sup> of June 2017* (with the Paraguay portion starting on the *3<sup>rd</sup> of July 2017*).

The second project is titled ***Adaptive Management and Learning for the Commodities IAP*** (PIMS #5665- *Atlas award 00097946*) –which is also a global project. It started on the *3<sup>rd</sup> of March 2017*.

Both projects are now in their 4<sup>th</sup> year of implementation and will end respectively on 14 June 2022 and 31 March 2022.

Separate TEs will be conducted for each project, though with an understanding of the broader GGP context. In both cases, the TE process must follow the guidance outlined in the document ['Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'](#).

### PROJECT BACKGROUND AND CONTEXT

The **Good Growth Partnership (GGP)** is a GEF-financed integrated approach pilot (IAP) programme, *"Taking Deforestation out of Commodity Supply Chains"* (also referred to as *"the Commodities IAP"*) aiming to reduce the global impacts of agricultural commodities on greenhouse gas (GHG) emissions and biodiversity by meeting the growing demand of palm oil, soy and beef through supply that does not lead to deforestation and related GHG emissions.

It consists of 5 *child projects* working across production, financing, and demand in Brazil, Indonesia, Liberia, and Paraguay (integrated supply chain approach). Working with a full range of stakeholders, from small-scale producers to national governments and global corporations, the GGP promotes a holistic approach to sustainability that encompasses entire commodity supply chains and looks at where the layers of the supply chain integrate and overlap to enhance financial incentives and demand for sustainably

produced agricultural commodities. By combining forces, the Good Growth Partnership aims to provide a model of wide-scale systemic reform that capitalizes on the strengths of each partner.

The two child projects "Reducing Deforestation from Commodity Production" (Production) and "Adaptive Management and Learning for the Commodities IAP" (A&L) – both led by the UNDP Green Commodities Programme (UNDP GCP) within RH LAC – are key parts of the GGP.

The **Production** child project seeks to turn the sustainable production of key commodities from niche and specialized operations to the norm in each commodity sector. It works to improve the enabling environment for sustainable production practices for oil palm in Indonesia and Liberia, and beef in Paraguay – while conserving forests and safeguarding the rights of smallholder farmers and forest- dependent communities.

**Component 1** of the project is on dialogue platforms, action plans, and regulatory reform (focusing on enabling conditions for sustainable production and land-use related policies).

**Component 2** covers farmer extension services and trainings on good agricultural practices (GAPs). **Component 3** is on improved land-use planning, zoning, and set-asides, resulting in increased legal protections and reduced carbon emissions.

**Component 4** is on knowledge management, including increased knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land, and uptake and replication of lessons learned.

The full range of outcomes and targets under each component can be consulted in the project logical framework in Annex A. They are aligned with outcomes 1 and 3 of the UNDP Country Programme for Indonesia 2016-2020, outcome 2 of the UNDAF and UNDP Country Programme for Liberia 2013-2017, and results 2.1 and 3.2 of the Paraguay UNDAF 2015-2019 (MANUD). The overall programme and project objectives are also aligned with output 1.3 of the UNDP Strategic Plan 2014-2017.

As a GEN2 project, gender equality is a significant objective of the project, and gender is mainstreamed across all activities in implementation.

The Production project is organized into two UNDP project documents:

- i. Indonesia, Liberia and Global support;
- ii. Paraguay.

In both cases, the project is implemented following UNDP's direct implementation modality (DIM),

with the following governance and management arrangements:

- i. For Indonesia, Liberia and Global support – the Implementing Partner is the Regional Hub for Latin America and the Caribbean (RH LAC – which is thus responsible and accountable for managing the project (including M&E), achieving project outcomes, and for the effective use of UNDP resources. The Country Offices of Indonesia and Liberia are executing the Indonesia and Liberia components of the project.
- ii. For Paraguay, the Implementing Partner is the UNDP Paraguay Country Office.

The Indonesia portion of the project has been executed by UNDP Indonesia, in partnership with the Ministry of Agriculture, the Ministry of Environment and Forestry and the Coordinating Ministry for Economic Affairs, and with Conservation International (CI) and WWF Indonesia acting as responsible parties for the landscape-level work in the South Tapanuli (North Sumatra) and Sintang (West Kalimantan – then taken over by UNDP Indonesia) districts respectively.

The Liberia portion of the project has been executed by UNDP Liberia, in partnership with the Ministry of Agriculture, the Forest Development Authority, and the Environmental Protection Agency, and with CI acting as responsible party for landscape-level work in the North-West Liberian/MANCO landscape (across the counties of Grand Cape Mount, Bomi, Gbarpolu, and Bong).

The Paraguay portion of the project has been implemented by UNDP Paraguay in partnership with the Ministry of Environment and Sustainable Development.

Key stakeholders include government entities, CSOs (including local and international NGOs, cooperatives, farmer and community associations, and other representatives of local communities and indigenous people), private sector entities, and academic institutions in all 3 countries and at the global level.

The Production project is now in its 4<sup>th</sup> year of implementation, and project activities are expected to end in the second half of 2021. COVID-19 has posed significant challenges to project implementation; this applies to all countries and project components, with reduced access to the field and limited opportunities for face-to-face interaction. This has impacted the work of all Platforms and dialogue forums, as well as the delivery of trainings and workshops. In many cases, activities were successfully delivered through digital means – though in some occurrences, limited access to telecommunication technologies and reduced internet coverage have resulted in delays in project implementation. Furthermore, the COVID-19 pandemic has impacted significantly the policymaking agenda (and consequence budget allocation decisions) of all three project countries, where the response to the pandemic has been prioritized over other items. This has posed significant challenges to the policy work being conducted under the Production project.

**The total Production project budget is of USD 14,584,403 (GEF funding), with planned co-financing for additional USD 164,916,118. The project is expected to close on 14 June 2022.**

The **A&L** project allows for coordination and integration of the partnership – which is led by the UNDP GCP within the UNDP RH LAC. This child project is instrumental in ensuring that the programme is viewed as a cohesive whole and that it has a clear identity.

**Component 1** of the A&L project, implemented by UNDP Regional Hub for LAC, is coordinating the management of the GGP programme, leading to logical technical sequencing, programme-level monitoring and evaluation, and overall resilience. This includes leading Secretariat meetings, supporting the creation of integrated intervention plans, and capturing and disseminating effective adaptive management practices across the programme.

Through **Component 2**, implemented by WWF US and executed by ISEAL Alliance, the project contributes to developing a robust and policy-relevant evidence base on the effectiveness and impacts of voluntary sustainability standards (VSS) and VSS-like mechanisms being used to implement deforestation-free and sustainable production and sourcing initiatives. The establishment of a Global Impact Platform (re-branded as “Evidensia”) will fill in key gaps to the evidence base and synthesize and communicate evidence in decision-relevant terms.

**Component 3**, also implemented by UNDP Regional Hub for LAC, is on knowledge management, partnership development and communications aimed at maximizing learning, fostering synergies and promoting replication and upscaling of actions to address deforestation in commodity supply chains. This includes supporting an active community of practice – the Green Commodities Community – through which practitioners from the GGP child projects, countries, and partners as well as the broader sustainable commodities community share knowledge and learn from each other.

COVID-19 has had a limited impact on the A&L project activities, except for the organization of the 2<sup>nd</sup> Good Growth Conference, which will be delivered virtually in the first half of 2021, and the level of collaboration between the Partners which slightly decreased due to competing priorities and adaptations needed in project implementation. Most of the activities initially planned in-person were adapted to virtual formats.

**The total A&L project budget is of USD 2,749,124, with planned co-financing for additional USD 6,496,204. The project will be closing on 31 March 2022.**

The other three child projects of the GGP are “Demand”, “Transactions”, and “Brazil”. The **Demand** project, led globally by WWF US, helps raise awareness and strengthen demand for sustainably produced beef, palm oil and soy among consumers, policymakers, companies and investors. Under the **Transactions** project, the UN Environment’s Finance Initiative (UNEP FI) and the International Finance Corporation (IFC) work closely with banks and related institutions to help make sustainable financing more accessible for businesses, farmers and producers who require additional capital to invest in more environmentally sound practices. The **Brazil** project, led by Conservation International, combines the production, demand, and transactions streams into a single project in that country, including national work with a landscape focus of the MATOPIBA region.

## TE PURPOSE

Separate TEs will be conducted for the Production and A&L projects, though with an understanding of the broader GGP context. For each project, the TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP programming, through informing future project design and implementation. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments, including through adaptation to the outbreak of the COVID-19 pandemic.

For each of the two TEs, a management response will be prepared by the commissioning unit, detailing whether the Project Team and stakeholders fully accept, partially accept or reject the recommendations (including justification for the acceptance/rejection). For all recommendations which are fully or partially accepted, key follow-up actions will be developed and monitored.

## TE APPROACH & METHODOLOGY

The TE reports must provide evidence-based information that is credible, reliable and useful.

For each of the two projects, the TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluations. For the Production project, the TE team will review the baseline and midterm GEF focal area Core Indicators submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators that must be completed before the TE field mission begins.

For each of the two projects, the TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (including the GEF Operational Focal Point in the Production countries), Implementing Partners and Responsible Parties, the UNDP Country Offices, the UNDP-GEF Regional Technical Advisors, direct beneficiaries, the GEF Secretariat's Focal Point for GGP and other key stakeholders.

Engagement of stakeholders is vital to successful TEs. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the following.

For the Production project: representatives of the global project team at the Regional Hub for LAC, the UNDP Country Offices in Liberia, Indonesia and Paraguay and the GGP project teams in each of these countries, CI HQ, CI Liberia, CI Indonesia, WWF Indonesia, senior officials and task team/component leaders, key experts and consultants in the relevant subject areas, Project Board, project beneficiaries, academia, local government and CSOs.

For the A&L project: representatives of the global project team at the Regional Hub for LAC, WWF US, CI HQ, CI Brazil, UNEP FI, IFC, the ISEAL Alliance, members of the Green Commodities Community (GCC), senior officials and task team/component leaders, key experts and consultants in the relevant subject areas, Project Board, and, if relevant, project beneficiaries, academia, local government and CSOs.

Additionally, for the Production project, the TE team is expected to conduct field missions to the following project sites: in Indonesia, the districts of South Tapanuli (North Sumatra), Pelalawan (Riau) and Sintang (West Kalimantan); in Liberia, the MANCO/North-West Liberian landscape; and in Paraguay, relevant project sites in the Chaco region.

No field mission is required for the A&L project. However, it would be extremely beneficial for the Team Leader (or another relevant member of the team) to attend virtually the Good Growth Conference scheduled for May 24<sup>th</sup> - 28<sup>th</sup> 2021, if possible. That will allow the team member to get well acquainted up-front with the concepts, approaches and concrete work involved in these projects, and already allow for contacts with many of the relevant stakeholders.

The TE team should spend enough time to get acquainted with the evolution of the political economy in the **four countries, and** remain mindful of it in the recommendations they produce.

The specific design and methodology for the TEs should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

*As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the project countries may be restricted and travel in the countries is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.*

*If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.*

*If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.*

*A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.*

## DETAILED SCOPE OF THE TE

For each of the two projects, the TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TEs will assess results according to the criteria outlined in the [Guidance for TEs of UNDP-supported GEF-financed Projects](#). The Findings section of the TE reports will cover the topics listed below.

A full outline of the TE reports' content is provided in ToR Annex C.

The asterisk "(\*)" indicates criteria for which a rating is required.

### Findings

#### iii. Project Design/Formulation

- National priorities and country drivenness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

#### iv. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

#### v. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of



progress for each objective and outcome indicator at the time of the TE and noting final achievements

- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

#### Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE reports will include an Evaluation Ratings Table, as shown below:

**ToR Table 2: Evaluation Ratings Table for *Reducing Deforestation from Commodity Production***

**and *Adaptive Management and Learning for the Commodities IAP***

Monitoring & Evaluation (M&E)	Rating <sup>5</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

<sup>5</sup> Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6

= Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4- point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

#### TIMEFRAME

The total duration of the TEs will be approximately **80 worker days** (60 days for the Production project, and 20 days for the A&L project) over a time period of **41 weeks** starting on **June 1<sup>st</sup> 2021**. The tentative TE timeframes are as follows.

Timeframe applicable to both projects.

Timeframe	Activity
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<i>March 17<sup>th</sup> 2021</i>	Application closes
<i>May 20<sup>th</sup> 2021</i>	Selection of TE team
<i>June 1<sup>st</sup> – October 31<sup>st</sup> 2021</i>	Preparation period for TE team (handover of documentation)

For the Production project.

Timeframe	Activity
<i>July 1<sup>st</sup> to 31<sup>st</sup> 2021 (11 days)</i>	Document review and preparation of TE Inception Report
<i>By August 31<sup>st</sup> 2021 (2 days)</i>	Finalization and Validation of TE Inception Report
<i>September 1<sup>st</sup> to November 15<sup>th</sup> (34 days)</i>	TE mission: stakeholder meetings, interviews, field visits, etc.
<i>By December 10<sup>th</sup> (1 day)</i>	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
<i>Dec 11<sup>th</sup> - January 7<sup>th</sup> 2022 (10 days)</i>	Preparation of draft TE report
<i>Between January 7<sup>th</sup> and January 28<sup>th</sup> 2022</i>	Circulation of draft TE report for comments
<i>February 15<sup>th</sup> 2022 (2 days)</i>	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
<i>January 7<sup>th</sup> – March 14<sup>th</sup> 2022)</i>	Preparation and Issuance of Management Response
<i>March 14<sup>th</sup> 2022</i>	Expected date of full TE completion

Options for site visits should be provided in the TE

Inception Report. For the A&L project.

Timeframe	Activity
<i>By June 15<sup>th</sup> 2021 (5 days)</i>	Document review and preparation of TE Inception Report
<i>By June 30<sup>th</sup> 2021 (1 day)</i>	Finalization and Validation of TE Inception Report
<i>July 1<sup>st</sup> – August 31<sup>st</sup> 2021 (6 days)</i>	TE work: stakeholder interviews, etc.
<i>September 15, 2021 (1 day)</i>	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission

<i>By October 15, 2021 (5 days)</i>	Preparation of draft TE report
<i>Between October 16 and November 15<sup>h</sup> 2021</i>	Circulation of draft TE report for comments
<i>By November 30 2021 (2 days)</i>	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report

October 15 <sup>th</sup> – December 15 <sup>th</sup> 2021	Preparation and Issuance of Management Response
December 31 <sup>st</sup> 2021	Expected date of full TE completion

## TE DELIVERABLES

Applicable to both TEs.

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <i>June 30<sup>th</sup> 2021 for the A&amp;L TE; August 31<sup>st</sup> 2021 for the Production TE.</i>	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: <i>September 15<sup>th</sup> 2021 for the A&amp;L TE; December 10<sup>th</sup> 2021 for the Production TE.</i>	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	Within 4 weeks of end of TE mission: <i>October 15<sup>th</sup> 2021 for the A&amp;L TE; January 7<sup>th</sup> 2022 for the Production TE.</i>	TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report ( <i>See template in ToR Annex H</i> )	Within 6 weeks of receiving comments on draft report: <i>November 30<sup>th</sup> 2021 for the A&amp;L TE; February 15<sup>th</sup> 2022 for the Production TE.</i>	TE team submits both documents to the Commissioning Unit

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>6</sup>

## TE ARRANGEMENTS

The principal responsibility for managing the TEs resides with the Commissioning Unit. The Commissioning Unit for these projects' TEs is the *United Nations Development Programme Regional Hub for Latin America and the Caribbean (UNDP RH LAC)*.

The Commissioning Unit will contract the company which will conduct the two TEs. The company will be responsible for the travel arrangements of the evaluation team to and within Indonesia, Liberia, and Paraguay. The cost of travel will have to be included into the financial proposal, for which the company will receive a lumpsum covering all costs (daily fees, travel, per diem, insurances, etc.). The Project Team will be responsible for liaising with the TE team to provide all relevant documents and stakeholder contact details, and support setting-up stakeholder interviews (in person, or remotely) and arranging field visits.

## TE TEAM COMPOSITION

The TE team will be composed of 3 to 6 members, including one international team leader (ideally with experience evaluating GEF-financed projects in the same or similar focus areas and regions), one international agricultural commodities expert, one to three country specialists (typically national consultants capable of providing insights into the local context and knowledge) to support the Production project related in-country missions in Liberia, Indonesia and Paraguay, depending if the Team leader and the International Agricultural Commodities Expert are country specialists as well. If needed, a 4<sup>th</sup> evaluation expert could support with the evaluation of the A&L project. The TE team members cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The team leader shall be responsible for coordinating activities with the rest of the TE team (the agricultural commodities expert, the national evaluation expert/s, and eventually the 4<sup>th</sup> evaluation expert for A&L), the overall evaluation design and writing of the TE reports and to ensure quality of the final report submitted to UNDP.

The evaluation experts, in close collaboration with the agricultural commodities expert – and under the overall leadership of the team leader, will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building and work with the Project Team in developing the TE itinerary.

To the extent possible, considering the evolution of the COVID-19 pandemic in and beyond the project countries, we anticipate the following composition and length of field missions for the Production TE:

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<sup>6</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- Indonesia – team leader, agricultural commodities expert, local evaluation expert; 15 days including at least 9 days in the landscapes (3 in each landscape).
- Liberia: team leader, agricultural commodities expert, local evaluation expert; 5 days including at least 2 days in the landscape.
- Paraguay: team leader, agricultural commodities expert, local evaluation expert; 7 days including at least 3 days in the landscape.

### **Organization Experience:**

- At least 3 years of experience in conducting international development projects reviews and/or evaluations;
- Experience conducting evaluations of GEF-financed projects (at least 3 years/evaluations will be considered as an asset);
- At least 5 years of experience working in agriculture, agricultural commodities, deforestation, sustainable forest management, ecosystems and biodiversity, climate change mitigation, and/or multi-focal area projects;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience working in Latin America, West or Central Africa, and Asia;
- Firm that can mobilize a team of highly qualified experts with the profile described below;
- Experience working with the United Nations system will be considered an asset.

### **Key Personnel Experience:**

#### **1. Team leader**

- A Master's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field;
- At least 10 years of experience in project design, monitoring and/or evaluation in sustainable development;
- Experience leading remote evaluations will be considered an asset;
- Experience in adaptive management, as applied to agriculture, sustainable forest management, ecosystems and biodiversity, climate change mitigation, gender and agriculture or multi-focal area projects and demonstrated understanding of

these issues;

- Experience working with the GEF and/or the evaluation of GEF-financed projects;
- Demonstrated understanding of issues related to gender and agriculture, commodities, value chains, deforestation, or climate change mitigation; experience in gender sensitive evaluation and analysis;
- Excellent report writing and analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- Experience working in Latin America, West or Central Africa, and/or Asia will be considered an asset;
- Mastery of Bahasa Indonesia and/or Spanish will be considered an asset.
- **Mandatory requirement: Mastery of the English language.**

## **2. International Agricultural Commodities Expert**

- A Master's degree in business administration, international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field;
- At least 5 years of experience working on sustainable agricultural commodities;
- Experience working on palm oil and/or beef will be considered an asset;
- At least 2 years of experience supporting project evaluations;
- Demonstrated understanding of issues related to gender and agriculture, commodities, value chains, deforestation, or climate change mitigation; experience in gender sensitive evaluation and analysis;
- Experience working in Latin America, West or Central Africa, and/or Asia;
- Project evaluation/review experiences within United Nations system will be considered an asset.
- Experience working with GEF-financed projects will be considered an asset;
- Mastery of Bahasa Indonesia and/or Spanish will be considered an asset.
- **Mandatory requirement: Mastery of the English language.**

## **3. Evaluation Experts (Indonesia, Liberia, Paraguay)**

- A Bachelor's degree in international affairs, agriculture, forestry, environmental

studies, natural sciences, social sciences, or other closely related field;

- At least 2 years of experience in project design, monitoring and/or evaluation; At least 2 years of experience working in the agricultural commodities sector of relevance to the country (palm oil for Indonesia and Liberia, beef for Paraguay) and excellent understanding of the local context especially related to commodities production and deforestation;
- Experience working with GEF-financed projects will be considered an asset;
- Experience of engaging with the private sector, government and civil society;
- **Mandatory requirement: Mastery of the English and relevant national languages (Bahasa Indonesia for Indonesia national evaluation expert, Spanish for Paraguay national evaluation expert).**

#### 4. (Optional) Evaluation Expert (A&L)

- A Master's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field;
- At least 5 years of experience in project design, monitoring and/or evaluation in sustainable development, with at least 2 years of experience leading or supporting terminal evaluations;
- Demonstrated understanding of issues related to coordination, partnerships, knowledge management and learning;
- Experience working with GEF-financed projects will be considered an asset;
- **Mandatory requirement: Mastery of the English language.**

#### EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. These evaluations will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' (Annex E). The evaluators must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluators must also ensure security of collected information before and after the evaluations and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluations and not for other uses without the express authorization of UNDP and partners.

#### PAYMENT SCHEDULE



#	Deliverable	% of payment	Details
1	A&L TE Inception Report	5 %	Satisfactory delivery of the final A&L TE Inception Report and approval by the Commissioning Unit
2	Production TE Inception Report	5 %	Satisfactory delivery of the final Production TE Inception Report and approval by the Commissioning Unit
3	A&L TE Draft Final Report	15 %	Satisfactory delivery of the draft A&L TE report to the Commissioning Unit
4	Production TE Draft Final Report	30 %	Satisfactory delivery of the draft Production TE report to the Commissioning Unit
5	A&L TE Final Report	15 %	Satisfactory delivery of the final A&L TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail
6	Production TE Final Report	30 %	Satisfactory delivery of the final Production TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail
	<b>Total</b>	<b>100%</b>	

Criteria for issuing the final payments of 15% for the A&L TE and 30% for the Production TE<sup>7</sup>:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The final TE report must be in English. If applicable, the Commissioning Unit may then choose to arrange for a translation of the report into a language more widely shared by national stakeholders.
- The Audit Trail includes responses to and justification for each comment listed.

*In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID- 19 and limitations to the TE, that deliverable or service will not be paid.*

*Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.*

#### APPLICATION PROCESS

The technical proposal should include the following:

- a) **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Composition of the team and summary of key personnel competences with CV**

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<sup>7</sup> The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

- c) Implementation timelines
- d) Subcontracting and Partnership (if any)
- e) One or two samples demonstrating the Team Leader's report

writing skills Incomplete applications will be excluded from further consideration.

#### TOR ANNEXES

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

### Annex 3. Revised Risk Rating

Original Risk (in ProDoc)	Revised Risk	Original Rating (I/L & Significance)	Revised Rating	TE Findings on the revision
(1) Procurement processes, bureaucratic procedures and multitude of agencies working under the IAP lead to delays in national and global-level activities that undermine the technical sequencing of activities across the program		Probability: 3  Impact: 2  Political/ operational	P=4 I=3	KIIs cited bureaucracy in procurement especially where sign-off by government project representatives is needed.
(2) Overlap of this IAP knowledge management component with existing knowledge management platforms, leading to insufficient interest, participation and uptake of IAP learnings from key stakeholders		Probability: 1  Impact:2	P=3 I=3	KIIs confirm this is a reality. KIIs knew the RSPO platforms well and did not hear about the GCC or Evidensia
(3) With so many stakeholders working in the target countries and on the issue of taking deforestation out of the commodity supply chains, the IAP may not be able to effectively coordinate with existing initiatives and partners while demonstrating added value		Probability: 1  Impact: 1  Operational	No change	The IAP is at the pilot stage but has engaged all of the major stakeholder groups in each country.
(4) Climate change and associated extreme events significantly affect agricultural production, leading to pressure to expand production and reducing support for setting aside high conservation value forests and for sustainably sourced commodities, undermining the ability of the IAP to achieve expected impacts		Probability: 2  Impact: 3  Environmental	P=3 I=3	A key assumption and a risk.  Drought in Paraguay and Flooding in Indonesia already realized, increasing P value. Expand to include environmental e.g. Pandemic
(5) The platform could be seen as duplicating existing efforts or tools or may not be used by target users.		Probability: 1 Impact: 2 Strategic, Operational	P=3 I=3	RSPO platforms are better known. Competition between child projects and donors

(6) Research funding for standards may dry up.		Probability: 1 Impact: 1 Financial/Strategic	No Change	All indications are towards short term funding
(7)	<p>New Risk identified during project implementation (PIRs 2019 and 2020):</p> <p>Risk: GGP Partners could disengage from GGP programme-level, coordination and integration activities.</p> <p>This could be due to lack of appropriate budgeting and prioritization of programme-level activities as well as activities related to coordination and integration by other GGP child projects and partners.</p> <p>The impact of this risk materializing would be not achieving a full integrated approach along the supply chain.</p>	Substantial	P=4 I=4	
(8)	<p>PIR 2021: one additional risk was entered in the Risk Register in relation to not achieving the objective-level target on supply chain partnership facilitated in GGP countries (one per country), given the difficulties faced for the concretization of such partnerships in Brazil, Liberia, and Paraguay. A discussion on this target was organized at the GGP Steering Committee meeting in October 2020, and regular follow up with each country team has been done to maximize the project chances of achieving it. This has born fruits since we are now on track to achieve the target and are likely to exceed it by project end.</p>	Low	P=2 I=4	this target is not part of child projects results framework and is only part of the A&L one, so it easily gets deprioritized by partners/forgotten, and that there is no specific resources allocated to it

## Annex 4. Changes made to the project design during implementation

During the Inception Workshop (IW) for the Adaptive Management & Learning (A&L) project on 24 November 2017 in Panama City, Panama, the following changes were made to the project design:

Changes to the Governance Structure Organizational Chart:

- It was established that UNDP was not responsible for Component 2 of the project beyond annual PIR reporting since it was under implementation by WWF/ISEAL.
- IAP Coordinator was removed from the Organizational Structure, and the Monitoring & Evaluation Specialist and the Programme and Communication Support consultants were included.
- ISEAL Global Impacts Platform Manager, responsible for component 2 was given a seat on the GGP Secretariat, as well as UNDP GCP Senior Advisor for Learning and Impact, who was given a seat on component 2 Steering Committee.

Changes to the Results Framework:

Some baselines and targets were to be further defined and some indicators and targets reformulated, as shown below.

1. Baseline and targets for **Objective Indicator 1.3.2** "Number of additional people benefitting from strengthened livelihoods through solutions for management of natural resources, ecosystem services, chemicals and waste (among groups including smallholder farmers and forest-dependent communities (disaggregated by gender)" were not defined during project design and still need to be defined based on results of gender studies being undertaken in all 4 project countries: Indonesia, Liberia, Paraguay and Brazil. **We expect the results of these studies in Q1 and hence the baseline and targets to be ready by no later than 30 April 2018.**
2. The midterm and end of project targets for the **last Objective-level indicator**, "Level of dialogue catalyzed by IAP Platforms between buyers and producer country oil palm, soy and beef commodity sectors (in particular governments) in the 4 IAP target countries (Indonesia, Liberia, Paraguay and Brazil) related to sustainable production" have been revised. The targets both originally read "Increased connectivity among key supply chain actors (i.e., Asia workshops will feed Asian companies into INPOP, soy trader platform brings traders into the Matopiba forum in Brazil, links between the Chaco beef platform and Global Sustainable Beef Roundtable are strengthened in Paraguay, and key stakeholders are brought into the Liberia platform)," but the text in parentheses has been removed because some of the examples provided are no longer relevant. Additional clarification is needed to define how the targets of "increased connectivity" will be measured; this will be undertaken by a small task force in January, and final revisions will be shared with GGP partners.
3. **Outcome indicator 1.1** "Level of logical technical sequencing of key deliverables across individual child projects as measured by annual national level workplans to achieve expected Program goals and their

effective implementation" replaced by "Level of logical technical sequencing of key deliverables across individual child projects as measured by monthly GGP Secretariat calls and annual national and global level intervention plans to achieve expected Program goals and their effective implementation". The change was done to account for the fact that 1) sequencing should also happen at the global level, 2) in Liberia, the production child project is the only child project currently active and hence it will not be possible to have cross-project sequencing of deliverables there, and the latter could only happen in 3 countries (Indonesia, Paraguay and Brazil), and 3) talking about "deliverables and intervention plans" allows for more flexibility in the format to be used for integrated planning. Finally, it was noted that given the different planning timelines used by the various child projects, producing integrated plans will only be feasible in June/July of each year. **Baseline:** "workplans" replaced by "interventions"; **Mid-term Target:** "8 national level inter-agency workplans (one per country per year for 4 countries) replaced by "20 monthly GGP Secretariat calls, 6 national and 2 global level inter-agency interventions plans"; **End of Project Target:** "16 national level inter-agency workplans (one per country per year for 4 countries)" replaced by "40 monthly GGP Secretariat calls, 12 national and 4 global level inter-agency intervention plans"

4. The midterm target for **Outcome indicator 3.1** "Number of knowledge products on IAP to share IAP insights and learnings" had originally specified a partnership with Guardian Sustainable Business. This arrangement is no longer being pursued, and has been replaced with a partnership with Reuters. The target has been revised to show that articles will appear on "media partner websites," which will allow room to explore other agreements with additional leading media organizations.
5. **Outcome indicator 3.2** "Number of active partners with which the IAP is engaged at a programmatic level (through two-way sharing of information, expertise or tools; collaboration to increase impacts; implementation of delivery services, or provision of co-financing)". The Board felt that the targets of 3 (Mid Term) and 6 (End of Project) were not ambitious enough. **The M&E team to suggest to the Project Team new more ambitious targets for Project Team's approval, by the end of January 2018.**

The midterm and end of project targets were determined to be overly ambitious and unrealistic for **Outcome indicator 3.3** "Percentage of participants of Community of Practice events that have changed their programs, practices and/or policies based on IAP learning (as measured by a survey of participants of each of the two face-to-face CoP global events)." The midterm target has been changed to at least 25% (from 50%) and the end of project target is now at least 60% (from 75%).

These changes were submitted to the Project Board on December 11 and approved.

## Annex 5. List of Project's Stakeholder Interviewed for the TE

List of Project's Stakeholders Interviewed for the TE			
Total	Participants	Males	Females
1	Andrew Bovarnick, UNDP GCP Head, UNDP	1	
2	Pascale Bonzom, GGP Global Project Manager and Aline Da Silva, GGP Coordinator, UNDP		2
1	Pascal Fabie, GCP's Senior Adviser for Learning and Impact, UNDP	1	
1	Vanessa Briceño, Administrative and Financial Asssistant, UNDP		1
2	Andrea Bina, M&E Specialist Working Group, UNDP and Lavinia Gasperini, M&E Focal Point	1	1
1	Lara Jacob, UNEP-Fi		1
1	Santiago Fernandez de Cordoba, Evidensia Stakeholder Council, UNCTAD/UNFSS	1	
1	Alekssandra Atallah, Programme Knoledge Management Integration, UNDP		1
2	Gino Bianco, M&E Demand, and Luis Iseppe, SC, WWF	2	
1	Rachel Kaplan, GEF-WWF Program Officer		1
2	Margreet Groot, Comms. Sr. Advisor UNDP, and Cristina Baeza, Comms. Specialist, UNDP		2
1	Lise Melvin, Senior Platforms Advisor, UNDP		1
1	Robyn Paulekas, Senior Mediator and Program Manager <u>Meridian Institute, Evidensia Stakeholder Council</u>		1
1	Jeff Milder, Director, Global Programs, Rainforest Alliance, Evidensia Steering Committee	1	
1	Jose Cruz Osorio, UNDP RH LAC, Chair, Project Board	1	
6	Enrique Molas, Oscar Gadea, Guillermo Javier Terol (IFC) Lourdes López, Viviana Villalba (UNDP), Veronique Gerard (UNDP) - Paraguay	3	3
1	Monica McBride, Evidensia Steering Committee		1
1	Gregory Sampson, International Trade Centre (ITC), Evidensia Stakeholder Council	1	
1	Vidya Rangan, Senior Manager, Impacts and Evidence ISEAL ALLIANCE		1
1	Rachel Garrett, ETH Zurich, Evidensia Research Council		1
9	Anselma Faustina (UNDP), Lara Jacob (UNEP-Fi), Rini Indrayanti (UNDP), A. Bayunanda, B.Haraty, Helen Lumban Gaol, Iwan Kurniawan, Nikky Nofari, (WWF), Tri Widjayanti - Indonesia	4	5

1	Felipe Carazzo, Tropical Forest Alliance	1	
1	Paul Hartman, GEF	1	
2	Dorsla Farcarthy and Galah Toto, UNDP	2	
5	Ciro Franco Moreira (IFC Brazil), Andre Vasconcelos (Trase), Edgar Oliveira, Manuel Moraes (CI-Brazil), Raquel M Costa	4	1
1	Margaret Arbuthnot, WWF		1
1	Veronique Gerard, UNDP-Paraguay		1
1	Charles O'Malley, GCP's Senior Partnerships Advisor, UNDP	1	
1	Rita Samudio, IFC-Paraguay		1
1	Dieter Fischer, IFC	1	
<b>52</b>		<b>26</b>	<b>26</b>
		<b>50%</b>	<b>50%</b>



## Annex 6. Agenda for TE Implementation

Participants: UNDP, GGP, representative Stakeholders from components, safeguards, and project management perspectives:

Objectives:

- Gauge levels of inputs
- Obtain multiple perspectives on project execution.
- Listen to Gains, Concerns, Opportunities, and Risks.
- Determine the need for additional evaluation tools to triangulate information.
- Identify lesson learned for the future

GEF 9179		Adaptive Management and Learning for the Commodities IAP					
Week	Date	Time	Activity/Theme	Participants	Duration (in minutes)	Modality	Notes
1	11/8/21	9:30 am	Kick-Off meeting	Andrea Bina, Pascale Bonzom and Lavinia Gasperini	45	Zoom	
1	11/8/21	11:00 am	Interview	Andrew Bovarnick	45	Zoom	
1	13/8/21	7:00 am	Interview	Pascale Bonzom and Aline Da Silva	45	Zoom	
2	17/8/21	10:00 am	Interview	Pascal Fabie	45	Zoom	
2	17/8/21	2:00 pm	Interview	Vanessa Briceño	45	Zoom	
2	18/8/21	8:00 am	Interview	Andrea Bina and Lavinia Gasperini	45	Zoom	
2	18/8/21	11:00 am	Interview	Lara Yacob	45	Zoom	
2	19/8/21	8:30 am	Interview	Santiago Fernandez de Cordoba	45	Zoom	

## Adaptive Management and Learning for the Commodities IAP

Week	Date	Time	Activity/Theme	Participants	Duration (in minutes)	Modality	Notes
2	20/8/21	8:30 am	Interview	Alekssandra Atallah	45	Zoom	
3	23/8/21	9:00 am	Interview	Gino Bianco and Luis Iseppe	45	Zoom	
3	24/8/21	11:45 am	Interview	Rachel Kaplan	45	Zoom	
3	25/8/21	9:00 am	Interview	Margreet Groot and Cristina Baeza	45	Zoom	
3	25/8/21	3:00 pm	Interview	Lise Melvin	45	Zoom	
3	26/8/21	10:30 am	Interview	Robyn Paulekas	45	Zoom	
3	26/8/21	2:00 pm	Interview	Jeff Milder	45	Zoom	
3	26/8/21	4:00 pm	Interview	Jose Cruz Osorio	45	Zoom	
3	27/8/21	10:00 am	Focus Group w/Paraguay Team	Enrique Molas, Mario Zenteno, Oscar Gadea, Guillermo Javier Terol, Lourdes López, Viviana Villalba, Veronique Gerard	60	Zoom	
3	27/8/21	11:00 am	Interview	Monica McBride	45	Zoom	
4	30/8/21	10:00 am	Interview	Gregory Sampson	45	Zoom	
4	31/8/21	7:00 am	Interview	Vidya Rangan	45	Zoom	
4	31/8/21	10:00 am	Interview	Rachel Garrett	45	Zoom	
4	31/8/21	10:00 PM	Focus Group w/Indonesia Team	Anselma Faustina, Lara Yacob, Rini Indrayanti, A. Bayunanda, B.Haraty, Helen Lumban Gaol, Iwan Kurniawan, Nikky Nofari, Tri Widjayanti	60	Zoom	
4	01/9/21	10:00 am	Interview	Felipe Carazzo	45	Zoom	
4	02/9/21	11:00 am	Interview	Paul Hartman	45	Zoom	

## Adaptive Management and Learning for the Commodities IAP

Week	Date	Time	Activity/Theme	Participants	Duration (in minutes)	Modality	Notes
4	03/9/21	8:00 am	Interview	Dorsla Farcarthy and Galah Toto	45	Zoom	
5	08/9/21	10:00 am	Interview	Amanda Sennert and John Buchanan	45	Zoom	
5	08/9/21	2:00 pm	Focus Group w/Brazil Team	Cassio Franco Moreira, Karine Barcelos, Andre Vasconcelos, Edgar Oliveira, Manuel Moraes, Raquel M Costa	60	Zoom	
n/a	16/9/21	3:00 pm	Interview	Margaret Arbuthnot	45	Zoom	
n/a	16/9/21	4:00 pm	Interview	Veronique Gerard	45	Zoom	
n/a	22/9/21	12:00 am	Interview	Charles O'Malley	45	Zoom	
n/a	1/10/21	3:00 pm	Interview	Rita Samudio	45	Zoom	
n/a	5/10/21	4:00 pm	Interview	Dieter Fischer	45	Zoom	

## Annex 7: List of Documents Reviewed

Number	Document	Status
1	PIF	-
2	UNDP Initiation Plan	√
3	Final UNDP-GEF Project Document with all annexes	√ NB: please refer to the amended results framework as per the Eval. ToR.
4	CEO Project Endorsement Request	√
5	UNDP Social and Environmental Screening Procedure (SESP)	N/A
6	Project Inception Report	√
7	Mid-Term Review report and management response to MTR recommendations	√
8	All Project Implementation Reports (PIR's)	2018, 2019, 2020, 2021
9	Annual Reports to UNDP Annual Work Plans Combined Delivery Reports Quarterly Project Reports	2017, 2018, 2019, 2020, 2018, 2019, 2020, 2021 2017, 2018, 2019, 2020 2018, 2019, 2020, 2021
10	Oversight mission reports	2017, 2018, 2019, 2020
11	Minutes of the Project Board meetings and other meetings (i.e. Steering Committee meetings)	2017, 2018, 2019, 2020, 2021
12	GEF Tracking Tools (from CEO Endorsement)	N/A
13	GEF Core Indicators	N/A
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	√
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	√
16	Audit reports	N/A N/A; TBC for component 2.
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)	See folder 27
18	Sample of project communications materials	√
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants	√
20	Relevant socio-economic monitoring data	N/A
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)	√
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval	N/A

23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available	√
24	UNDP Country Programme Document (CPD) for each country	N/A
25	List/map of project sites, highlighting suggested visits	N/A
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted (including GGP Organigramme)	√
27	Project deliverables that provide documentary evidence of achievement towards project outcomes	√
28	<i>Any other additional documents, as relevant</i> Other relevant documents: Lessons Learnt	√√

## Annex 8. Evaluation Matrix

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
<b>Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?</b>				
To what extent did the project provide added value to the implementation of the other GGP child projects? How does this compare with what expected at project design phase?	<ul style="list-style-type: none"> <li>Was the project successful in adapting its integrator role to the evolving and emerging needs of the GGP programme throughout implementation? To what extent?</li> </ul>	<ul style="list-style-type: none"> <li>Project documentation.</li> <li>Relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Project documentation.</li> <li>Relevant stakeholders;</li> </ul>	<ul style="list-style-type: none"> <li>Desk review.</li> <li>Key Informant Interviews (KIIs)</li> <li>Focus Group Discussions (FGDs)</li> </ul>
Was the project successful in supporting the child projects in adapting to emerging national priorities?	<ul style="list-style-type: none"> <li>How has the project supported programme-level adaptations to emerging national priorities of policies? ?</li> <li></li> </ul>	Presence or absence of changes in implementation strategy based on external and internal (to GGP) emerging priorities.	<ul style="list-style-type: none"> <li>Adaptive Management Log documentation</li> <li>KIIs Child Project Management</li> <li>KIIs, National Agency or sector representatives or counterparts.</li> <li>Platform Managers from Production Project</li> </ul>	Scoping for changing priorities post-COVID that could accelerate rates of deforestation via expanded commodity financing or economic stimulus and documented adaptations.
	<ul style="list-style-type: none"> <li>To what extend did the A&amp;L project support the programme's effort to adapt to the operational context resulting from the outbreak of the COVID-19 pandemic?</li> </ul>	Trendline and total quarterly budget execution	<ul style="list-style-type: none"> <li>Quarterly budget execution per component and Project Management pre. during and post COVID.</li> </ul>	Analysis of changes in project execution quarterly budget execution pre and post COVID-19
How did the project support the GEF focal area(s) and other priority targets?	<ul style="list-style-type: none"> <li>How did the sector-relevant country representatives and decision-makers participate in the project's decision-making process?</li> <li>Does the upstream-downstream communications process within</li> </ul>	Collective Contribution to GEF Core Indicators, SDGs, AICHI targets, determined by A&L.	<ul style="list-style-type: none"> <li>Composition of child project steering committees</li> <li>List of attendees Good Growth Conferences, and International and national <i>fora e.g.</i></li> </ul>	Test the upstream and downstream communication between the A&L Community of Practice and national decision-makers.

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
	A&L illuminate support to the focal areas? to changing priorities?		RSPO <ul style="list-style-type: none"> <li>• GEF Focal Area Core Indicators</li> <li>• SDGs, AICHI, NDCs</li> </ul>	Attendance in national and international, commodity specific <i>fora</i>
<b>Effectiveness: Project Strategy and Design</b>				
Do the results developed during the formulation of the project still represent the best strategy to achieve the objectives of the project?	<ul style="list-style-type: none"> <li>• Were the project's objectives and components clear, practicable and feasible within its time frame?</li> <li>• Is the project addressing emerging and present stakeholder priorities?</li> <li>• Is the project stakeholder-driven?</li> </ul>	Positive responses by project partners affirming the relevance of the strategy.	<ul style="list-style-type: none"> <li>• Semi-structured interviews and review of documents</li> </ul>	Analyzing the degree of acceptance of the different stakeholders interviewed.  Matching of results to emerging country strategies and priorities.
Was the Results Framework modified per the results of the MTR recommendations?	<ul style="list-style-type: none"> <li>• Were there revisions to the Results Framework?</li> <li>• If so, were the revisions to the results framework sound and sensible given the context of the project</li> <li>• To the contrary, was the results framework was sound given the context of the project?</li> </ul>	The number and types of revisions at the output or outcome level.	<ul style="list-style-type: none"> <li>• Results Frameworks</li> <li>• Project management response documents</li> <li>• Project Board minutes</li> <li>• PIRs</li> <li>• KIIs</li> </ul>	Review the approved modified version of the RF if applicable.  Scoping of the revisions to project design; analysis of effectiveness following the evaluation of project outputs
Was the Theory of Change confirmed by the results of the project?	<ul style="list-style-type: none"> <li>• Was the Theory of Change based on an adequate problem analysis, barriers and risks?</li> <li>• What new problems or barriers have arisen that might alter the Theory of Change? Are these factors isolated by country or</li> </ul>	The number of new problems, barriers or risks identified that relate to the TOC.	<ul style="list-style-type: none"> <li>• Approved Project Documents</li> <li>• PIRs, QRs</li> <li>• Minutes PSC</li> <li>• KII</li> </ul>	The TE will not re-litigate the underpinnings of the project, rather focus on new risks, barriers, and new information on problems. Within that context, the problem analysis can be reviewed for lessons learned.

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
	systemic across a given commodity?			
Were the indicators in the Results Framework SMART?	<ul style="list-style-type: none"> <li>• Did the indicators select support management decision-making?</li> <li>• Were the indicators the best for the project outcomes and objective? What are the lessons learned?</li> <li>• Is the evidence to support the estimate of progress per indicator relevant and valid?</li> </ul>	The number of indicators that have/do not have SMART characteristics.	<ul style="list-style-type: none"> <li>• Approved or modified Results Framework</li> <li>•</li> </ul>	<p>Analysis of indicators at the Objective and Outcome Levels.</p> <p>Interviews with KIIs</p>
Has the project captured the lessons learned, failures/lost opportunities to date?	<ul style="list-style-type: none"> <li>• What might have been done better or differently?</li> <li>• Did the project have an effective exit strategy?</li> </ul>	<ul style="list-style-type: none"> <li>• Functionality and impact of key knowledge products that were used to help share lessons and experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Evidensia</li> <li>• GGP Good Growth Conferences</li> <li>• KIIs with PMU, Child Project and Component 2 M&amp;E authorities</li> <li>• KIIs Steering Committee and technical consultants, PSC</li> <li>• GEF lessons learned workshop</li> <li>• Knowledge product on the integrated approach (to be finalized in Sept-Oct)</li> </ul>	Assess knowledge products and management results and impacts, lessons, best practices, portfolio/



Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
Do the outcomes support the incremental reasoning?	<ul style="list-style-type: none"> <li>Are there quality quantitative and verifiable data demonstrating GEF additionality?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of the outcomes achieved in creating a more supportive environment as envisaged at the endorsement stage?</li> </ul>	<ul style="list-style-type: none"> <li>PIRs</li> <li>MTR</li> <li>KIIs with selected members of each stakeholder group</li> </ul>	Comparison of the business-as-usual scenario with the EOP scenario including co-financing.
<ul style="list-style-type: none"> <li>Were the assumptions that must hold true for outcomes to be achieved realized?</li> </ul>	<ul style="list-style-type: none"> <li>Were the assumptions clearly identified in the PIF and project document?</li> <li>Since the MTR, are there new assumptions that were not identified or that emerged without being previously foreseen?</li> <li>Were the assumptions adjusted following the MTR?</li> </ul>	<ul style="list-style-type: none"> <li>In the case of unattained outputs, the presence of absence of assumptions required to realize the expected outcome.</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of Results from Effectiveness evaluation</li> <li>MTR</li> <li>PIRs, QRs</li> <li>KIIs per component</li> </ul>	<p>Component by Component review of unrealized outputs if any seeking unidentified or triggered assumptions.</p> <p>If new assumption is identified, explore effects on project implementation at the outcome level.</p>
Were the risks identified in the project document and PIRs the most important? risk ratings were applied appropriately?	<ul style="list-style-type: none"> <li>Were all risks clearly identified and realistically assessed during project formulation and MTR?</li> <li>Were any risks overlooked and what were the consequences of that?</li> <li>What systems and tools were used to identify, prioritize, monitor and manage those risks? Were action plans developed and followed? Was escalation necessary?</li> <li>Was the project's risk register properly maintained during implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Presence/absence or the number of new identified risks and changes in risk ratings.</li> <li>Mitigation strategies have been implemented as planned.</li> </ul>	<ul style="list-style-type: none"> <li>PRODOC Risk Table</li> <li>QPRs, PIR, UNDP annual reports</li> <li>KIIs with M&amp;E specialists</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Document Review</li> </ul> <p>Contact with sectoral experts</p>

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
Were there any other unforeseen factors beyond the control of the Project that have influenced the development of the outcomes (relevant externalities)? How effective were the Project's strategies against balancing these factors?	<ul style="list-style-type: none"> <li>Were any other factors (+) or (-) identified? Have new risks emerged?</li> <li>If applicable, Has the project adapted with actions in response to new risks identified? (See adaptive management).</li> <li>If so, how effective?</li> </ul>	<ul style="list-style-type: none"> <li>Presence/absence or the number of new identified risks and changes in risk ratings.</li> <li>Mitigation strategies have been implemented as planned.</li> </ul>	<ul style="list-style-type: none"> <li>PIR</li> <li>MTR</li> <li>KIIs</li> <li>Adaptive management practices table</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Sample of adaptations registered in PIR to define effectiveness of the response</li> </ul>
<b>Effectiveness: To what extent have the expected objective and outcomes of the project been achieved?</b>				
Has the project delivered coordinated management of the Commodities Integrated Approach Pilot?	<ul style="list-style-type: none"> <li>To what extent has the project produced a logical technical sequencing of activities across the child projects, program-level M&amp;E and overall resilience?</li> </ul>	<ul style="list-style-type: none"> <li># of monthly GGP Secretariat Calls</li> <li>#Annual national and global level intervention plans</li> <li>Program-level M&amp;E and lessons learned</li> <li>Adaptive management monitoring</li> </ul>	<ul style="list-style-type: none"> <li>PIRs</li> <li>Minutes from Calls: Secretariat and Steering Committee</li> <li>Intervention Plans</li> <li>Program-level results framework</li> <li>GEF lessons learned workshop</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Audit the Secretariat calls and Steering Committee meetings</li> <li>Review intervention plans and reports of integrated planning workshops</li> <li>Examine the quality of response related to Brazil and Paraguay for improvements</li> </ul>
Has the project intervention led to increased understanding of the impacts of voluntary sustainability standards (VSS) and VSS-like mechanisms on deforestation, biodiversity habitat, and other social and environmental outcomes across different geographies and contexts, to promote adaptive management and to increase the effectiveness of these mechanisms? To what extent?	<ul style="list-style-type: none"> <li>Is Global Impact Platform effective?</li> </ul>	<ul style="list-style-type: none"> <li>Platforms live online</li> <li>Number of new syntheses and summaries of evidence uploaded to the Platform and associated audience-specific communications created and disseminated</li> <li># of visitors to the platform.</li> </ul>	<ul style="list-style-type: none"> <li>MOUs</li> <li>partnerships</li> <li>Recognition</li> <li>Data from systems administration</li> <li>KIIs in WWF and ISEAL</li> </ul>	<p>Review the IT characteristics and throughput (visitors, downloads) of the system.</p> <p>Review system outputs</p>

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
Has the global online database and knowledge platform on the impacts of VSS and VSS-like mechanisms led to low deforestation commodity production?	<ul style="list-style-type: none"> <li>Has data translated into reduced deforestation?</li> </ul>	<ul style="list-style-type: none"> <li>documented cases of lower deforestation</li> <li>confirmation of linkage in the process.</li> </ul>	<ul style="list-style-type: none"> <li>Interactive website</li> <li>KIIs at the country level of relevant countries to the GGP as proxies: Brazil, Paraguay, Indonesia, Liberia.</li> <li>Evidensia synthesis documents</li> </ul>	Sample of downloaders or user survey to ID a scenario where deforestation was fostered by information on the platform.
Has the project implementation of the knowledge management, partnership development and communications functions maximized learning, fostered synergies, and promoted replication and upscaling of actions to address deforestation in commodity supply chains?	<ul style="list-style-type: none"> <li>Is knowledge sharing taking place?</li> <li>Have participants in the community of practice changed programs practices or Policies?</li> <li>What is the level of engagement with the GGP?</li> <li>How effective was the outreach of GGP?</li> </ul>	<ul style="list-style-type: none"> <li>Number of knowledge products on GGP to share GGP insights and learnings</li> <li>Percentage of participants of Community of Practice events that have changed their programs, practices and/or policies based on GGP learning</li> <li>Number of active partners with which the GGP is engaged at a programmatic level</li> <li>Communications data (number of articles, communications statistics such as use of the website etc)</li> </ul>	<ul style="list-style-type: none"> <li>Project documentation; relevant stakeholders</li> <li>Reports and survey or evaluations of the two face-to-face CoP Global events</li> <li>Results from GCC consultations</li> <li>Communication outputs and GGP website</li> <li>GCC Digital Community</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> <li>Desk review; KIIs</li> <li>Survey of participants of each of the two face-to-face CoP Global events</li> <li>Assess two-way sharing of information, expertise, or tools; collaboration to increase impacts; implementation of delivery services, or provision of co-financing</li> </ul>
<b>Effectiveness: Project Implementation and Adaptive Management<sup>6</sup>:</b>				

<sup>6</sup> Rating on UNDP Implementation/oversight; Implementing Partner Execution; and execution. The Implementation/Oversight and Execution Ratings Scale required A&L PIMS 5665

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
To what extent did UNDP deliver effectively on activities related to oversight, supervision, completion, and evaluation	<ul style="list-style-type: none"> <li>How was oversight undertaken within the A&amp;L workplan?</li> <li>What was the quality of upstream and downstream communication across all management actors?</li> <li>Was the implementing agency responsive to concerns by the executing and co-implementing partners? (See Adaptive Management)</li> <li>How and to what extent has the project implementation process, coordination with stakeholders and important aspects affected the timely start, execution, and closure of the project?</li> </ul>	<ul style="list-style-type: none"> <li>The number of oversight interventions (site visits, virtual group meetings).</li> <li>The number of adaptations generated from Implementing agency oversight or technical assistance.</li> <li>The number and type of training opportunities and experiences organized by the implementing agency.</li> </ul>	<ul style="list-style-type: none"> <li>Management Arrangements</li> <li>Operations Manual</li> <li>Organizational charts and flow diagrams</li> <li>KIIs between secretariat and child project PMUs and Component 2 PMU.</li> <li>KII Project Steering Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Assess the functionality of the management arrangements specific to oversight and feedback.</li> <li>Assess the upstream and downstream concerns by the implementing/executing agencies and responses.</li> </ul>
What was the quality, strengths and weaknesses of the partnerships within the management modality? Lessons learned?	<ul style="list-style-type: none"> <li>How did the child projects and executing agencies benefit from training, systems, knowledge management?</li> </ul>	The nature and types of benefits by implementing agency and by executing partners and co-implementers	<ul style="list-style-type: none"> <li>KIIs implementing agency/PMU</li> <li>KIIs child project PMUs and PMU of Component 2.</li> <li>KII Project Steering Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Assess the mutual benefits Strengths and Weaknesses since MTR and management response</li> <li>Anecdotal exchange of benefits</li> <li>Document survey of the clarity and effectiveness of management systems in facilitating execution of project activities.</li> </ul>
Have the Implementing and executing agencies established a productive and safe workplace?	<ul style="list-style-type: none"> <li>Were standards (drug-free, abuse free, etc.) for workplace safety and harmony in place and monitored?</li> <li>Was there higher than usual turn-over in key positions?</li> <li>Was training on filing grievances</li> </ul>	<ul style="list-style-type: none"> <li>The quality and visibility of documentation of workplace standards</li> <li>Measures in force to address grievances</li> <li>Measures in force to provide and receive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Operations Manual</li> <li>KIIs Implementing PMU</li> <li>KIIs child project PMUs and PMU of Component 2.</li> </ul>	<ul style="list-style-type: none"> <li>Assess the controls and/or rewards used to maintain a quality workplace.</li> <li>Assess directives</li> <li>Assess the grievance redress mechanism to register complaints, especially by non UNDP</li> </ul>

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
	<p>provided?</p> <ul style="list-style-type: none"> <li>Were there any grievances filed by implementing partners, executing agencies or employees? (See Grievance Mechanism).</li> </ul>			<p>Partners.</p> <ul style="list-style-type: none"> <li>Assess the feedback and performance response function</li> </ul>
What was the quality of upstream/downstream communication on project achievements and changing scenarios?	<ul style="list-style-type: none"> <li>Did the Project Team keep the Project Board informed of new risks, changes to existing risks and the escalation of risks?</li> </ul>	<ul style="list-style-type: none"> <li>Presence (#) or absence of risks reported and mitigated vs. TE risk assessment.</li> </ul>	<ul style="list-style-type: none"> <li>PRODOC Risk Assessment</li> <li>MTR Risk Assessment</li> <li>PIR Risk Assessment and UNDP annual reports</li> <li>KIIs with M&amp;E specialists KIIs with the Steering committee and Project Board.</li> <li>Project Board and Steering Committee meeting minutes/reports and presentations</li> </ul>	<ul style="list-style-type: none"> <li>Analyze how risks were communicated upstream and responded to downstream</li> </ul>
What changes did the project undergo as a result of recommendations? from the Mid-Term Review and/or changing and emerging situations.?	<ul style="list-style-type: none"> <li>What was the process and implications? (Consider presenting the MTR recommendations, management responses to the recommendations, and TE team comments in a table format</li> <li>Did the changes affect the project outcomes?</li> </ul>	The # of successful adaptive management practices that address bottlenecks in implementation or in response to MTR recommendations.	<ul style="list-style-type: none"> <li>MTR Report and annexes/recommendations</li> <li>Log of adaptations</li> <li>MTR Management response documents</li> <li>minutes of GGP</li> </ul>	Test for effectiveness and instrumentation of feedback loops

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
	<ul style="list-style-type: none"> <li>What is the involvement of the Secretariat and Steering Committee and Project Board in authorizing changes?</li> </ul>		Secretariat, Steering Committee and Project Board meetings	
How did the PMU guide adaptations to challenges faced during implementation? (Cross-cutting with Component 1)	<ul style="list-style-type: none"> <li>what was the role of the A&amp;L project in adaptively managing practices addressed bottlenecks in implementing or attainment of Program goals?</li> </ul>	<ul style="list-style-type: none"> <li>the number of successful adaptive management practices addressing bottlenecks</li> </ul>	<ul style="list-style-type: none"> <li>QR</li> <li>PIR</li> <li>Minutes GGP PSC</li> <li>Minutes Secretariat</li> <li>GEF lessons learned Workshop</li> <li>Adaptive management practices log</li> <li>KIIs</li> </ul>	<p>Audit of the number of adaptive management practices documented.</p> <p>Targeted interviews in each country to validate if/how bottlenecks were removed.</p>
<b>Effectiveness: Project Implementation: Execution of the Monitoring and Evaluation<sup>7</sup> Plan</b>				
Was the M&E plan well-designed, practical, and sufficient at CEO endorsement to monitor results and track progress toward achieving objectives of a complex multi-stakeholder project?	<ul style="list-style-type: none"> <li>Is the Project M&amp;E function compliant with GEF and UNDP Policy for Project monitoring and evaluation<sup>8</sup>?</li> <li>Did the M&amp;E plan specify how the project will keep the GEF OFPs informed and involved?</li> </ul>	<ul style="list-style-type: none"> <li>Comparison with terms in guidelines</li> <li>Extent of compliance with progress and financial reporting requirements, including quality and timeliness of reports</li> </ul>	<ul style="list-style-type: none"> <li>Project M&amp;E Plan</li> <li>Operations Manual</li> <li>KIIs from PMU, Child projects and component 2 actors: WWF and ISEAL, and OFPs.</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of the M&amp;E Design at Entry:</li> <li>Audit for compliance with UNDP/GEF guidance and policy</li> </ul>
	<ul style="list-style-type: none"> <li>Was the M&amp;E Plan sufficiently budgeted during project design?</li> <li>Was it sufficiently funded during project implementation?</li> </ul>	Amount deployed for Project M&E	<ul style="list-style-type: none"> <li>M&amp;E plan</li> <li>M&amp;E Budget</li> <li>KIIs in M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>Cost assessment of M&amp;E Plan vs. Budget</li> </ul>
	<ul style="list-style-type: none"> <li>Were the M&amp;E system users trained for the M&amp;E activities to</li> </ul>	Presence or absence of training and plan to sustain information	<ul style="list-style-type: none"> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Assess capacity building to support M&amp;E</li> </ul>

<sup>7</sup> Ranking Required at Entry, Implementation, and Overall Quality. M&E Ratings Scale Table required

<sup>8</sup> Global Environment Facility Monitoring and Evaluation Policy complete citation here

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
	<p>ensure effective data collection and use during and after project closure</p> <ul style="list-style-type: none"> <li>What is the extent to which the Project Team used inclusive, innovative, and participatory monitoring systems?</li> <li>Are lessons learned being documented by the Project Team on a continual basis?</li> </ul>	collection and interpretation activities.	<ul style="list-style-type: none"> <li>PIRs, QRs</li> <li>Lessons learned database</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Efficiency: Have the project's assets been deployed efficiently and to International Norms and Standards (Rating Required)</b>				
Was the project implemented efficiently in-line with international and national norms and standards?	<ul style="list-style-type: none"> <li>To what extent is the relationship between inputs, outputs, outcomes and objectives timely, cost-effective, and to expected standards?</li> <li>Were there delays in implementation that affected cost effectiveness?</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Budget execution by Output</li> <li>Changes per component registered in the budget approved at CEO endorsement and at TE.</li> <li>The quarterly budget execution rate per component, project management, and M&amp;E</li> <li>Number of authorized changes in the Project Budget that changed the balance of inputs to components?</li> </ul>	<ul style="list-style-type: none"> <li>Recorded annual approved workplans and budget.</li> <li>Recorded annual/quarterly expenditures</li> <li>Recorded dates of liquidation/disbursement.</li> <li>PIRs</li> <li>Annual Work Plans</li> <li>Approved Budget corrections if applicable.</li> </ul>	<ul style="list-style-type: none"> <li>Trend analysis of budget execution rate</li> <li>Comparative analysis of budget efficiency (annual budget vs. executed budget)</li> <li>Analyze efficiency in timeliness of completion of inputs and realization of outputs.</li> </ul>
	<ul style="list-style-type: none"> <li>Do the outcomes of the program represent value for money?</li> </ul>	Estimate of the value of services vs. the cost of services.	<ul style="list-style-type: none"> <li>Project documentation</li> <li>KIIs institutional and private sector</li> </ul>	

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
			stakeholders	
Was the project implementation approach efficient for delivering the planned results?	<ul style="list-style-type: none"> <li>Was the implementation structure and mechanisms for coordination and communication effective in delivering timely results?</li> </ul>	Quality and adequacy of project monitoring mechanisms.	<ul style="list-style-type: none"> <li>KIIs across upstream and downstream stakeholders</li> <li>QRs</li> <li>PIRs and UNDP annual reports</li> </ul>	Analyze oversight, quality and timeliness of reporting and responses
Was co-financing mobilized as expected?	<ul style="list-style-type: none"> <li>Did the sources of co-financing and leveraged and associated financing materialize?</li> <li>Were additional, leveraged resources committed?</li> </ul>	<p>The reported amount and type of co-financing in \$U.S.</p> <p>The number of leveraged resources, financial or in-kind, from other donors, NGOs, foundations, governments, communities or the private sector.</p>	<ul style="list-style-type: none"> <li>PIRs</li> <li>Reports of co-financing</li> <li>Co-financing letters of commitment.</li> <li>Transactions records</li> </ul>	Audit of co-financing reported
<b>Impact: Are there indications that the project has contributed to, or enabled, progress towards reduced environmental stress and/or improved ecological status?</b>				
Has the project effectively leveraged demand, transactions, and support to production to ensure successful implementation of the Commodities GGP program?	<ul style="list-style-type: none"> <li>Has the project created connectivity between finance, demand and production sector stakeholders for soy, beef, and oil palm in the 4 GGP target countries?</li> </ul>	<p>The number of partnerships between producers, buyers and finance providers fostering sustainable commodity supply chains.</p> <p>Activities from integrated workplans implemented</p>	<ul style="list-style-type: none"> <li>Signed agreements</li> <li>Project documentation (including from other child projects)</li> <li>Integrated workplans</li> <li>KIIs from child projects</li> </ul>	Validate the number of formal or partnerships through KIIs.
	<ul style="list-style-type: none"> <li>What is the level of engagement of GGP with global commodity initiatives, key partners, as well as with practitioners and producers from the GGP target countries (Indonesia, Liberia, Paraguay,</li> </ul>	<ul style="list-style-type: none"> <li>Level of engagement between the GGP and other global initiatives, key partners, and country practitioners, through the global community of</li> </ul>	<ul style="list-style-type: none"> <li>Records of attendance in GGP events</li> <li>Evaluations of GGP events</li> <li>Targeted KIIs</li> <li>GCC consultations</li> </ul>	<p>Assess the frequency of engagement through a sample of members of the GGP</p> <p>Assess # of events</p>



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	Brazil) Have representatives of major global initiatives recognized the value of GGP and its learnings?	<ul style="list-style-type: none"> <li>practice</li> <li># of Global community of practice events</li> <li>Level of satisfaction reported after the global CoP events.</li> </ul>		Survey satisfaction or audit evaluations from the Good Growth Conference.
<b>Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?</b>				
Financial sustainability	<ul style="list-style-type: none"> <li>Have financial and economic instruments and mechanisms been installed to ensure the ongoing flow of benefits once the GEF assistance ends?</li> <li>What additional factors are needed to create an enabling environment for continued financing?</li> </ul>	<ul style="list-style-type: none"> <li>The recurrent cost of operation of a coordinating body; Community of Practice and Evidensia.</li> <li>Presence or absence of new linkages to support the financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>KIIs</li> <li>Minutes from calls</li> <li>Concept notes</li> </ul>	Based on MTR high risk rating, scoping for income generating activities, and trends that may indicate that it is likely that there will be adequate financial resources for sustaining project outcomes
Socio-political Sustainability	<ul style="list-style-type: none"> <li>Will stakeholder ownership be sufficient to allow for the project outcomes/benefits to be sustained?</li> <li>Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?</li> </ul>	<ul style="list-style-type: none"> <li>Positive or negative responses by industry and government stakeholders indicating benefits and positive outlook</li> <li>Post COVID economic stimulus</li> </ul>	<ul style="list-style-type: none"> <li>KIIs Industry</li> <li>KIIs national governments: Indonesia, Paraguay, Liberia as proxy to general sustainability</li> </ul>	Assess for the key stakeholder groups their stake and the commitments supporting it.
	<ul style="list-style-type: none"> <li>Are there any social or political risks that can undermine the longevity of project outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Presents of absence of risks such as competing platforms developing that could outcompete the GCC. etc.</li> <li>Government policies that could exacerbate deforestation in exchange for post COVID economic</li> </ul>	<ul style="list-style-type: none"> <li>KIIs</li> <li>MTR and TEs as applicable of child projects</li> <li>Industry publications and consultations.</li> </ul>	Scoping for new industry related social or political risks or from the countries where child projects are being implemented.

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
		expansion		
Institutional framework and governance sustainability	<ul style="list-style-type: none"> <li>Is there sufficient public/ stakeholder awareness in support of the long-term objectives of the project?</li> </ul>	<ul style="list-style-type: none"> <li>Positive or negative affirmation by KIIs in each stakeholder group</li> </ul>	<ul style="list-style-type: none"> <li>KIIs, structured questions</li> <li>Good Growth Conferences reports and GCC consultations</li> <li>government and Industry publications and consultations</li> </ul>	Evaluate the underpinnings of continued effort to the project, program and overarching support from key institutions.
	<ul style="list-style-type: none"> <li>Has the programme achieved stakeholders' consensus regarding courses of action on programme activities after the closure date? What was the role of the A&amp;L project?</li> </ul>	<ul style="list-style-type: none"> <li>GGP Partners, Government and private sector conformation of post project course of action.</li> </ul>	<ul style="list-style-type: none"> <li>KIIs GGP SC</li> <li>KIIs Secretariat</li> <li>KIIs National level PMUs</li> </ul>	Appreciation of the forward landscape through targeted interviews
Environmental Sustainability	<ul style="list-style-type: none"> <li>Are there environmental factors that could undermine the future flow of environmental benefits or limit the possibility of the GGP in reducing deforestation?</li> <li>Will certain activities in the project area pose a threat to the environmental sustainability of project outcomes?</li> <li>How did the project track and process environmental issues?</li> </ul>	<ul style="list-style-type: none"> <li>Documented climate risks that could exacerbate deforestation (see also policy and post COVID economic stimulus)</li> </ul>	<ul style="list-style-type: none"> <li>Threat assessments from child projects</li> <li>KII</li> </ul>	<p>Investigate climate drivers such as recent drought, typhoons, etc. that might lead to wildfires or land conversion following disturbances, etc.</p> <p>Review how the project collected and synthesized environmental concerns.</p>

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
<b>Gender</b> equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?				
Did the project contribute to advancing gender equality and women's empowerment as part of GGP's programme? To what extent?	<ul style="list-style-type: none"> <li>Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design?</li> <li>Was a Gender Action Plan included in the project design?</li> <li>Was it implemented successfully? What was the role of the A&amp;L project? What are the lessons learned?</li> <li>How did gender empowerment contribute to the project's outcomes? What are the lessons learned?</li> <li>Were there any gaps in gender expertise during project design? Implementation?</li> <li>Were the learning products on gender mainstreaming through the GGP Program as it relates to commodity supply chain actions accessible?</li> </ul>	<ul style="list-style-type: none"> <li>Budget execution of the Gender mainstreaming actions</li> <li>Indicators from Gender Action Plan</li> <li>For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation</li> <li>Presence or absence of data to support the UNDP Gender Marker rating assigned to the project during formulation.</li> <li># of project documents, publications, training materials, and presentations that include a discussion of gender issues</li> </ul>	<ul style="list-style-type: none"> <li>Gender Action Plan budget and indicators,</li> <li>PIRs and QRs</li> <li>KIIs</li> <li>the Project Results Framework.</li> <li>Reports from workshops</li> <li>Gender knowledge product</li> <li>GEF lessons learned workshop</li> </ul>	<p>Tracking of the implementation of the gender action plans. Qualitative information through selected interviews.</p> <p>Probe each of the stakeholder groups in the Plan with KIIs.</p> <p>Test the level of analysis and reporting on Gender issues</p>
•Did the Gender action plan empower gender inclusiveness and access to the project's benefits?	<ul style="list-style-type: none"> <li>Was learning gender sensitive and mainstreamed through the GGP Program as it relates to commodity supply chain actions.</li> </ul>	# of project documents, publications, training materials and presentations that include a discussion of gender issues	<ul style="list-style-type: none"> <li>Desk review</li> <li>Organizational Charts</li> <li>Training Records</li> <li>GGP Good Growth Conference</li> </ul>	<p>Analysis of the "level of engagement" through participation of actors that represent national-level constituencies</p> <p>Track communication of the event through the invitees'</p>

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
			<ul style="list-style-type: none"> <li>Green Commodities Community workshops</li> <li>Evidensia gender specific resources.</li> <li>KIIs</li> </ul>	<p>communications to their constituencies via websites, bulletins, etc.</p> <p>Interviews of GGP Members</p> <p>A follow-up interview with a select group of responders. Satisfaction reported after events may not reflect satisfaction with the value of GGP</p>
Was gender mainstreaming effectively monitored during implementation?	<ul style="list-style-type: none"> <li>How were perspectives of women and men involved and affected by the project monitored and assessed?</li> </ul>	Presence and quality of Information streamed through child projects to the PMU and Reports filed per M&E Plans	<ul style="list-style-type: none"> <li>Gender Action Plan and Social and Environmental Safeguards documents from child projects.</li> <li>PIRs</li> <li>GCC consultations</li> <li>GGC survey</li> <li>KIIs</li> </ul>	Assess the quality of the M&E data stream and consolidation of information through the child projects and reporting function related to safeguards
<b><i>Safeguards: Stakeholder engagement and Participation</i></b>				
How were different layers of stakeholders taken into account during project design?	<ul style="list-style-type: none"> <li>Were the planned stakeholder interactions, as set out in the project document's Stakeholder Engagement Plan?</li> </ul>	The degree of implementation of the Stakeholder Engagement Plan	<ul style="list-style-type: none"> <li>Stakeholder engagement plan</li> <li>PIRs, QRs.</li> <li>KIIs</li> <li>Consultation with selected stakeholders at the country level.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence and magnitude of upstream and downstream communication on project decision-making</li> </ul>

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Indicators	Sources of Info.	Methodology
	<ul style="list-style-type: none"> <li>Did the project develop and leverage the necessary and appropriate partnerships with direct and tangential stakeholders?</li> </ul>	<p>Completeness of partnerships.</p> <p>Presence or absence of important partners not considered at this stage.</p>	<ul style="list-style-type: none"> <li>KII</li> <li>PIR, QRs</li> <li>Steering Committee meetings minutes</li> </ul>	<ul style="list-style-type: none"> <li>Assess gaps in the stakeholder profile</li> </ul>
How did actual stakeholder interaction under implementation compare to what was planned in the project document and Stakeholder Engagement Plan?	<ul style="list-style-type: none"> <li>How did the partners benefit from the relationship? Are they stronger because of it?</li> </ul>	Qualification of benefits	<ul style="list-style-type: none"> <li>KIIs from each stakeholder group</li> <li>GCC consultations</li> <li>Evidensia users' surveys</li> </ul>	<ul style="list-style-type: none"> <li>assess the benefits per stakeholder group through semi-structured interviews.</li> </ul>
Were the linkages between project and other sector interventions established?	<ul style="list-style-type: none"> <li>Were dedicated linkages established with other complementary projects during implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated linkages with other focal area initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Baseline in PRODOC</li> <li>PIRs</li> <li>KII from within PMU and associated child projects</li> </ul>	<ul style="list-style-type: none"> <li>Review of alliances and strategic partnerships for cooperation or mutual support to common objectives.</li> <li>Explore benefits to other projects generated by A&amp;L</li> </ul>
	<ul style="list-style-type: none"> <li>Did new linkages come online with other relevant focal area projects and/or other initiatives?</li> </ul>	<ul style="list-style-type: none"> <li>New linkages established</li> </ul>	<ul style="list-style-type: none"> <li>PIRs</li> <li>KII from within PMU and associated child projects</li> </ul>	<ul style="list-style-type: none"> <li>Same as above</li> </ul>
Is there a functional and accessible grievance mechanism in place?	<ul style="list-style-type: none"> <li>Was a functional Grievance Mechanism in place at Project Start-up</li> <li>Does the PMU scope and manage grievances from across the suite of stakeholders?</li> </ul>	<p>Affirmation or Negation of knowledge of grievance mechanism</p> <p>Presence or absence of an accessible pathway to report grievances</p>	<p>Project Document SESP</p> <p>PIR</p> <p>Grievance Mechanism in Operations Manual</p>	Scoping across stakeholder groups for knowledge of Project Grievance Mechanism

## Annex 9. Semi-structured Interview Questionnaire

**Indicative Questions for Project Stakeholders (Project staff, Secretariat, PSC, child project staff, key contractors, private sector, etc.) – 4 to 6 questions will be selected from the following list of indicative questions.**

<b>Date</b>	
<b>Interviewees</b>	
<b>Name</b>	
<b>Position</b>	
<b>Address</b>	
<b>Tel.</b>	
<b>Mail</b>	

### Introduction:

- ✓ Thank interviewees / participants for their availability for the interview.
- ✓ Brief presentation.
- ✓ Brief introduction of the evaluations main objective and how information is going to be obtained.

This TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP programming, through informing future project design and implementation. The TE report promotes accountability and transparency and assesses the extent of project accomplishments, including through adaptation to the outbreak of the COVID-19 pandemic. The TE will also review the project's strategy and its risks to sustainability.

- ✓ Ask if the interviewee has any specific question or doubt before starting the interview.
- ✓ Clarify that the information gathered will be strictly confidential.
- ✓ Ask if the interviewee gives his/her consent to record the interview; indicate that the interview will be recorded to better capture the information. If the interviewee does not feel comfortable ensure that the interview will not be recorded.
- ✓ Mark responses as M or F for Male/Female to disaggregate opinions

### Part I: General Information

1. Please briefly explain the work of your organization and your relationship with the project.

*Note: It is important here to know exactly who we are talking to: Is it a representative of the Government directly involved in the implementation of the project? A representative of another Project collaborating with the Project. A member of an CSO? A beneficiary of the project? Depending on the nature of the collaboration, the questions will be adapted to make them more specific to the interviewee.*

*Important information:*

- *What sort of relationship do you have with the project?*
  - *Is there any sort of evidence of the relationship, do you have an agreement perhaps?*
2. Please explain if you consider that the Project with its main objective to Effectively leverage demand, transactions, and support to production to ensure successful implementation of the Commodities IAP program, is well aligned and relevant to existing national priorities?
  3. Are there emerging national priorities? Is the project relevant to these?
  4. Did you or someone from your unit/organization participate in the project formulation process? Please describe the process (n/a with certain partners and actors)
  5. To what extent has the A&L implementation fostered coherence, through the promotion of synergies, interlinkages between its interventions, partnerships, external relations, and through its governance structures? How could the process be improved?
  6. ?How would you rate the quality of communication on a scale of 1 to 5, with one being dysfunctional to 5 being excellent?
  7. Are you a member of the Green Commodities Community? Have you participated in any events? Did you access any of the tools or knowledge products? if so, how did these help you in your work
  8. Did you make any changes in your activities or programming based on learning from the Green Commodities Community?
  9. Have you heard of Evidensia? Have you accessed any information on VSS?
  10. What is the volume of information available in Evidensia? How many synthesis reports have been compiled? How many users have accessed these products and what type of users?
  11. How would you characterize the project's M+E system? Was it useful in providing information to support decision-making? Could the process be improved?
  12. Is the A&L project providing the benefits that you expected at the onset? How has the project adapted to challenges?
  13. Is a connector project useful or necessary in an IAP or could each child project stand on its own? What were the benefits?
  14. To what extent have the benefits provided by partnerships contributed to foster sustainable commodity supply chains practices? How are these changes measured?

*Reference the identified risks*

- a) Financial risk especially for the CoP and the established structures to maintain good partnerships is high to ensure those infrastructures are maintained and further capacitated
  - b) Institutional risks for integration: significant delays and inconsistencies in implementation due to interdependencies between components and child projects; lack of willingness to collaborate, and too many existing initiatives in the same thematic which might decrease the added value of GGP
15. At your discretion, does the results framework or budget include gender-relevant outputs and activities? Please specify.
  16. Do you believe that the results and output indicators were well designed and can be measured?

17. Does UNDP (or the ISEAL Alliance, WWF, UNEP FI, IFC, CI) have a good system of financial tracking, budgeting, spending and expense forecasting of the system itself?
18. What have been the main obstacles to achieving the results? Please explain.
19. What are the facilitating factors for the achievement of the results? Please explain
20. Has the project achieved an appropriate/effective partnership strategy? Should any other partners or key players be added to the process? Please explain
21. In which way does the information shared through Evidensia and CoP help in decision-making on your sector? How can it be improved?
22. What staff and budget does your organization have to ensure the continuity of this conservation approach once the project has completed?

## **Part II: Project Implementation & adaptive management**

23. Do you think that the structure and organization of the Project were adequate (central office, regional office)? Does the project had enough human and technical equipment and resources to achieve the results?

*Note: If you do not know, ask if the interviewee has been informed of changes in the project and if you have been able to influence or transmit concerns to the different coordination bodies*

24. Have there been any substantive changes to the project and has the project been able to adapt to these changes? Were you aware (or informed) of changes before they happened (*if not answered above?*)
25. Were your opinions or criticisms taken into account? Could you express yourself without pressure? An open environment for communication?
26. How has coordination been between actors? Have the different coordination committees worked? (Steering Committee, GGP Secretariat, committees at national level) Can it be improved? (n/a for certain actors)

## **FOR STAKEHOLDER ENGAGEMENT**

27. Has the project achieved stakeholder consensus regarding courses of action on project activities?
28. What are key issues faced by (name of stakeholder) in achieving its commitments? What are proposed solutions?
29. • What additional factors are needed to create an enabling environment? ...for continued financing for GCC? for Evidensia??
30. How does A&L support the child projects to help governments in the region in aligning policies with sustainability objectives for palm oil, in addition to national or regional objectives such as increasing production for smallholders or meeting domestic or international demand?
31. From your experience in the region, what policies are important to remove barriers or disincentives to sustainable sourcing? Attendance in GCC activities? Accessed Evidensia?
32. How does A&L ensure that the production, demand and finance issues and stakeholder needs are voiced and discussed with governments in the region?
33. Has there been duplication of efforts between child projects?



34. Do governments support the project's objectives, and do they have an active role in decision-making?
35. Have you or the organization you represent been involved in making decisions with respect to the project? Is the decision-making structure effective?
36. Have you or the organization you represent been involved in monitoring the project? Do you think it has been effective? Can it be improved? Do you know if national data, statistics, nationally generated information are being used?
37. Have there been any complaints about the project that have been corrected? Or not corrected? If you have an issue, what do you do?

### **Part III: Sustainability**

38. Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?
39. Once the Project and the financial support of the GEF is concluded, will the Governments, NGOs partnering with UNDP, GGP be able to continue promoting this initiative and guarantee the advances towards the project objective? Are they willing to contribute to recurring costs of a Secretariat? GCC? Evidensia?
40. Have the Project partners contributed non-GEF resources for operations? How is it being followed up?
41. Are there new risks to be considered for the sustainability of the project? Were these identified? What measures were/could be taken to mitigate these risks?
42. Are there institutional changes expected that could create a risk to the project? That could be an asset to the project sustainability?
43. Do you have anything else you'd like to add?

## Annex 10. TE Report Structure by Component and Criteria

Table

Project Design/Formulation	Project Implementation	Project Results
<ul style="list-style-type: none"> <li>National priorities and country drivenness</li> <li>Theory of Change</li> <li>Gender equality and women's empowerment*</li> <li>Social and Environmental Safeguards*</li> <li>Analysis of Results Framework: project logic and strategy, indicators</li> <li>Assumptions and Risks*</li> <li>Lessons from other relevant projects (e.g., same focal area) incorporated into project design</li> <li>Planned stakeholder participation</li> <li>Linkages between project and other interventions within the sector; and</li> <li>Management arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Adaptive management* (changes to the project design and project outputs during implementation)</li> <li>Actual stakeholder participation and partnership arrangements</li> <li>Project Finance and Co-finance</li> <li>Monitoring &amp; Evaluation: design at entry*, implementation*, and overall assessment of M&amp;E*</li> <li>Implementing Agency (UNDP)* and Executing Agency*, overall project oversight/implementation and execution*, and</li> <li>Risk Management, including Social and Environmental Standards*</li> </ul>	<ul style="list-style-type: none"> <li>Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements</li> <li>Relevance*, Effectiveness*, Efficiency* and overall project outcome*</li> <li>Sustainability: financial*, socio-political*, institutional framework and governance*, environmental*, overall likelihood of sustainability*</li> <li>Gender equality and women's empowerment</li> <li>Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)</li> <li>GEF Additionality</li> <li>Catalytic Role / Replication Effect; and</li> <li>Progress to impact at the project objective and outcome levels with an analysis of the outputs not yet completed at the MTR stage.</li> </ul>

## Annex 11. A&L Project Results Ratings

Indicator	Baseline	Unit	End of the Project Target	Achieved	Percent Achieved at TE	Ratings
Objective Indicator 1: Connectivity between finance, demand, and production sector stakeholders for soy, beef and oil palm in the 4 GGP target countries, as measured by the number of partnerships between producers, buyers and finance providers, fostering sustainable commodity supply chains.	0	# Partnerships	At least 1 partnership per country (total of at least 4 partnerships)	4	100	HS
Objective Indicator 2: Level of engagement of GGP with global commodity initiatives, key partners, as well as with practitioners and producers from the GGP target countries (Indonesia, Liberia, Paraguay, Brazil), as measured by:	0					
a) quarterly engagement between the GGP and other global and national initiatives, key partners and country practitioners, through the global community of practice.		# Quarters	a) 12	a)16	>100	HS
b) global community of practice event.		# Events	b)2	b)2	100	HS
c) recognition from representatives of major global initiatives of the value of GGP and its learnings, as measured by satisfaction reported after the global community of practice events		% Satisfaction	c) 60%	c)74%	>100	HS
Objective Indicator 3 Learning on gender mainstreaming through the GGP Program as it relates to commodity supply chain actions (as measured by # of project documents, publications, training materials and presentations that include a discussion of gender issues).		#pieces on gender	6	12	>100	HS

The progress of the objective can be described as: Satisfactory						Average: 95% achieved = S
<b>Outcome Indicator 1.1 Coordinated management of the Commodities IAP program leading to logical technical sequencing of activities, Program-level monitoring and evaluation and overall resilience</b>						
Indicator	Baseline	Unit	End of the Project Target	Achieved	Percent Achieved at TE	Ratings
1.3. Level of logical technical sequencing of key interventions and milestones across individual child projects, as measured by the number of monthly GGP Secretariat calls and annual national level intervention plans to achieve expected Program goals and their effective implementation.	Without the Adaptive Management & Learning project, the workplans would not have connectivity between each other.	#calls and #plans	40 calls, 12 National plans, 4 global plans	49 calls, 16 plans	100	HS
1.4. Effectiveness of adaptive management within the GGP as measured by the number of successful adaptive management practices that address bottlenecks in implementation or in attainment of Program goals.	N/A because GGP not yet under implementation	# practices	At least 2 adaptive management practices implemented per year	594	>100	HS
The progress of the objective can be described as: Highly Satisfactory						100% = HS
<b>Component/Outcome 2: Increased understanding of the impacts of voluntary sustainability standards (VSS) and VSS- like mechanisms to increase the effectiveness of these mechanisms for taking deforestation out of commodity supply chains</b>						
Indicator	Baseline	Unit	End of the Project Target	Achieved	Percent Achieved at TE	Ratings
Outcome Indicator 2.1 Establishment and effective functioning of the Global Impact Platform.	A Global Impacts platform does not exist	#platform #docs #visitors	Platform is a leading repository of research documents, with 150 documents or abstracts uploaded and 5000 annual visitors.	1 Platform, 900 docs, 14,000 visitors	>100	>100% = HS
Outcome Indicator 2.2 Number of new syntheses and summaries of evidence uploaded to the Platform and associated audience-specific communications		# Syntheses				

			12	13	100	
The progress of the objective can be described as: Highly Satisfactory						100% = HS
<b>Component/Outcome 3: Knowledge management, partnerships and communications activities implemented to maximize learning, foster synergies and promote upscaling of actions to take deforestation out of commodity supply chains</b>						
Indicator	Baseline	Unit	End of the Project Target	Achieved	Percent Achieved at TE	Ratings
Outcome indicator 3.1: #Number of knowledge products on GGP to share GGP insights and learnings.	0	# products	3	2	67	MS
Outcome Indicator 3.2: Percentage of participants of Community of Practice events that have changed their programs, practices and/or policies based on GGP learning (as measured by a survey of participants of each of the two face-to-face CoP global events).	0	Percentage	60%	64.5%	100	HS
Outcome Indicator 3.3 Number of active partners with which the GGP is engaged at a programmatic level (through two-way sharing of information, expertise or tools; collaboration to increase impacts; implementation of delivery services, or provision of co-financing).		# partners	6	11	100	HS
Satisfactory The progress of the objective can be described as:						Average 89% = S

## Annex 12. Project Risks Management in the PIRs

### Risks Management (as reported in PIRs)

	RISK	MANAGEMENT RESPONSE	OVERALL RISK RATING
PIR 2019	<p>New Risk identified during project implementation (PIRs 2019 and 2020):</p> <p>Risk: GGP Partners could disengage from GGP programme-level, coordination and integration activities.</p> <p>This could be due to lack of appropriate budgeting and prioritization of programme-level activities as well as activities related to coordination and integration by other GGP child projects and partners.</p> <p>The impact of this risk materializing would be not achieving a full integrated approach along the supply chain.</p>	The A&L team will look for efficiency gains and opportunities for burden reduction on the coordination side. This included so far:	Low
		<ul style="list-style-type: none"> <li>Provision of support for the production of the inter-agency integrated workplans at the country level,</li> </ul>	
		<ul style="list-style-type: none"> <li>Evolution of the format of the GGP Secretariat calls (these are not any more mandatory for country teams every month)</li> </ul>	
		<ul style="list-style-type: none"> <li>Requests to review documents rather than to provide inputs</li> </ul>	
		<ul style="list-style-type: none"> <li>Creation of the quarterly calendar of inputs requested so that GGP Partners are aware in advance of GGP requests and can better integrate them in their workplan</li> </ul>	
		<ul style="list-style-type: none"> <li>Definition of priority programme-level activities for 2019 defined during the A&amp;L workshop and to be similarly defined at the beginning of 2020 and 2021 with GGP Partners.</li> </ul>	
		Coordination and integration efforts will be prioritized at the country level.	
		It was agreed during the June GGP Steering Committee that an internal working document capturing GGP Reflections & Actions on Integration will be produced reviewing progress achieved so far related to integration, and exploring challenges faced by GGP Partners at the global and country levels to make integration happen.	
PIR 2020	<p>Risk: GGP Partners could disengage from GGP programme-level coordination and integration activities, considering that these activities are not budgeted in other GGP child projects and not considered as a priority for them.</p> <p>Programme-level activities will not represent the whole GGP programme if inputs from some child projects are missing, and coordination and integration could not effectively happen if all GGP Partners are not collaborating.</p>	<p>Management Response: A discussion on potential solutions to address this risk was started during the A&amp;L workshop (7-8 February 2019) and it was agreed that the A&amp;L team will look for efficiency gains and opportunities for burden reduction on the coordination side and that coordination and integration efforts will be prioritized at the country level. Priority programme-level activities for 2019 and 2020 were also defined during the A&amp;L workshop and will similarly be defined at the beginning of 2021 with GGP Partners. A mechanism aiming at helping GGP Partners in terms of work planning was established in 2019 with a quarterly calendar informing the Partners of the inputs that will be requested from them in the next quarter, and several reporting activities to the GGP Steering Committee were streamlined and replaced by monthly updates selected by the A&amp;L team from GGP Secretariat calls. With the COVID-19 pandemic and the increased workload of all the Partners needing to focus on the implementation and adaptation of their own child project, GGP Partners were given the opportunity to review the 2020 integrated annual workplan and to remove some joint activities</p>	Level: Substantial

		discussed at the A&L workshop at the beginning of 2020. An internal paper capturing successes, challenges and lessons learned related to GGP integration was also drafted in 2019 and finalized in 2020 in order to continue this reflection and ensure these learnings will be taken into consideration in future project design. This design challenge and related lesson learned was also communicated during the Integrated Approach Pilot (IAP) Technical workshop organized in May 2020 by the GEF.	
PIR 2021	one additional risk was entered in the Risk Register in relation to not achieving the objective-level target on supply chain partnership facilitated in GGP countries (one per country), given the difficulties faced for the concretization of such partnerships in Brazil, Liberia, and Paraguay.	A discussion on this target was organized at the GGP Steering Committee meeting in October 2020, and regular follow up with each country team has been done to maximize the project chances of achieving it. This has born fruits since the project is now on track to achieve the target and likely to exceed it by project end.	Low

## Annex 13. Programme KPIs Status by June 2021

<b>Strengthening the enabling environment to facilitate reduced deforestation in commodity supply chains through responsible demand, adequate policymaking, and increased financing to sustainable commodity production</b>
<b>Brief Description</b>
<b># of financial tools, products or regulations developed or identified and disseminated that support investment in sustainable production</b>
<p>44 financial tools, products or regulations developed or identified and disseminated that support investment in sustainable production and land restoration.</p> <p><b>Demand</b></p> <p>The Demand project has 2 products that support investment in sustainable production:</p> <ul style="list-style-type: none"> <li>- An E-Learning module developed for investors will be launched in June 2021. It aims to develop a series of e-learning modules under the Agriculture, Forests, and Fisheries (AAF) series.</li> <li>- The RESPOND framework and tool. RESPOND (Resilient and Sustainable Portfolios that Protect Nature and Drive Decarbonization) is a tool developed by WWF that reviews asset managers' disclosures about their implementation of responsible investment (RI).</li> </ul> <p><b>Transactions</b></p> <p>Transactions has 1 value-at-risk model, supported 1 policy and developed 1 training programme through which they capacitated 32 financial institutions.</p> <ul style="list-style-type: none"> <li>- UNEP FI developed 1 value-at-risk model for the palm oil driver of deforestation in Indonesia. The model provides a financial assessment of trade-offs for sustainable vs Business as Usual production for clients of a bank. The tool has been developed and disseminated to the GGP partners only so far.</li> <li>- In Paraguay, UNEP FI supported 1 policy named "Norm 8 implementation" to enable reduced deforestation supply chains through mandating ESG integration</li> <li>- UNEP FI engaged and trained 32 financial institutions in sustainable finance and responsible investments in Brazil, including 1 financial institution (Rabobank), engaged by IFC. The number of financial institutions are not included in the aggregated number, only the 1 training provided.</li> </ul> <p>Moreover, UNEP FI has identified 38 new financial products supporting the production of reduced deforestation commodities, and their potential role in funding the transition to reduced deforestation commodity production clearly delineated (26 financial products that support zero deforestation commodity production + 12 including support on restoration).</p> <p>Additionally, IFC has 1 business case finalized and 2 other underway. Only the 1 business case finalized is counted in the aggregated number:</p> <p>1 business case finalized:</p> <ul style="list-style-type: none"> <li>- a business case for sustainable beef production in Paraguay, which was developed with Neuland.</li> </ul> <p>2 business cases underway:</p>



- a business case for soy production on degraded land
- a business case for soy and pasture improvement on degraded land.

**Strengthening the enabling environment to facilitate reduced deforestation in commodity supply chains through responsible demand, adequate policymaking, and increased financing to sustainable commodity production**

**# of financial institutions and insurance companies with increased capacities on assessing sustainable commodity supply chains for ESG including forest risks, in order to make relevant investment/portfolio decisions.**

136 financial institutions and insurance companies with increased capacities on assessing sustainable commodity supply chains for ESG including forest risks, in order to make relevant investment/portfolio decisions.

**Demand**

The Demand project increased the capacity of 84 financial institutions (including investors and asset managers) on assessing sustainable commodity supply chains for Environmental Social Governance. The financial institutions self-reported the increase in their capacity via surveys after workshops, trainings or bilateral engagements. The latter refers to customized trainings with individual financial institutions.

**Transactions**

Transactions reached out to 52 financial institutions. UNEP FI provided training (4 modules) to three banking associations, composed of 31 banks and 1 central bank in Brazil on land use risks in commodity production. The banks ranged from SME banks, development banks and commercial banks which offer rural credit. In addition, over 20 banks who are members of the Sustainable Finance Roundtable in Paraguay participated in a series of capacity building seminars on impact investing/financing to meet the SDGs.

**Strengthening the enabling environment to facilitate reduced deforestation in commodity supply chains through responsible demand, adequate policymaking, and increased financing to sustainable commodity production**

**\$ of new investment supporting sustainable production and investment and loans screened for deforestation related risks, fostered by GGP's interventions.**

\$ 16,376,000 of new investment supporting sustainable production and investment and loans screened for deforestation related risks, fostered by GGP's interventions.

**Transactions**

Transaction catalyzed \$16 million of new investment in Paraguay by local banks, which were allocated to the sustainable beef production system IFC developed with Neuland and to the new abattoir IFC supported. Moreover, \$376,000 in new financing of certified palm oil farmers in Indonesia, where work is done through co-financing via IFC IPODS project. The certified smallholder farmers in Indonesia received sales revenue of \$39.85 million for sustainable palm oil.

<p><b>Strengthening the enabling environment to facilitate reduced deforestation in commodity supply chains through responsible demand, adequate policymaking, and increased financing to sustainable commodity production</b></p> <p># of companies that have increased capacity to make and implement commitments to source reduced deforestation commodities</p> <p>20 companies with increased capacity to make and implement commitments to source reduced deforestation commodities.</p> <p><b>Demand</b></p> <p>The Demand Project partners increased capacity of 20 companies through one-on-one technical assistance, workshops, and/or indirectly through tools made publicly available as part of the project (e.g. the Soy Toolkit). To measure the contribution of the Demand Project to increased capacity of companies, the project examined specific language used in company policy and, in some cases, specific mention of the Demand Project-produced tools (eg. Soy Toolkit). Out of the 20 companies, 18 companies were identified as having increased capacity to make and implement reduced deforestation commitments through the outcome harvesting exercise. 2 additional companies were identified through the Year 4 GlobeScan survey as having increased capacity from Year 2 to Year 4. This does not count companies whose score was high but unchanged from Year 2 to Year 4. The 20 companies include 3 consumer goods companies, 6 traders, 8 retail and food service, and 1 exporter association. 2 companies cannot be disaggregated because they were identified through the Year 4 GlobeScan survey, and it is confidential.</p>
<p><b>Strengthening the enabling environment to facilitate reduced deforestation in commodity supply chains through responsible demand, adequate policymaking, and increased financing to sustainable commodity production</b></p> <p># of companies engaged in project activities that are making new commitments to source reduced deforestation palm oil, soy, and/or beef</p> <p>87 companies engaged in project activities that are making new commitments to source reduced deforestation palm oil, soy, and/or beef.</p> <p><b>Demand</b></p> <p>Through co-financing, a total of 70 buyers (packaged consumer goods manufacturers, retail, &amp; food service companies) signed up as Signatories of Support for the Cerrado Manifesto as of March 2021 (total number of signatories including financial organizations, farming and food processing companies, is 164). The Cerrado Manifesto was issued by WWF-Brazil and 59 cosigners (local and global civil society organizations) on September 11, 2017, and the corporate Statement of Support for the manifesto was launched on October 25, 2017. In addition, 7 French consumer goods companies committed to including non-deforestation clauses in their contracts with soy suppliers. A similar market declaration was issued by 7 German supermarket chains. This calculation also includes 9 companies committed to implement reduced deforestation commitments and track progress through the Indonesia Business Council for Sustainable Development (IBCSO) Platform, and Unilever, which announced a new climate and nature fund along with a renewed commitment to reducing deforestation. Duplicates between these commitments are removed to arrive at 87.</p>
<p><b>Strengthening the enabling environment to facilitate reduced deforestation in commodity supply chains through responsible demand, adequate policymaking, and increased financing to sustainable commodity production</b></p> <p># of step changes in policy frameworks to incentivize demand or remove demand-related barriers for reduced deforestation commodities in project countries</p>

3 step changes in policy frameworks to incentivize demand or remove demand-related barriers for reduced deforestation commodities in project countries.

### **Demand**

In Sierra Leone and Paraguay, Demand counted step changes in policy frameworks to incentivize demand or remove demand-related barriers for reduced deforestation commodities. A step change is considered valid when there is a full point increase in the average score for that stakeholder group. In other words, when the government and the civil society, each move one policy step. Sierra Leone has moved 1 step change, and Paraguay, 2. Thus, 3 in total.

To measure changes in policy steps, the Demand Project used a matrix with specific ratings for various sectors (government, private sector, and civil society), and they averaged them over time. The ratings were based in observed change by project stakeholders. In the next iteration in November, we expect to provide more details on how a step change are calculated.

### **Strengthening the enabling environment to facilitate reduced deforestation in commodity supply chains through responsible demand, adequate policymaking, and increased financing to sustainable commodity production**

#### **# of new public policies contributing to sustainable commodity production**

15 new or improved public policies contributing to sustainable commodity production. Note that we have counted policies and regulations that are either legalized, adopted or proposed, and we do not count those that are under development. Altogether, we have included the regulations under development in the description below. Given the large amount of information in this cell, please click on it and scroll down to read all the content.

### **Production**

There are 3 different types of policies and regulations that contribute to sustainable commodity production described below. Note that for the aggregated number, we only include regulations that are legalized, adopted or proposed, and we leave out those that are under development.

A) 7 policies and regulations drafted or proposed that address systemic barriers to government oversight of and support for sustainable, reduced-deforestation commodity production practices + 2 under development

Indonesia: 6 policy priorities drafted and proposed in Indonesia (including 4 legalized and 2 submitted to the Legal Bureau)

2 policy priorities at the national level legalized:

- The Ministry of Agriculture (MoA) Regulation on Companies' Responsibility to Facilitate Community Plantation Development
- A Minister Decree on the Guideline to Strengthen Private and Independent Extension Service for Smallholders

1 policy priority at the national level, submitted to the Legal Bureau:

- The Government Regulation on the Protection of Life Support System

2 policy priorities at the subnational level legalized:

- The Pelalawan Regional Regulation (PERDA) on Corporate Social Responsibility
- The Pelalawan Regent Regulation on Palm Oil Plantation Partnership

1 policy priority at the subnational level, submitted to the Legal Bureau:

- In South Tapanuli, the Regent Regulation on Corporate Social Responsibility

Paraguay: 1 policy priority drafted and proposed and 2 under development

1 policy priority at the national level proposed:

- The Jaguar Law

2 policy priorities at the national level under development:

- Criteria for Sustainable Production in Buffer Zones around Protected Areas
- Jaguar Management Protocol

B 3 National and sub-national policies, and regulations drafted, proposed, or adopted that are related to land use allocation for commodity production + 5 under development

Indonesia: 2 regulations (1 national proposed and 1 sub-national adopted)

1 national regulation drafted and proposed:

- Kawasan Ekosistem Essensial (Essential Ecosystem Areas, KEE) Regulation

1 sub-national regulation adopted:

- Sintang Regent Regulation on the Protection of Lake Buffer Zones

Liberia: 1 national regulation under development

- A priority policy on land use planning based on a Targeted Scenario Analysis (TSA) on sustainable production

Paraguay: 1 national regulation proposed; 3 national and 1 sub-national regulations under development

1 national regulation proposed:

- Environmental Code

3 national regulations under development:

- National Environmental and Sustainable Development Policy
- Environmental Impact Assessment Law
- Sello verde

1 sub-national regulation under development:

- A municipal ordinance on fire prevention and control in Filadelfia

C) 5 National and sub-national policies, and regulations drafted, proposed or adopted that increase protection for and conservation of HCV and HCS areas + 6 under development

Indonesia: 2 sub-national level regulations drafted, proposed and adopted; 1 sub-national level regulation drafted and proposed; 2 sub-national level regulations under development

2 sub-national level regulations adopted:

- The Pelalawan District Regulation on Spatial Plan
- The South Tapanuli Regent Regulation on the Designation & Management of Special Cultivation Areas

1 sub-national level regulation proposed:

- Pelalawan Peatland Protection and Management Plan

2 sub-national level regulations under development:

- A district regulation for the Sintang Plantation Master Plan
- The Riau Peatland Protection and Management Plan

Liberia: 2 national policies under development:

- Two national policies to manage the legal mechanism for Conservation Agreements

Paraguay: 2 national policies drafted, proposed and adopted; 1 national and 1 subnational policies under development

2 national policies adopted:

- Sustainable quotas for exportation of Palo Santos
- Tajamares

1 national policy under development:

- Palo Santo Management Plan

1 subnational policy under development:

- Mades resolution on HCV/HCV (in the Chaco)

In **Brazil**, there is 1 regulation at the national level that is under development to enable implementation of the Environmental Regularization Program in Tocantins. Because this regulation is under development, it is not counted in the aggregated number

**Strengthening the enabling environment to facilitate reduced deforestation in commodity supply chains through responsible demand, adequate policymaking, and increased financing to sustainable commodity production**

**# of countries with strengthened land use monitoring systems, increased transparency and/or traceability for reduced deforestation supply chains**

171 countries or territories with strengthened land use monitoring systems, increased transparency and/or traceability for reduced deforestation supply chains.

**Production**

Production supported Indonesia, Liberia and Paraguay to strengthen land use monitoring systems, increased transparency and/or traceability for reduced deforestation supply chains. In Indonesia, a Land Use Change Monitoring (LUCM) tool has been developed, including a GIS-platform and Early Warning System (EWS). In Liberia, Frontline Conservationists were trained and equipped with a GIS-based system to strengthen the monitoring of the 5,000 ha of HCV/HCS area, which are now under a Conservation Agreement. In Paraguay, the project is supporting the National Forestry Institute (INFONA) to digitalize the registry of land use plans of the Chaco. This information, together with the monitoring of granting and use of licenses provided through SIAM (MADES) allows for the development of LUCM reports.

**Demand**

Demand reported that 190 countries and territories were supported via using version 3 of the SEI-PCS (Spatially Explicit Information on Production to Consumption Systems) method and made available to global supply chain actors through project activities.

NOTE: The final number between Production and Demand is 171 countries, as countries covered in Production are also covered under Demand. The 171 reported countries include specific contributions to the territories of:

1. Anguila, Bermuda, Cayman Islands, Falkland Islands, Gibraltar, Turks and Caicos Islands, Virgin Islands (counted under the UK )
2. Canary Islands (counted under Spain)
3. Hong Kong (counted under China)
4. Curacao, Netherlands Antilles (counted under The Netherlands)
5. Gaza Strip & Occupied Palestinian Territory (counted as 1 territory)
6. Martinique & Reunion (counted under France)
7. Guam, Puerto Rico and Samoa (counted under US)
8. Saint Martin (counted as either France or The Netherlands)
9. Seychelles y Dependencias (counted under Seychelles)

**Improving multi-stakeholder governance and collaborative action to drive reduced deforestation in commodity supply chains**

**# of national and sub-national multi-stakeholder platforms established and/or supported by the GGP to facilitate dialogue and sustainable action planning**

22 national and sub-national multi-stakeholder platforms established and/or supported by the GGP to facilitate dialogue and sustainable action planning.

### **Production**

Within Production, 11 multi-stakeholder platforms are either supported or established at the national (3), sub-national (7), and landscape (1) level.

3 national commodity platforms:

- 1 in Indonesia: National Platform for Sustainable Palm Oil (FOKSBI). Palm oil. Ongoing. Strengthening role. FOKSBI has transitioned towards NAP Implementation Team.
- 1 in Liberia: National Oil Palm Platform of Liberia (NOPPOL). Palm oil. Ongoing. Established. Group of multi-stakeholder technical experts.
- 1 in Paraguay: National Beef Platform of Paraguay. Beef. Ongoing. Established

7 sub-national platforms:

- 6 in Indonesia in Riau (established), West Kalimantan (established) and North Sumatra (strengthening role). At the jurisdiction level: Pelalawan (strengthening role), South Tapanuli (established) and Sintang forums (established). The 6 are on Palm Oil and their current status is ongoing.
- 1 in Paraguay: Chaco platform. Beef. Ongoing. Established.

1 landscape-level forums:

- 1 in Liberia: North Western Oil Palm Landscape Forum. Palm oil. Ongoing. Established.

### **Demand**

Within Demand, there are 10 supported platforms at the global (2), national (3), regional (3) and landscape (2) level. All of them are multi-stakeholder. These are:

2 Global platforms:

- Consumer Goods Forum (CGF) Forest Positive Coalition. Focused on soy. Ongoing. Advisory.
- Global Trade Corporation. Ongoing; Advisory.

3 National platforms:

- The Indonesia Business Council for Sustainable Development (IBCSO)'s Green Lifestyle Platform. Palm oil. Ongoing. Technical support.
- Mesa de Finanzas Sostenible (Sustainable Finance Roundtable of Paraguay). Ongoing. Advisory. Also supported by Transactions - UNEP FI.
- Mesa Paraguaya de Carne Sostenible (the Paraguayan Roundtable for Sustainable Beef, as part of the part of the Global Roundtable for Sustainable Beef). Ongoing. Advisory. Also supported by Transactions - IFC.

3 Regional platforms:

- African Palm Oil Initiative. Palm Oil. Ongoing. Advisory.
- Emerging Markets Investor Alliance. Soy. Ongoing. Advisory.
- Asia Sustainable Finance Initiative. Ongoing. Advisory.

#### 2 Landscape platform:

- Statement of Support Group (Landscape: Cerrado). Soy. Ongoing. Coordinating
- Cerrativo (Landscape: Cerrado). Soy. Ongoing. Advisory.

#### **Brazil**

Within Brazil, there is 1 sub-national platform supported: Matopiba Coalition. Soy. Ongoing. Advisory.

#### **Transactions**

IFC supports 1 national platform:

Mesa Paraguaya de Carne Sostenible (the Paraguayan Roundtable for Sustainable Beef, as part of the part of the Global Roundtable for Sustainable Beef). Ongoing. Advisory. This platform is also supported by Demand and has not been counted in the aggregated number to avoid double counting.

UNEP FI supports 1 national platform: Mesa de Finanzas Sostenible (Sustainable Finance Roundtable of Paraguay). Ongoing. Advisory. This platform is also supported by Demand and has not been counted in the aggregated number to avoid double counting.

Improving multi-stakeholder governance and collaborative action to drive reduced deforestation in commodity supply chains

# of national or subnational action plans developed and under implementation fostering reduced deforestation supply chains.



6 national or subnational action plans developed and under implementation fostering reduced deforestation supply chains.

**Production**

Within Production, there are 1 national, 2 subnational, and 3 district-level action plans under implementation or being developed across Indonesia, Liberia and Paraguay. In addition, there is 1 national action plan under development and 2 subnational plans submitted for legalization. Only the 6 action plans under implementation are counted in the aggregated number.

In Indonesia, the National Action Plan (NAP) for Sustainable Palm Oil was legalized in Q4 2019 through a Presidential Instruction. At subnational level, the North Sumatra Provincial Action Plan was legalized and decrees for legalization of the Riau and West Kalimantan Provincial Action Plans were submitted to the Legal Bureau in Q1 2020. At district level, the Sintang district strategy was finalized and legalized in Q4 2018 and implementation was kicked off mid-2019. In South Tapanuli, the district strategy for sustainable palm oil was legalized in September 2019 and implementation of the action plan was initiated. In Pelalawan, the district action plan was finalized in 2019 and the decree for the legalization of the Pelalawan District Action Plan is being developed.

In Liberia, the Root Cause Analysis (RCA) fed into the development of the National Sustainable Oil Palm Strategy and Action Plan, for which a roadmap was defined and approved by the National Platform. Work on costing and aligning finances against the NAP were initiated in the second half of 2020. Furthermore, in Liberia, the National Action Plan is under finalization.

In Paraguay, the Regional Action Plan was finalized and validated by all the platform stakeholders and is being implemented.

Improving multi-stakeholder governance and collaborative action to drive reduced deforestation in commodity supply chains

# of new partnerships between producers, buyers and finance providers, fostering sustainable commodity supply chains.

4 new partnerships between producers, buyers and finance providers, fostering sustainable commodity supply chains. The Production project declared 2 new partnerships between producers, buyers and finance providers, fostering sustainable commodity supply chains, in Indonesia and in Liberia. Furthermore, Transactions facilitated 2 more partnership agreements in Indonesia and Paraguay

In Indonesia, 2 supply chain partnerships were facilitated. 1 by Production and 1 by Transactions.

- **Production.** In Pelalawan, UNDP signed a MoU with Musim Mas in December 2019 on the training of smallholder farmers on good agriculture practices (GAPs) for ISPO/RSPO readiness. Musim Mas provided training of trainers to UNDP field assistants. Smallholders in Pelalawan could improve their knowledge on sustainable practices for palm oil production. Efforts are currently ongoing to ensure that Musim Mas will buy from the trained producers.

- **Transactions.** As part of the IFC Indonesian Palm Oil Development for Smallholders (IPODS), used as co-financing for GGP work there, support was provided to farmers through Musim Mas to become RSPO certified. Thanks to such certifications, Unilever is purchasing palm oil from these smallholders at a premium price.

In Liberia, **Production** facilitated 1 new supply chain partnership between sustainable palm oil producers and buyers:

- Between MPOI and Mano Manufacturing Company (MANCO) for certified sustainable palm oil purchase. MANO signed a letter of commitment to fully comply with RSPO principles and standards when buying former Sime Darby palm oil concession. Thanks to GGP intervention, MPOI (producer) and MANCO (buyer) of the MANO group are now committed to sustainability and are working, with support from CI Liberia, to develop and implement a strategy for sustainable oil palm. This work was initiated under GGP and is being continued through co-financing received by CI Liberia from Generation Investments.

In Paraguay, **Transactions** facilitated 1 new supply chain partnership:

- IFC's provided advisory services on sustainability topics to the Minerva, Guarani and Neuland meatpackers according to Project Service Agreements. In particular, as part of the PSA with Frigorífico Guarani, IFC supported the meatpacker company to establish a traceable supply chain and also provided an investment to develop a new abattoir that complies with global social and environmental standards. This support helped Guarani meet McDonald's requirements to supply meat to the fast-food chain.

Contributing to the protection of HCV/HCS areas, sustainable land management and climate mitigation efforts

Area of landscapes under improved practices (hectares; excluding protected areas) [GEF CI 4]

7,137,460 hectares under improved practices.

### **Production**

Production has 7,082,000 ha of landscape area under improved practices. Below the breakdown per sub-indicator 4 and landscape. Total: 7,082,000 ha, breakdown per country:

- Indonesia: 3,954,000 ha
- Liberia: 264,000 ha
- Paraguay: 2,864,000 ha

Sub-indicator 4.1. Total: 6,973,599.59 ha

- Indonesia: 3,850,599.59 ha
- Liberia: 259,000 ha
- Paraguay: 2,864,000 ha

Sub-indicator 4.2. Total: 116.95 ha

- Indonesia. South Tapanuli Limited Cultivation Area (KBK): 116.95 ha. The third-party certification is the Roundtable on Sustainable Palm Oil (RSPO)

Sub-indicator 4.3. Total: 36,626.52 ha

- Indonesia. Total: 26,626.52 ha
- Pelalawan Spatial Plan: 6,208.81 ha
- Sintang Lake Buffer Zone: 1,796.86 ha
- South Tapanuli Special Cultivation Area (KBK): 28,620.85 ha

Sub-indicator 4.4. Total: 71,656.94 ha

- Indonesia. Total: 66,656.94
- Pelalawan Spatial Plan: 12,320.48 ha
- Sintang Lake Buffer Zone: 1,704.34 ha
- South Tapanuli Limited Cultivation Area (KBK): 52,632.12 ha

- Liberia. Total: 5,000 ha corresponding to the Conservation Agreement

### **Brazil**

The Brazil project has thus far protected 55,460.21 ha under core indicator 4.

Sub-indicator 4.1.:

- 7 ha of landscape area under improved management to benefit biodiversity.

Sub-indicator 4.3.:
- 55,453.21 ha of landscape area under sustainable land management in production systems. This data refers to the area of rural properties directly engaged in the partnership with Embrapa within GGP. Activities are carried out within 20 farms in Tocantins and include different types of best practices adoption, considering the low-carbon agriculture framework.
Contributing to the protection of HCV/HCS areas, sustainable land management and climate mitigation efforts
Carbon sequestered or emissions avoided in the sector of Agriculture, Forestry, and Other Land Use [GEF CI 6.1]
29,364,749 tons of carbon emissions avoided.
<p><b>Production</b></p> <p>Through the Production project, a total of 17,047,295 tons of CO<sub>2</sub>e direct emissions were avoided. In Indonesia, a total of 11,100,000 tons CO<sub>2</sub>e direct emissions were avoided. However, this figure does not include yet the 176,502.12 ha of HCV/HCS and HCVF of the Special Cultivation Area in the South Tapanuli district.</p> <p>In Liberia, a total of 5,947,295 tons CO<sub>2</sub>e direct emissions were avoided.</p> <p><b>Brazil</b></p> <p>Brazil 12,317,454.3 tons CO<sub>2</sub>e emissions were avoided.</p> <p>NOTE: Whereas Production uses EX ACT tool to calculate CO<sub>2</sub>e emissions avoided, Brazil uses another methodology. We are currently discussing whether it is valid to present these figures together, for now we have, but this may change in future reporting. Moreover, figures reported for Production are being reviewed and they could potentially change.</p>
Contributing to the protection of HCV/HCS areas, sustainable land management and climate mitigation efforts
Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment [GEF CI 11]

16,130 direct beneficiaries, of which at least 6,526 women (40%).

### **Production**

The total number of beneficiaries under Production is 8,901.

Indonesia. Beneficiaries received training on Good Agricultural Practices. Total: 2,752

- females: 897

- males: 1,855

Liberia. Beneficiaries are benefitting from the Conservation Agreement (which included construction of a health clinic, education grants, and livelihood opportunities). Total: 2,829

- females: 1,696

- males: 1,133

Paraguay. Beneficiaries received training on Good Agricultural Practices. Total: 3,187.

- females: 732

- males: 2,455

### **Brazil**

In Brazil, the total number of beneficiaries is 7,362

- females: 3,201

- males: 4,161

Contributing to the protection of HCV/HCS areas, sustainable land management and climate mitigation efforts

% of trained farmers adopting more sustainable agricultural practices

Under **Production**, a survey is currently being conducted on the adoption of sustainable agricultural practices in Indonesia. In Paraguay, the survey is under development. We will be able to provide data for this indicator in the next iteration in November.

In **Brazil**, 88% of farmers are implementing sustainable agricultural practices. Since June 2020, 25 new farmers are adopting more sustainable agricultural practices through CI-Brazil cooperation with EMBRAPA within 3 different initiatives based on the low-carbon agriculture practices (ABC): ABC Sustainable Soy, ABC Cattle and ABC Milk. The adoption of low-carbon agricultural practices is monitored monthly by EMBRAPA, through indicators and field visits conducted.

Contributing to informed decision making and action at the global, regional and national level for policy and landscape-based interventions, and to scaling up solutions for sustainable commodity supply chains

# of publications and knowledge products

73 knowledge products published.

### **Production**

Within Production, there are 8 knowledge products, i.e. 6 guidelines and 2 country knowledge products:

6 Guidelines:

- Farmers Support System Toolkit and Scorecard.
- Value Beyond Value Chains Guidance Note v 1.0
- Four dimensional systems change.
- Building Long Term Sustainability in Multi-Stakeholder Platforms, Making Your Impact Last.
- CALI version 1
- Effective Collaborative Action (ECA) guidance

2 knowledge products developed by Liberia:

- A Look Back: Assessing Progress & Lessons Learned at the Landscape - Zodua Clan, Grand Cape Mount, Liberia
- The Roundtable on Sustainable Palm Oil (RSPO) National Interpretation Process in Liberia—Modalities & Lessons-Learnt

### **Demand**

Under Demand, there are 46 knowledge products. These are:

- 1 set of briefing notes of the Soy Toolkit
- 2 guides
- 2 issue briefs
- 3 market intelligence reports
- 3 market intelligence updates
- 4 briefing notes
- 6 discussion papers
- 11 info briefs
- 14 reports

**Brazil** has 10 pieces of knowledge products

- 10 Booklets (Portuguese and English) under gender mainstreaming entitled "Gender perspectives for sustainable production". The public launch of these materials will be in end of September 2021.

### **A&L**

A&L has released 7 pieces of knowledge:

- Gender Mainstreaming in Agricultural Supply Chains can Accelerate Good Growth: What Works and for Whom?
- Cerrado Soy System Map
- Chaco Beef System Map

<ul style="list-style-type: none"> <li>- COVID-19 and Soy in Brazil: Adding value to sustainable soy</li> <li>- COVID-19 and and Palm Oil in Indonesia: Collaborating around sustainable production for national consumer market</li> <li>- COVID-19 and Oil Palm in Liberia Building Trust and Strengthening Purpose</li> <li>- COVID-19 and Beef in Paraguay Sustainable Intensification for Post-COVID-19 Consumer Markets</li> </ul> <p><b>Transactions</b></p> <p>Transactions has released 2 pieces of knowledge:</p> <ul style="list-style-type: none"> <li>- Commitments in-Country: Companies, Palm &amp; Commitments that Count in Indonesia, 2020</li> <li>- Commitments in-Country: Companies, Cattle &amp; Commitments that Count in Paraguay, 2020</li> </ul>
Contributing to informed decision making and action at the global, regional and national level for policy and landscape-based interventions, and to scaling up solutions for sustainable commodity supply chains
# of new resources providing credible evidence on the impacts and effectiveness of standards and other sustainability tools made easily available (Evidensia)
13 research syntheses and summaries of evidence were developed and are hosted on Evidensia.
<p><b>A&amp;L</b></p> <p>Under A&amp;L, 13 research syntheses and summaries of evidence were developed and are hosted on Evidensia.</p>
Contributing to informed decision making and action at the global, regional and national level for policy and landscape-based interventions, and to scaling up solutions for sustainable commodity supply chains
# of documented examples of learnings shared via Community of Practice adopted in other contexts
33 examples of learnings shared via Community of Practice adopted in other contexts.
<p><b>Production</b></p> <p>33 examples of specific lessons shared via the Green Commodities Community applied in other sub-national and national situations. These include learnings on themes such as: Multi-stakeholder dialogue; Land use change monitoring; Monitoring and evaluation; and Systems practice</p>
Gender Mainstreaming
#. of gender action plans developed, and under implementation

5 gender action plans developed, and under implementation.

**Production**

Under Production, there are 3 gender action plans developed, and under implementation. In Indonesia, the development of a gender action plan was completed in Q1 2020, outlining the details of planned gender mainstreaming activities including indicators and targets. In Liberia, a gender analysis and an action plan were completed, and actions from the latter were integrated into the Annual Workplan for 2020. In Paraguay, it was decided that a specific gender analysis will not be conducted under the Production project, as a gender analysis had already been produced under another GEF-funded project “Third National Communication in Climate Change” where a national gender analysis was carried out. This national analysis was used as base for the development of a gender action plan.

**Demand**

The Demand project has 1 gender action plan under implementation.

**Brazil**

In Brazil, a gender analysis and action plan was already developed in 2018, focusing on gender and the soy supply chain in the MATOPIBA region. An updated strategy was developed for the period between July 2020 to June 2021 (GGP Brazil - Year 4). During this period, CI-Brazil: promoted female producers’ participation in project activities; conducted a survey to identify bottlenecks & opportunities for women in the soy supply chain; and developed a series of bilingual booklets on gender dynamics in sustainable production by female leaders and experts.



## Annex 14. Findings, Conclusions and Lessons Learned

Category	Findings	Conclusions	Recommendations	Lessons Learned
<b>Project Context/ Justification</b>	<p>(1) The project is justified through empirical data and citing of credible sources that were fact checked.</p> <p>(2) KIs could not imagine the burden of program and project level management energy without a dedicated program-level PMU</p> <p>(3) Only program-level barriers were presented. No management barriers were listed. Some barriers to effective management were listed in the risk assessment.</p>	<p>(1) The need for a Child Project dedicated to Adaptive management and Lessons learned is validated.</p> <p>(2) The integrated approach is the right approach in solving complex world-wide problems that are beyond the capacity of any single agency or NGO and requires systematic coordination.</p> <p>(3) The barriers did affect project implementation and were effectively recognized and managed by the PMU (see also efficiency).</p>	<p>(1) Future IP or network projects are advised to have a dedicated and full time PMU with representation in the child projects</p> <p>(2) Strongly advised to have one or two common components on M&amp;E and/or Knowledge Management with the responsibility to support the monitoring of the platform or programme in addition to the child project. That responsibility should be reflected also in the TORs for the position of MEL or Landscape Manager.</p>	<p>(1) The integrated approach is the right approach. It is more expeditious in terms of time to have a dedicated unit working in the center to facilitate upstream and downstream communications</p>
<b>Project Strategy and Design</b>	<p>(4) The creation of the secretariat was an effective space for integration, strategy and upstream-downstream communication and guidance</p>	<p>(4) The project design creates adequate governance structures to foment integration amongst the partners at the international level.</p>		
<b>Project Strategy and Design</b>	<p>(5) A dedicated PMU was confirmed by all interviewed as necessary to the operation of the GGP. The PMU staff split their time between A&amp;L (30) and Production (70).</p>	<p>(5) The management structure defined at the formulation stage is adequate in terms of role, but inadequate in scope and financing.</p>	<p>(3) A Dedicated full-time PMU specifically for A&amp;L would have been ideal. Only a 30% effort for A&amp;L is insufficient. A staff person in each country with M&amp;E or analytical experience and</p>	<p>(2) Key functions like M&amp;E and Knowledge Management at the program-level must be considered in each child project to avoid underfunding.</p>

			responsibilities would be optimal.	
<b>Project Design and Strategy</b>	(6) The child projects were designed using a linear approach instead of a systems approach. These were not wired for connectivity or flexible to redesign outcomes throughout the process.	(6) The design of the child projects did not facilitate the success of the A&L project. Managers in each of the child projects had no common objectives for investing time and resources in program-level M&E, transfer of information, or knowledge management.  (7) The PMU did a good job promoting systems thinking but the structure was already hardened into place.	(4) The differences between approaches amongst partner organizations can be a problem, but they are really are opportunities to test different strategies. A program-level evaluation of the IAP might want to examine the effectiveness of different strategies.	(3) Differences in approaches among NGOs may actually reflect the best opportunity for development in a given country or sub-region or under changing priorities. The approach of a partner organization is a reflection of their organic values and strategies.
<b>Project Design and Strategy</b>	(7) Child projects did not have financing for program-level coordination, M&E or knowledge management. A&L did not have funding for significant national-level participation or	(8) The project was underfunded restricting the development of Monitoring and knowledge management outputs across the GGP.	(5) For future programs, build the Central coordination, M&E and KM components into the design of the child projects. Have a dedicated Program-level coordinator for each child project and an adequate budget at the Program-level to facilitate the management components in each country.	(4) In programme design, the hub should be build first with upstream and downstream Coordination, M&e, and KM components visualized before the design of the child projects. This provides integration of all components into the design of child projects.
<b>Project Design and Strategy</b>	(8) Often the Child projects staff perceived the extra time needed for M&E and knowledge products as a burden or outside	This is probably a consequence of the previous finding.	(6) Take integration into account when building the TORs for the Programme and Child Projects	(5) Integration should be planned from the design phase and reflected in the TORs and all systems.

	of their scope of work. Related to point 7			
<b>Project Design and Strategy</b>	(9) The response mechanism to the MTR did an admirable job in trying to respond and improve participation and integration. The increase in the number of calls related to GGP coordination for country teams was not well received and securing their participation in GGP Secretariat meetings was challenging. When these were modified to quarterly Secretariat country specific calls for country teams, the utility increased greatly and was described by those interviewed as very positive and beneficial, as also playing a role of supporting GGP integration at the country level	(9) The response mechanism to the MTR was effective in improve integration with new procedures and learning tools. More interest was generated as the calls shifted to Country specific calls		
<b>Project Design and Strategy</b>	(10) All interviewed agreed that the suite of components and outcomes for the A&L project were correct for expected outcomes of this project.	(10) A review of the components, outcomes and outputs demonstrates acceptable internal logic and sufficient activities to achieve the outcomes.		
<b>Project Design and Strategy</b>	(11) All those interviewed agreed that there was not enough time for tangible actions for trust-building or resources for increased resources for field presence and promotion, communications and M&E, and knowledge management.	(11) the Program and project timelines are too short and underbudgeted.	(7) Future programmes development should take into account the time for trust-building, sensitizing populations to different ideas, and enough time for knowledge from child projects to be gleaned from demonstrations.	(6) Transitional programs require a minimum of 6 years to develop trust, confidence, run demonstrations (especially in agro) and glean the knowledge and lessons for adaptation.
<b>Project Design and Strategy</b>	(12) Stakeholders were widely consulted during the project design phase. Persons	(12) Policy aspects did not have the same footprint as technical aspects.	(8) Future knowledge products to consider policies and policy effects	(7) Stakeholder engagement requires multistakeholder collaborations –consensus

	interviewed during reported that those consulted tended to be technical persons. The political sector was not consulted equally	There may be a technical bias built into the project design towards technical outputs rather than political outputs. The multi-stakeholder platforms mitigate this problem through a participative process.	within the Green Commodities Community or Evidensia.  (9) Consider a policy council or a committee where a government representatives can have a periodic dialogue. If they have a responsibility, they might engage at a higher level.	building and a framework to align and coordinate action.
<b>Project Design and Strategy</b>	(13) At MTR, The balance of indicators was highlighted. Of the suite of indicators, all were structure indicators with the exception of two process indicators: Objective indicator 2 (Level of engagement) and Outcome 3.2. (Percentage of participants). In the response, there was no adjustment of the indicators to include more process or balanced with Outcome and Impact indicators.	(13) The indicators are generally smart  As a pilot program, the project missed an important opportunity to generate an understanding of the performance of the outcomes.	(10) For a pilot program, a variety of process, structure, status and impact indicators is important for Pilot initiatives to generate lessons learned and orient future follow-on initiatives.	
<b>Assumptions and Risks</b>	(14) Four assumptions were noted: (i) Willing participation of the Child Project staff; (ii) Barring significant environmental or climatic events; (iii) Barring unforeseen staff turnover of key personnel; (iv) Barring any new or competing information platform more attractive to users. The first is no longer an assumption as it has materialized. The second has also materialized and the fourth has a high likelihood.	(14) There are assumptions that were actually pre-conditions for the project, such as (i). The PPG phase should have vetted that possibility with UNDP and partner country offices.	(11) Future projects should place more importance on the analysis of assumptions. Assumptions should be out of management control and be independent and necessary for results to be obtained.	(8) The PPG process must test for values such as participation and trust, perhaps by vetting future key participants, signing MOUs that detail participation and conditions, and involvement of the national governments in the arrangements, e.g. national project directors.

<b>Assumptions and Risks</b>	<p>(15) Five of eight risks were underestimated for probability and impact. All risks were adjusted upwards. These are: (i) slow-downs due to bureaucracy; (ii) Overlap between the IAP KM platform and existing platforms; (iii) low success in penetrating many actors in the deforestation space; (iv) Environmental risks, e.g., (v) Climate and pandemic related,</p> <ul style="list-style-type: none"> <li>• One risk has no change: (vi) Funding dries up for platform.</li> <li>• There are two new risks: (vii) GGP Partners could disengage from GGP programme-level, coordination; and (viii) not achieving Outcome 1 partnerships. Number (viii) requires more definition as to the source of the risk or the reason for concern. What was deemed unattractive?</li> </ul>	<p>(15) The overall risk rating was underestimated. from the start of the project. The PMU does a good job of tracking and logging risks as part of adaptive management framework. Some barriers are listed as risks and require management or project design solutions, such as “participation” No additional risks were detected.</p>	<p>(12) Adjust the risk rating upward from “Low” or Probability 2 to “significant” or Probability 3-4. The adjusted rating includes the addition of pandemic to environmental risks, and increase in risk of natural disasters as experienced in Chaco, Paraguay (drought) and Indonesia (flooding). In addition to adding higher probabilities to existing risks based on real observations and KIs. See the Revised Risk Rating table in Annex —.</p>	
<b>Lessons learned from other sectors in the design</b>	<p>(16) The project presented numerous examples of lessons learned from UNDP’s ongoing Green Commodities Programme and presented a multi-partner framework that draws lessons learned from each of the partner organizations (CI, WWF, UNEP FI, IFC) and brings experience and learning from numerous initiatives from within the targeted commodities and countries</p>	<p>(16) The project adequately incorporated best practices and lessons learned from other initiatives into the design of the Project.</p>		

<b>Planned Stakeholder Participation</b>	(17) The A&L project was designed to ensure coordination within the IAP among the different child projects for greater coherence, alignment and impact. The A&L project was structured to promote linkages between the actions being carried out on production, demand and finance.	(17) The A&L project adequately established linkages with other sector interventions in the design of the project.		
<b>Linkages between the project and other interventions within the sector.</b>	(18) The A&L project was designed to ensure coordination within the IAP among the different child projects for greater coherence, alignment, and impact. The A&L project was structured to promote linkages between the actions being carried out on production, demand, and finance	(18) The A&L project adequately established linkages with other sector interventions in the design of the project.		
<b>Gender Responsiveness of Project Design</b>	(19) The assignment of the GEN2 marker indicates that the outputs promote gender equality in a significant and consistent way through the projection and implementation of a Strategy, Action Plan, and through the knowledge platform and governance structures	(19) Gender considerations were effectively mainstreamed into the design of the project and is compliant with the GEF Policy on gender and to the UNDP Gender Equality Strategy 2014-2017.		
<b>Social and Environmental Safeguards</b>	(20) No environmental or social risks were identified for this child project and the project risk categorization was therefore "low risk." No commitment to maintaining a grievance mechanism specific to the GGP or the project was included in the project design. Grievance management is, however,	(20) The project was compliant for safeguard screening and action planning during the formulation of the project		

	internalized within UNDP safeguards.			
<b>Project Governance</b>	(21) The project governance structure is a 3 tier operational structure comprised of a Programme Board, a secretariat representing each agency and country, and a Project Management Unit based in Panama.	(21) The structure is inclusive, includes all possible stakeholders for a large and diverse project and enables all management aspects. See comments on effectiveness.		
<b>PROJECT IMPLEMENTATION</b>				
<b>Adaptive Management</b>	(22) The PMU is proactively reviewing risks and has a complementary risk analysis process at the activity-level			
<b>Adaptive Management</b>	(23) The changes to the organizational structure of the project enhanced integration and understanding of each other's activities. The staff members recruited were key to cross communication to wider audiences			
<b>Adaptive Management</b>	(24) The changes to indicators at Inception did not add process or impact indicators or diversify these with qualitative indicators	(22) As a pilot project, a diversity of process and structure indicators would have provided an important opportunity information to understand the full results (quantitative and qualitative) of the IAP		
	(25) The PMU actively tracks adaptations by the A&L project and the child projects. The process is progressively more proactive. The PMU also maintained a thoroughly documented and periodically updated Management Response	(23) The PMU has demonstrated a high level of adaptation to problems, situations and changing dynamics in the project. Adaptations are thoroughly logged, and results are		

	making it easy know the responses to evaluations etc.	reported on in PIRs and to the board.		
<b>Actual Stakeholder Participation and Partnership Arrangements</b>	(26): A communications strategy was implemented. This was limited to general public awareness on digital media, programming of publications, etc. all of high quality. Communications were not responsive to a given problem identified as responsive to comments.	(24): The strategy was however not strategic in the sense that it did not analyze problems that were responsive to communications and then execute on them.	(13): Use communications strategically to assist, for example, the approval of national policies, change in tactics of key stakeholders, etc. A communications plan for A&L could embrace all child projects and the global audience.	
<b>Actual Stakeholder Participation and Partnership Arrangements</b>	(27) The A&L project has catalyzed the GGP and partners to sustain a productive working relationship and in rallying new stakeholders around the cause of an integrated approach to commodity related deforestation. The approach has involved additionally hundreds of key stakeholders in Developing country governments; donor governments and foundations; Multilateral development agencies and programs; financial institutions and private sector; Producers, CSOs/NGOs, Platforms and collaboration fora; and academia	(25) The multi-stakeholder approach to integration is clearly demonstrated by the extensive relationships cultivated by the A&L project for the GGP is creating an inter-connected network of support for Green Commodities projection and will also support the sustainability of the initiative.		
<b>Project Finance and Co-Finance</b>	(28)	(26)		
<b>Monitoring and Evaluation</b>	(29) It is a cost-effective system involving all stakeholders			
	(30) KIIs indicate that the M&E Working group did not live up to expectations. It could have gone much further to provide for meaningful dialogue on	(27) From a technical standpoint, the M&E system is sound and was well executed. For that a ranking of “HS” was given. In terms	(14) In a future platform, establish the common monitoring and evaluation system for Programme application prior to the	



	<p>strategies, lessons learned, synthesizing conclusions, etc. Too much emphasis on checking off boxes.</p> <p>Child project staff complained about the number of reports and reporting requested. That situation greatly improved following the MTR.</p> <p>The country-specific calls were widely complimented for being relevant and time well spent</p>	<p>of design and from the viewpoint of Integration, the M&amp;e system appears to operate still in several silos. The problem was not the participants or the PMU. The design of the M&amp;E system did not establish common parameters that all child projects and countries would consider through the process, including mid-term and terminal evaluations. However, the system was compliant with UNDP-GEF guidance for monitoring and evaluation and a ranking of “S” or satisfactory was assigned. The composite ranking for all M&amp;E functions is HS based on functionality and the quality and completeness of the information produced</p>	<p>individual child projects. Consider a common monitoring and evaluation platform. In the event of separate implementing agencies, always present quarterly and PIR results in a synthesized document.</p>	
	<p>(31) The QPRs were prepared mainly to report on progress. The TE noticed that these reports did not include information about Component 2, (lead by WWF). QPRs on Component 2 were not available for review by the evaluation team. Note that this component was already closed (April 2021).</p>	<p>(28) From a technical standpoint, the M&amp;E system is sound and was well executed. For that a ranking of “HS” was given. In terms of design and from the viewpoint of Integration, the M&amp;e system appears to operate still in several silos. The problem was not the participants or the PMU. The design of the M&amp;E system did not establish common parameters that all child projects and countries</p>		

		<p>would consider through the process, including mid-term and terminal evaluations. However, the system was compliant with UNDP-GEF guidance for monitoring and evaluation and a ranking of “S” or satisfactory was assigned. The composite ranking for all M&amp;E functions is HS based on functionality and the quality and completeness of the information produced</p>		
		<p>(29) The M&amp;E design at entry left gaps that caused inconformity in the child projects. the system was however good. A score of 5 or “S” is awarded.</p> <p>(30) The M&amp;E Plan improved greatly after MTR and produced a more empirical data and better coordination with child projects and very effective reports. A score of 6= HS for Implementation.</p> <p>The Overall Quality of M&amp;E is 6 = HS.</p>		
<b>UNDP Implementation/Oversight</b>	(32) the PMU recruited qualified professional for the positions required of the project; established and maintained a safe and productive work environment; and adeptly			

	managed the project's workplan and flow.			
	(33) The PMU shares duty with the production project on a 30% to 70% split respectively.	(31) Evaluators feel that the split did not leave sufficient time for A&L duties underscoring the need for more financial resources to enable a fully dedicated staff		
	(34) The project reports were complete and of high technical quality			
	(35) The Knowledge management products ready at the time of TE e.g. Gender strategy, were of very high quality and provided a good summary of the salient points			
	(36) KIs confirmed that the project's synthesis reports and analysis were concise, easy to comprehend, and of very high quality. The key points are well summarized for decision-makers.			
	(37) The PMU maintained a good rapport with Steering Committee and Secretariat members. That rapport facilitated upstream and downstream communication			
	<p>The UNDP RH-LAC and PMU provided qualified oversight and information exchange and adapted to the COVID-19 situation.</p> <p>The GCP provided technical backstopping by expert</p>	(32) For timeliness and completeness in implementation/oversight, an HS is awarded.		

	consultants knowledgeable in the pertinent fields.			
	Implementing partners provided all required information. In KIIs, the implementing agency complimented executing partners and vice versa. The upstream and downstream communication with ISEAL Alliance was also rated as good	(33) For the Quality of Implementing Partner Execution and compliance by Implementing partners, an HS is awarded.  An overall score of HS is awarded.		
	Very good job at moving results through COVID-19			
<b>Risk Mangement</b>	Risks are analyzed yearly. a risk log is well maintained. risks are reported in the PIR and discussed with the board.	(34)Risk management exceeds standards		
<b>Progress towards Objectives</b>	A score of 92.33 was logged	Based on Indicator Progress, the results are SATISFACTORY		
	4 of 4 Partnerships have been obtained with more expected.	Highly Satisfactory	A Partnership is 2 points of contact. Rather limited. 3 or more is recommended to better reflect the integrated approach. Under the present criterion, you could have 2 commercial entities qualify as a partnership, leaving out the producer. The partnership criterion should be expanded.	
<b>Outcome 1.1.</b>	Outcome 1.1: the number of monthly GGP Secretariat calls and annual national level intervention plans to achieve expected Program goals and their effective implementation will exceed their target	(36) Outcome 1.1 has reached its target of the number of GGC secretariat calls. The target of 40 calls and 4 global integration plans has been exceeded with 49 calls and 16 Plans Rating = HS		

<b>Outcome 1.2.</b>	by the number of successful adaptive management practices that address bottlenecks in implementation or in attainment of Program goals. At least 2 Practices per year	14 calls : 8 expected =HS		
<b>Outcome 2.1.</b>	Global platform, Evidensia; is established and functioning. 900 docs and 14,000 visitors at TE. Target = 150 docs and 5,000 visitors.	(37) Evidensia is functional but not yet endowed with syntheses to appeal to ministers, government officials or private sector		
<b>Outcome 2.2.</b>	12 synthesis documents= target. 13 obtained.  The indicator is not aligned with the Outcome: A good functioning platform does not provide necessarily proof that taking deforestation out of commodity supply chains	The platform is fully functional and has more information than programmed. Component 2 is a success. HS	Important product but more work needed to go to the heart of the evidence of VSS impact. A Good Job establishing a functional platform and population. Need to produce synthesis for government ministers and private sector companies. The central is built, time to build the laterals. which VSS is best for my company?	
<b>-Outcome 3.1.</b>	Knowledge products generated by the Program shared at National and Global Levels and relevant learning from other parties and other IAP Programs are shared, captured and leveraged.	(38) Products are very effective and good quality	Offer access to knowledge products on multiple platforms	
	Broad Global Community of Practice shares lessons across countries but is very restrictive	(39) Surprisingly small number of users at 200. For the investment, a very high price per user.	Make all effort to expand the base of users	
	The platform was in the early stages of decline iwhen the pandemic struck (red line).	An in-person event every 2 years is important for sectors without a COP.	Highly encourage GEF projects in the commodities spaces to budget attendance at the Good Growth Conference	

<b>Relevance</b>	<p>The project is aligned with SDG 2,5, 8, 12, 13. Aichi BD Targets, UNFCCC paris 2015, UNFF Global objective on forests.</p>	<p>Through the child projects, alignment with national priorities</p> <p>Aligned with the priorities of partner organizations.</p> <p>A ranking of 6=HS is warranted</p>		
<b>Effectiveness</b>	<p>The project has met almost all of its targets.</p> <p>The first year of operations was lost in bureaucracy.</p> <p>The slow start-up was compensated by an enormous effort to get the project on track.</p> <p>COVID h</p>	<p>COVID 19 had a strong effect on components 1 and 3. Component 2 did not suffer as it was winding down when the pandemic was declared.</p> <p>Taking into account the enormous effort to get the project on -track, a ranking of 5 or “S” is assigned</p>		
<b>Efficiency</b>	<p>Efficiency was enhanced by: Progress towards outcomes,</p> <p>Thematic consultants, M&amp;E, Knowledge Products, the GCC; GCP assets, among others.</p> <p>Efficiency was challenged by: insufficient budget, time-sharing of professional (not full dedication) COVID, and a late project start-up.</p>	<p>Balancing the +’s and -’s, a ranking of 5=S is assigned for satisfactory efficiency.</p>		
<b>Social and Environmental Safeguards</b>	<p>A&amp;L is a management project, no environmental or social risks were identified or reported to GEF</p>	<p>There are no social or environmental issues that require special attention.</p>	<p>A rescreening should be done every year to avoid being stuck with changing conditions.</p>	

	Ample stakeholder participation within the governance structures			
	There is a grievance mechanism visible on the GGP website. no visible grievance mechanism is within reach anywhere else.	Grievance mechanisms should be posted	Grievance mechanisms must be described in the project operations manual and be posted in a visible place. It must permit anonymity.	
		Post MTR M&E function effective in developing tools and procedures		
		Governance structure and communications enhanced feedback and decision making		Linking spaces for national and subnational engagement and action.
		Global Database functioning		
		Country level spaces are as important as international for a and sometimes more difficult to obtain. Multi-stakeholder frameworks.		
		GC established; too limited in reach		
	Working with supply chain complexity	In the countries and commodities that piloted this approach, the integrated approach is needed, as none of the individual ToC could work by themselves.		A key lesson is the need for tools and approaches to nest and integrate demand, production, transaction, and policy reforms better together
	Learning and governing collaboratively	Creating a case for an integrated approach after design is not easy. Implementation failed to make this happen at landscape level, as no		Integrated supply chain approaches require country/landscape based integrated design and adequate resources for backbone support to

		landscape specific integrated design between child projects took place, and no sufficient incentives and resources/capacities were available.		projects, as the instrument for coordination, collaboration, innovation, and learning.
	Engaging stakeholders (women, private sector and government)	There were not sufficient incentives (indicators and funding) for integration of gender components into project implementation. This would have eased efforts towards gender mainstreaming. Nurturing a multistakeholder dialogue and collaborative process that may lead to system transformation is time consuming, costly and difficult and requires investing into local capacity for skilled facilitation.		For an effective private sector engagement, pre-competitive collaboration spaces are needed for the private sector to join forces and jointly solve common issues they experience. In addition, neutrally facilitated spaces are needed for the private sector to dialogue and collaborate with the public sector and civil society to solve issues beyond their supply chain.
<b>Sustainability</b>	<p>Financial: The ongoing GCP has a lead role in funding future initiatives. it is an experienced partner who has made strong linkages with funding partners for the future</p> <p>Knowledge management activities have had corporate and financial sector presence.</p> <p>The sustainability plan for the GCC is already funded to a degree.</p>	Financial Sustainability is Likely (L)	<p>Calculate how many dollars in benefits have been generated for farmers from 1\$ invested in GGP. Use this amount as a fundraising tool</p> <p>From that amount, enable sustainable transactions</p>	
	Socio-economic: Mitigated by Governance structure, multi-	Socio economic sustainability is Likely (L)		



	stakeholder platforms, and knowledge management			
	Institutional and Governance: a governance structure is needed to get through the transition phase: Action Plans at national level have sustainability criteria. engage private sector to play a role and redur	Institutional/Governance is moderately likely (ML)	Engage the private sector to support recurrent costs or to play a direct role. Their executives	
	Environmental: • Plantations established will continue to absorb CO2. This will be in addition to the 12 million tons of CO2 avoided;  None of the activities implemented pose an environmental threat	Environmental sustainability is Likely (L)		
		The overall Sustainability rating is Likely (L)		
<b>GEF Additionality</b>	A systems approach was promoted. Knowledge materials, training on systems thinking, and practical discussions. All field staff of the production project managed the concepts correctly in discussions around beef and oil palm systems  Developing a collaborative framework that would not be otherwise possible.  Trust building  All Field staff interviewed managed the concepts that were considered to be incremental indicating that the	GEF incremental benefits were realized from promotion and training realized through the A&L project.	Seek a method to widely disseminate the knowledge management tools and webinars for the continued benefit of the interested sectors Reach out to the RSPOs and create greater connectivity to GCC and more effective dissemination.	

	materials and training were effective			
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Annex 15. Charts of Organizational Structures

Figure 1: GGP Programme Structure:

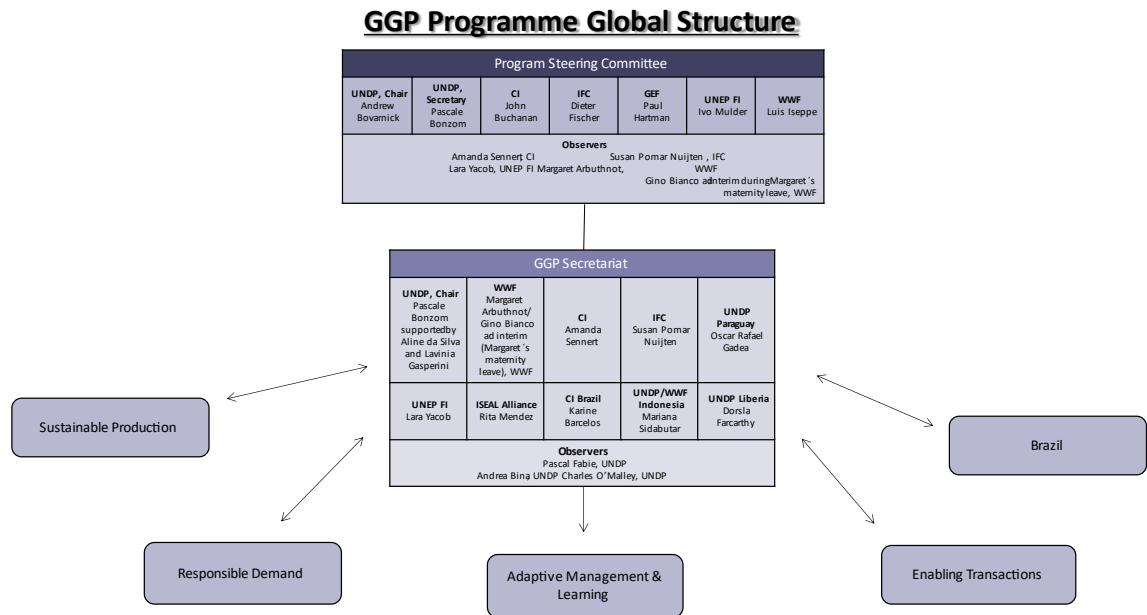
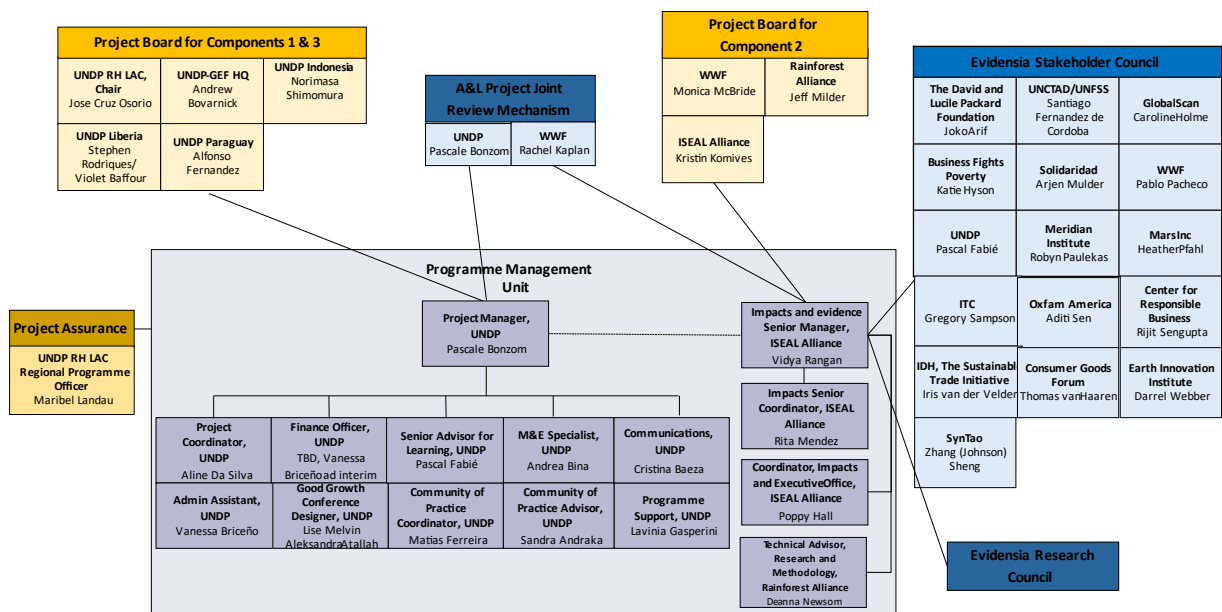


Figure 2: Organizational Structure Project Management Unit

**Adaptive Management & Learning Project Organizational Structure**



# Annex 16. Cofinancing Tables

Components 1 and 3													
From Prodoc			Co-financing at MTR							Co-financing at TE			
Source	Amount for Components 1&3 (US\$)	Type of co-financing	Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount	Investment mobilized*** (US\$)	Type of co-financing**	Actual amount contributed at stage of Terminal Evaluation (US\$) - Cumulative data	Actual % of Expected Amount	Investment mobilized** (US\$)
UNDP	1,146,887	Cash	Bilateral Aid Agency	SECO	Grant	1,146,887	578,975.00	50.48%	214,084	Grant	671,570.78	58.56%	274,084.00
			Bilateral Aid Agency	GIZ	Grant		276,450.00		89,648	Grant	578,005.95		391,203.95
<b>TOTAL</b>	<b>1,146,887</b>		Private Sector	Mondelez	Grant		28,594.00		24,243	Grant	28,594.00		24,243.00
			Other	PAGE	Grant		77,888.00		29,095.77	Grant	77,888.00		29,095.77
			<b>TOTAL</b>			<b>1,146,887</b>	<b>961,907.00</b>		<b>357,071</b>		<b>1,356,059</b>		<b>718,627</b>

**Component 2**

From Prodoc			Co-financing at MTR							Co-financing at TE			
Source	Amount for Component 2 (US\$)	Type of co-financing	Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount	Investment mobilized*** (US\$)	Type of co-financing**	Actual amount contributed at stage of Terminal Evaluation (US\$)	Actual % of Expected Amount	Investment mobilized** (US\$)
WWF	1,229,317	Parallel											
DFID	1,500,000	Parallel	National government	DFID	Grant	1,500,000	1,580,077	105%		Grant	1,580,077	105%	1,580,077
Ford Foundation	700,000	Parallel	Other	Ford Foundation	Grant	700,000	646,827	92%		Grant	1,295,314	185%	1,295,314
ISEAL Alliance	120,000	Parallel	Other	ISEAL Alliance	In-Kind	120,000	59,761	50%		In-Kind	167,864	140%	16,786
Rainforest Alliance	1,000,000	Parallel	Other	Rainforest Alliance	In-Kind	1,000,000	454,350	45%		In-Kind	705,305	71%	705,305
SECO	800,000	Parallel	National government	Swiss State Secretariat for Economic Affairs (SECO)	Grant	800,000	645,990	81%		Grant	1,610,077	201%	1,610,077
<b>TOTAL</b>	<b>5,349,317</b>		<b>Total</b>			<b>4,120,000</b>	<b>3,387,005</b>				<b>5,358,637</b>		<b>5,207,559</b>

## Annex 17. Audit Trail for Component 2

Institution/ Organization	Name and title	Comment	TE team response and action taken
ISEAL	Vidya Rangan, Senior Manager, Impacts and Evidence	Factual error: Page 15 says “Evidensia is functional but not yet endowed with syntheses to appeal to ministers, government officials or private sector”. This is not correct. Evidensia is currently equipped with 3 full-scale evidence synthesis efforts (also funded by the GEF 6 IAP) and several other synthesis products. Recommend changing to say that <b>more syntheses are needed to fully cover the range of topics of interest to stakeholders</b> . Also request to correct the same sentence in page 158.	Table 2 in Section 1: Text amended: “Evidensia is functional but more syntheses are needed to fully cover the range of topics of interest to stakeholders”
		Factual error: Page 44 says “Academia was involved in the A&L project through the Evidensia Research Council, which gathers members from the Leuven Centre for Global Governance Studies and ETHZurich”. This is wrong. The Evidensia Research Council has 6 members so please credit all of them and their institutions – details available here: <a href="https://www.evidensia.eco/about-evidensia/governance/">https://www.evidensia.eco/about-evidensia/governance/</a>	Page 33: Text amended “Academia was involved in the A&L project through the Evidensia Research Council, which gathers members from the ETH Zurich, CIAT-Biodiversity International / LAC, Leuven Centre for Global Governance Studies, Oxford Long-Term Ecology Lab. Foundation of Success / Conservation Measures Partnership, and The Institute of Development Studies / Centre for Development Impact”
		Factual error and misrepresentation: “To facilitate the child projects, A&L developed in coordination with WWF and the ISEAL Alliance a platform called Evidensia that provides evidence-based synthesis on VSS standards and deforestation among many other themes. The site now sports over 9,000 scientific articles and is growing by the day.” Please correct to, ISEAL Alliance as lead implementation agency with support from WWF and Rainforest Alliance established the Evidensia Platform. Also, the platform has 1000 resources and NOT 9000 as written here.	Page 64: Text amended: “ISEAL Alliance as lead implementation agency with support from WWF and Rainforest Alliance established the Evidensia Platform. Also, the platform has 1000 resources “

## Annex 18. Signed Evaluation Consultant Agreement form

### Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Guido Fernández de Velasco\_\_\_\_\_

Name of Consultancy Organization (where relevant): Asesoramiento Ambiental Estratégico (AAE) SRL

I confirm that I have received and understood and will abide by the United Nations Code of

Conduct for Evaluation. Signed at Montevideo (Place) on 17<sup>th</sup> December 2021 (Date)



Signature: \_\_\_\_\_