

Terminal Evaluation of the Project

“Taking Deforestation Out of the Soy Supply Chain”

Deliverable 3: Final Terminal Evaluation Report

December 13, 2021

Evaluator:

José Galindo

jose@mentefactura.com
amazonas 3655 y juan pablo sanz, antisana building, 10th floor
Quito – Ecuador

+ 593 2 600 0370

Index

EXECUTIVE SUMMARY.....	6
1 INTRODUCTION	11
1.1 Purpose and objective of the TE	11
1.1.1 Purpose	11
1.1.2 Evaluation Objectives	11
1.2 Scope and Methodology	12
1.2.1 Data Collection and Analysis	14
1.3 Ethics.....	17
1.4 Cross-cutting issues	17
1.5 Limitations to the Evaluation	18
1.6 Structure of the evaluation report	18
2 PROJECT DESCRIPTION	19
2.1 Project start and duration, including milestones	19
2.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope	19
2.3 Problems that the project sought to address, threats and barriers targeted	20
2.4 Immediate and development objectives of the project	20
2.5 Theory of Change	21
2.6 Expected results	22
2.7 Main stakeholders	23
3 FINDINGS.....	25
3.1 Project Design / Formulation	25
3.1.1 Analysis of Results Framework: project logic and strategy, indicators ...	25
3.1.2 Assumptions and Risks	26
3.1.3 Lessons from other relevant projects (e.g., same focal area) incorporated into project design.....	26
3.1.4 Planned stakeholder participation	27
3.1.5 Linkages between project and other interventions within the sector	28
3.1.6 Gender responsiveness of project design	28
3.1.7 Social and Environmental Safeguards	29
3.2 Project Implementation	30
3.2.1 Adaptive management.....	30
3.2.2 Actual stakeholder participation and partnership arrangements	31
3.2.3 Project Finance and Co-finance	33

3.2.4	Monitoring & Evaluation	38
3.2.5	UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues	39
3.2.6	Risk Management, including Social and Environmental Standards (Safeguards).....	40
3.3	Project Results and Impacts	41
3.3.1	Progress towards objective and expected outcomes	41
3.3.1	Relevance	48
3.3.2	Effectiveness	49
3.3.3	Efficiency	51
3.3.4	Overall Outcome.....	52
3.3.5	Sustainability	52
3.3.6	Country ownership.....	54
3.3.7	Gender equality and women's empowerment	55
3.3.8	Cross-cutting Issues	56
3.3.9	GEF Additionality	56
3.3.10	Catalytic/Replication Effect	57
3.3.11	Progress to Impact.....	57
4	MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS 59	
4.1	Main Findings	59
4.2	Conclusions	61
4.3	Recommendations.....	62
4.4	Lessons Learned	64
5	ANNEX	66
5.1	Annex 1: TE ToR (excluding ToR annexes)	66
5.2	Annex 2: List of interviews	78
5.3	Annex 3: List of Documents.....	79
5.4	Annex 4: Evaluation Design Matrix - Questions, Data Sources and Collection	81
5.5	Annex 5: Questionnaire used and summary of results.....	90

5.5.1	Questionnaire used.....	90
5.5.2	Summary of Results	91
5.6	Annex 7: Rating Scales	95
5.7	Annex 8: Evaluation consultant code of conduct agreement form.....	96
5.8	TE Audit Trail	96

ACRONYMS

ABC	Agência Brasileira de Cooperação (Brazilian Cooperation Agency)
AIBA	Association of Farmers and Irrigators of Western Bahia
APP	Areas of Permanent Preservation
CAR	Cadastro Ambiental Rural (Rural Environmental Registry)
CI	Conservation International
CSO	Civil Society Organization
EMBRAPA	Empresa Brasileira de Pesquisa Agropecuária (Brazilian Agricultural Research Corporation)
FAET	Federação da Agricultura e Pecuária do Estado do Tocantins (Agriculture and Livestock Federation of the State of Tocantins)
FAPCEN	Fundação de Apoio à Pesquisa do Corredor de Exportação Norte (North Export Corridor Research Support Foundation)
FBDS	Fundação Brasileira para o Desenvolvimento Sustentável (Brazilian Foundation for Sustainable Development)
FETRAF	Federação dos Trabalhadores e Trabalhadoras na Agricultura Familiar (National Federation of Men and Women Family Farming Workers)
FUNATURA	Fundação Pro-Natura (Pro-Nature Foundation)
GEF	Global Environment Facility
GHG	Greenhouse Gases
GGP	Good Growth Partnership
ICMBio	Instituto Chico Mendes de Conservação da Biodiversidade (Chico Mendes Institute for Biodiversity Conservation)
IFC	International Finance Corporation
INEMA	Instituto do Meio Ambiente e Recursos Hídricos (Institute for the Environment and Water Resources)
MAPA	Ministério da Agricultura, Pecuária e Abastecimento (Ministry of Agriculture, Livestock and Food Supply)
MATOPIBA	Region of Maranhão - Tocantins - Piauí - Bahia
MMA	Ministério do Meio Ambiente (Ministry of Environment)
MTR	Mid-Term Review
M&E	Monitoring and evaluation
PIR	Project Implementation Report
PIF	Project Identification Form
SEAGRO	Secretaria da Agricultura, Pecuária e Aquicultura (Agriculture, Livestock and Aquaculture Secretariat)
SEMA	Secretaria do Meio Ambiente (Secretariat of Environment)
REDD	Reduction of Emissions from Deforestation and Forest Degradation
UNDP	United Nations Development Programme
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

Table 1 Project Information Table			
Project Title	Taking Deforestation out of the Soy Supply Chain	PIF Approval Date:	June 4, 2015
UNDP Project ID (PIMS #):	5896	CEO Endorsement Date (FSP) / Approval date (MSP):	March 8 2017
GEF Project ID:	9617	ProDoc Signature Date:	June 30, 2017
UNDP Atlas Business Unit, Award ID, Project ID:	00097304	Date Project Manager hired:	August, 2 nd , 2017
Country/Countries:	Brazil	Inception Workshop Date:	August 7-8, 2017
Region:	Latin America and the Caribbean	Mid-Term Review Completion Date:	June 22, 2020
Focal Area:	IAP Commodity Supply Chain (Multi-focal areas)	Revised Expected Terminal Evaluation completion date	
GEF Operational Programme or Strategic Priorities/ Objectives:	IAP-Commodity Supply Chain BD-4 Program 9 CCM-2 Program 4 SFM-1	Planned Operational Closure Date:	Original planned closing date: June 30, 2021 Revised closing date: December 30, 2021
Trust Fund:	USD \$ 6,600,000		
Implementing Partner:	Conservation International		
Other execution partners:	1. Fundação Brasileira para o Desenvolvimento Sustentável (FBDS) 2. Sociedad Rural Brasileira (SRB)		
Financial Information			
PDF/PPG	at approval (US\$M)		at PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	0		0
Co-financing for project preparation	0		0
Project	at approval (US\$M)		at TE (US\$M)
[1] GEF financing	\$ 6,600,000		\$ 5,263,534
[2] UNDP contribution:	\$ 100,000		
[3] Conservation International (in kind)	\$ 413,202		\$ 413,202
[4] Government: Ministério do Meio Ambiente (MMA) (in kind)	\$ 16,900,000		\$ 7,040,844
[5] Other partners:			
FBDS (in Kind)			\$ 556,476
SRB (in Kind)			\$ 55,416
EMBRAPA (in Kind)	\$ 556,476	\$ 124,085	
SEAGRO (in Kind)	\$ 413,202	\$ 10,567	
NATURATINS TO (in Kind)			\$ 2,402,990
IEB (in Kind)			\$ 26,226
PVC			\$ 17,084
SEBRAE-TO			\$ 4,281
[6] Total co-financing [2 + 3 + 4 + 5]:	\$ 28,204,678 (in kind)		\$ 10,651,171
PROJECT TOTAL COSTS [1+6]	\$ 34,804,678		\$ 15,914,705

Project Description

1. Rapid expansion of agriculture in the MATOPIBA region of Brazil is threatening habitats of globally significant biodiversity. The project objective is to reduce deforestation in the agricultural frontier and to promote sustainable soy production in 6,000,000 ha of the MATOPIBA region.
2. The project was implemented by the United Nations Development Programme (PNUD) as Implementing Agency and Conservation International as Executing Agency.
3. This is a child project under GEF 6 Integrated Approach Pilot (IAP) program, which takes a “supply chain” approach to tackling the root causes of deforestation from agriculture commodities through five components to achieve the following outcomes:
 - A shared vision of expansion of the production of agricultural commodities in the MATOPIBA region in combination with the conservation of biodiversity and ecosystem services through sustainable land management and the creation of sustainable productive landscapes.
 - Improved environmental management.
 - Financial sector engaged in the promotion of sustainable soy.

Evaluation Rating Table

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	4 (Moderately Satisfactory)
M&E Plan Implementation	4 (Moderately Satisfactory)
Overall Quality of M&E	4 (Moderately Satisfactory)
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	4 (Moderately Satisfactory)
Quality of Implementing Partner Execution	4 (Moderately Satisfactory)
Overall quality of Implementation/Execution	4 (Moderately Satisfactory)
Assessment of Outcomes	Rating
Relevance	5 (Satisfactory)
Effectiveness	4 (Moderately Satisfactory)
Efficiency	4 (Moderately Satisfactory)
Overall Project Outcome Rating	4 (Moderately Satisfactory)
Sustainability	Rating
Financial resources	3 (Moderately Likely)
Socio-political/economic	3 (Moderately Likely)
Institutional framework and governance	4 (Likely)
Environmental	2 (Moderately Likely)
Overall Likelihood of Sustainability	3 (Moderately Likely)

Concise summary of findings and conclusions

4. The project is highly relevant introducing the value chain approach with the largest soy producer worldwide, to reduce the threat to biodiversity in South America's

second biggest biome. The project covered a large area and a significant number of individual producers, therefore, in order to achieve the expected results, more time and funding were required.

5. The project design had numerous challenges due to a highly dynamic context, the ProDoc was not a navigation tool for project implementation. Despite this, the project demonstrated flexibility and adaptive capacity to respond to challenges derived mainly from three different factors: gaps in project design, political transition and COVID 19.
6. Until December 2021 the project disbursed USD 5.61 million, that is, 85% of the total available budget, but in terms of progress towards the project objective, none of the three indicators will be met by the end of the implementation period. Moreover, the outcome indicators, only two out of thirteen targets will be met by the end of the project. Three targets exceed 50% progress while two present less than 10% progress. It is worth noting that all four indicators under Outcome 4 are not reported.
7. There is general agreement among stakeholders that the project has left an important legacy in terms of establishing multi-stakeholder dialogue on green commodities and sustainable value chain approach in Brazil. Also, the intervention has important potential for replication and scaling up; major partners consider it as a bridge project to larger investments from GCF or GEF 8.

Synthesis of the key lessons learned

8. The design phase did not build the necessary appropriation and country ownership, but also was found to be weak in terms of the formulation of indicators, selection of partners and intervention strategies.
9. Future child projects should strengthen the leadership role to ensure they are capable to integrate and coordinate different partners, ensuring an integral approach to communication and knowledge management.
10. The project would have worked better if the work had been focused on a smaller number of municipalities.
11. It was very difficult for an international NGO such as CI to mobilize, generate trust and engage the stakeholders representing the soy value chain in such a sensitive dialogue and paradigm shift process.

Recommendations Summary Table

Rec #	TE Recommendation	Entity Responsible	Time frame
A	Category 1: Sustainability		

A.1	The project was instrumental for the creation of the MATOPIBA coalition. This multistakeholder platform would need to find resources in the short term to continue operating.	UNDP CI	Long term
A.2	The financial sustainability of the conservation units that were created, will benefit from dialogue with the private sector to engage their financial support as it has already been applied in the past.	UNDP CI MMA	Mid term
A.3	For partners such as EMBRAPA, this was a bridge project piloting different interventions whose results and gaps should lead into a second phase, whose design should stress scaling up good practices and certification, further explore incentives, and strengthen the financial inclusion across the value chain.	MAPA EMBRAPA	Mid term
B	Category 2: Outcomes		
B.1	It's necessary to follow-up on the compliance of the list of recommendations on socioenvironmental safeguards targets in the critical areas to be supported by GGP	UNDP CI Municipalities	Short term
B.2	It's necessary to follow up with government entities, such as MAPA and MAA, on the implementation of the policy proposals included in the booklets.	UNDP CI	Long term
B.3	For the Outcome 2, the project developed a toolkit for landscape planning, and it would be important to ensure that MAPA and EMBRAPA capacities are built to use this kit.	UNDP CI	Short term
B.4	It is important to ensure institutional planning and budgeting incorporate resources to allow the continuity to the low carbon agriculture practices, such as direct planting, recovery of degraded pastures and crop-livestock integration, carried out by the project.	MAPA EMBRAPA	Short term
B.5	Key results such as the sustainability radar and the information platform should formalize the institutional commitment to ensure their operation and continuous updating.	CI EMBRAPA	Short term
C	Category 3: Exit strategy		
C.1	At the moment, there is no clear exit strategy, as most actors interviewed don't know what will happen after the project ends. The exit strategy needs to be built together with project partners and communicated to all stakeholders involved.	UNDP CI	Short term
C.2	The PMU should present a plan on how the remaining funds will be utilized and the provisions for project financial closure.	UNDP CI	Short term

C.3	The project generated an important amount of information for different audiences. General concern from stakeholders is about ensuring that there will be adequate dissemination to beneficiaries and institutions involved to share the material, lessons and valuable resources generated through closing events, social networks and websites that host all the information.	UNDP CI	Short term
C.4	The project's exit strategy should consider the need to reinforce the training of municipal technical personnel concerning the new conservation units, highlighting their importance and usefulness for the population.	UNDP CI	Mid term

1 INTRODUCTION

12. The Terminal Evaluation (TE) of the Project is carried out as part of the monitoring and evaluation (M&E) framework established in the ProDoc, which establishes that an independent TE must be carried out three months before the final meeting of the Project Board. The TE is undertaken following UNDP and GEF guidance. It is expected that this evaluation will allow evidence of the progress of the results originally planned by the project, its impact, sustainability, as well as recommendations for monitoring activities.

1.1 Purpose and objective of the TE

1.1.1 Purpose

13. The Terminal Evaluation (TE) assesses the achievement of project results against what was expected to be achieved and draws lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

14. The TE will be conducted according to the guidance, rules and procedures established by UNDP and Global Environmental Facility (GEF) as reflected in the “Guidance for conducting terminal evaluations of UNDP-supported, GEF-Financed Projects” (2020). The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

15. The TE will evaluate all interventions made by the Executing Agency (Conservation International - CI) to ensure project execution and project team/beneficiaries’ safety amid the COVID-19 pandemic in Brazil. In this evaluation, work plan adjustments, financial and budgetary aspects, field activity adaptations, the engagement strategy and communication efforts are considered.

1.1.2 Evaluation Objectives

16. The evaluation objective is to assess all categories of project progress using mixed methods. The analytical approach took into consideration the overall problem and barrier as mentioned above that this project was designed to support. The TE closely considered the logical framework (Annex 1) and the validation by stakeholders during the inception meeting process to judge whether the expected results and

implementation plan have indeed been the best strategy for implementation as vetted by partners.

- Assess the project's implementation strategy.
- Assess the relevance, efficiency, effectiveness, sustainability, and impact of the interventions.
- Assess the project's processes, including budgetary efficiency.
- Assess the extent to which planned activities and outputs have been achieved.
- Identify the main achievements and impacts of the programmed activities.
- Identify the underlying causes and issues of non-achievement of some targets.
- Document lessons learnt.
- Make recommendations for the design of future projects.

1.2 Scope and Methodology

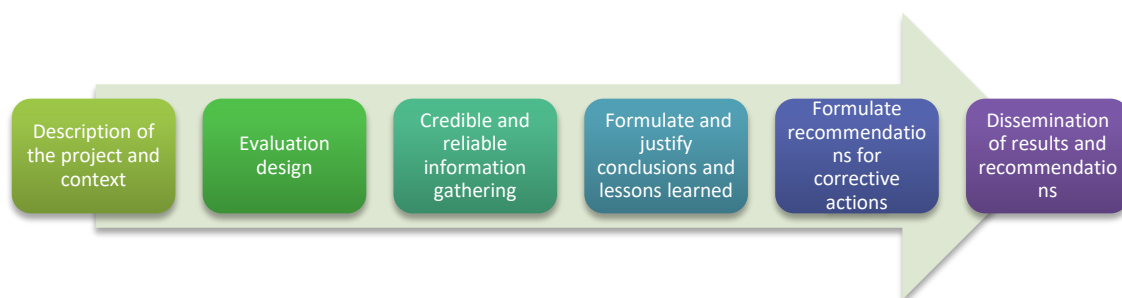
17. In general, the evaluation refers to the collection and systematic analysis of information on the characteristics and results of a project, which serves as a basis for improving its execution and effectiveness and informing decisions for current and future programming. This Terminal Evaluation is focused on results and how they were obtained. Thus, it allows the achievements of the project to be highlighted in the fulfillment of its logical framework, as well as to identify good practices and lessons learned in the design and implementation of the project. The thorough terminal evaluation covers the project implementation period from 2017 to 2021.

18. The Terminal Evaluation will be guided by the ***Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020)***. In accordance with the guide and the context of the project, the following tools were used:

- Documentation reviews
- Stakeholder interviews
- Questionnaires

19. In general, the evaluation was carried out in six steps that seek to meet the four objectives of the Final Evaluation:

Graphic 1 Terminal Evaluation Process



Source: Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects, 2020

20. During the process, there was an active interaction between the evaluator, the CI, World Wildlife Fund (WWF), Ministry of Agriculture (MAPA) and UNDP, the project management unit (PMU) and other interested parties, in order to accelerate the evaluation process and allow timely feedback of the findings.
21. Initially, on September 09, a first meeting was carried out online. The objective was the presentation of the evaluator to UNDP. Subsequently, another meeting was carried out on September 17 with CI and other stakeholders. Both meetings allowed the definition of delivery times and coordination mechanisms between the consultant and the designated counterparts. The meeting defined communication channels, direct supervision and coordination of information and product delivery.
22. As of March 11, 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus spread rapidly to all regions of the world, limiting international and local travel. In this context, some limitations were encountered during the final assessment due to the new normal being experienced by the COVID-19 pandemic.
23. As this is a fully virtual assessment, the availability of stakeholders, and the capacity or willingness of key actors had to be taken into account. Additionally, consideration was given to the fact that Internet/computer accessibility may be an issue, which resulted in some difficulties in arranging for the participation of certain stakeholders, leading to the need to reschedule dates.
24. In order to reduce the risks mentioned above, and, for the evaluation to be feasible, credible and useful, special attention was paid to the different methods and methodologies to be applied in the evaluation. In this sense, possible solutions to these drawbacks were proposed throughout the methodology.

1.2.1 Data Collection and Analysis

25. As a starting point for the evaluation, the evaluator, in accordance with the Guide, evaluated the results and impacts of the project through the evaluation matrix. The matrix presented in Annex 2 identified the key questions related to the evaluation criteria and cross-cutting issues, and how they were to be answered via the methods selected, desk review, interviews, and field visits. These are detailed below.

1.2.1.1 Secondary Information – Desk Review

26. The evaluator reviewed the project documentation provided by the PMU and the implementing partners. In accordance with the Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020), 27 documents were considered key for this evaluation. The detailed list of documents and their delivery status is presented in Annex 3. They include the Project Document (ProDoc), Annual Work Plans (AWPs), Annual Planification Reports (APWs) and Project Implementation Reports (PIRs), Consolidated Quarterly Progress Reports, Site-level Quarterly Progress Reports, Mid- and Year-end Assessment Reports and Audit Reports. All the information requested from the PMU was correctly provided.

27. Based on this review, the evaluator carried out a detailed description of the project covering the identified problem and establishing objectives and their respective activities. A broader context was based on other national documents and reports, including official information from government and donor agencies, such as project documents, capacity building assessments, country reports or profiles. This information provided a measure of the baseline situation prior to project implementation, as well as its perceived contribution or impact.

1.2.1.2 Interviews with Stakeholders

28. As suggested by the Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020), the evaluation followed a consultative approach that included conducting interviews. This activity enriched the vision of the context through direct contact with the most representative actors in the implementation of the project, thus receiving first-hand testimonies about the progress and barriers encountered.

29. The interviews targeted a diverse array of stakeholders, including project beneficiaries, government representatives, civil society organizations, academia, the UNDP Regional Technical Advisor (RTA), the UNDP Country Office, the private sector, local government officials, and national agency officials including the GEF

OFP. This allowed the generation of reflections, and to obtain first-hand information about the different stages of the project life cycle, resulting in a comprehensive vision of the evaluation process. The benefits of applying this method were:

- Allowed to obtain information and perceptions of the people who manage, implement, or are beneficiaries of the project.
- The questions were clear and specific, which makes it easier to obtain useful information.
- The organization of the interviews according to the evaluation criteria allowed classifying the answers to facilitate the elaboration of conclusions.
- Allowed to have information to compare with the findings of the documentary review.

30. In the context of the new normal, for the online interviews it was necessary to maintain a coordinated and organized work between the evaluator and the project team to carry out the interviews. Many project stakeholders were limited in their availability to participate and as a mitigation measure for remote evaluation and to ensure the quality of the evaluation findings, it was proposed to expand the list of potential key stakeholders to be interviewed.
31. For the interviews, a questionnaire was used, focused on the participation of the different actors according to their role in the implementation of the project. The list of questions for the evaluation followed the five criteria indicated in Annex D of the Terms of Reference (ToRs), and was proposed by the evaluator based on the information of the project, evaluation criteria and the evaluator's experience (Annex 4).
32. All interviews were online, and the dates were coordinated with the PMU. A total of 15 out of 17 interviews were conducted (88%). Also, as the Guidance for conducting terminal evaluations of UNDP supported GEF-financed projects (2020) suggests, to preserve independence as well as confidentiality, UNDP staff project team members, and Implementing Partner representatives did not participate in stakeholder or beneficiary meetings or interviews.

1.2.1.3 Evaluation Report

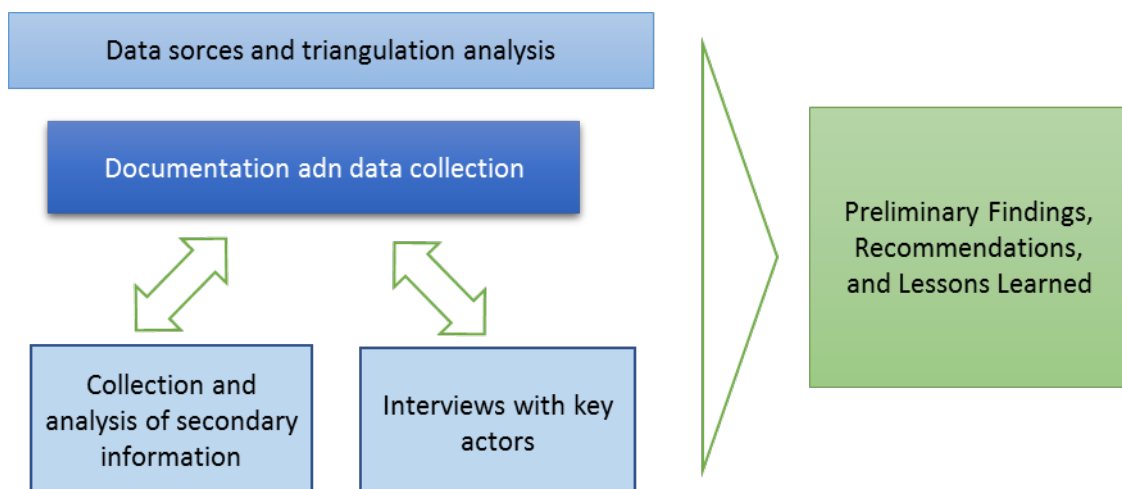
33. The TE report follows the Guidance for Conducting Terminal Reviews of UNDP-Supported GEF-Financed Projects (2020), it establishes the scope of the terminal evaluation and covers all activities undertaken in the framework of the project. This refers to:

- Planned outputs of the project compared to actual outputs and the actual results as a contribution to attaining the project objectives.
- Problems and necessary corrections and adjustments to document lessons learnt.
- Efficiency of project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness, and cost efficiency.
- Likely outcomes and impact of the project in relation to the specified goals and objectives of the project.

34. Based on the information gathered, the evaluator formulated a draft document that proposes recommendations that have a technical and practical nature, reflecting a realistic understanding of the project's achievements, and helping to identify the influential factors behind project performance to comply with the objectives and results established in the logical framework (Annex 1).

35. For the preparation of the draft evaluation report, and in order to reinforce the credibility and validity of the findings, judgments and conclusions obtained, the evaluator used triangulation techniques to ensure technical quality. Triangulation involves double- or triple-checking the results from the data analysis by cross-comparing the information obtained via each data collection method (desk study and individual interviews) (Graphic 2).

Graphic 2 Information Analysis Diagram



Source: José Galindo, 2021

36. The evaluation is strictly governed by the standards of good evaluations of utility, feasibility, accuracy, and neutrality. The final evaluation of the project was applied to the design, implementation, and results of the project for each of its components.

37. **Planning:** Project formulation including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, stakeholder participation in design, replicability, among others.
38. **Project implementation:** implementation approach, stakeholder participation, quality of execution by each institution involved and in general, financial planning, monitoring and evaluation during implementation
39. **Results:** Effects, impacts, catalytic effect of the results obtained, their integration with other UNDP priorities, such as poverty reduction, better governance, prevention and recovery from natural disasters and gender, as well as their sustainability in terms of resources financial, socio-political, institutional framework, governance and environmental.
40. For the TE, five criteria were assessed: Relevance, Effectiveness, Efficiency, Results, Sustainability. It is important to note that the rating scales differ for different criteria (Annex 5).
41. The Final Report considers all comments to the draft report, including clarifications or modifications. At all times the consultant respected the consistency with the evidence gathered through direct observations or triangulation of documentation and interviews.

1.3 Ethics

42. The evaluation was conducted in adherence to the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' and GEF and UNDP policies on monitoring and evaluation. As needed, measures have been applied to protect the rights and confidentiality. The evaluator has signed a Code of Conduct form, which is attached here as Annex 8.

1.4 Cross-cutting issues

43. According to the Guidance for Conducting Terminal Reviews of UNDP-Supported GEF-Financed Projects (2020), the TE considered to what extent the project design and implementation took into account key cross-cutting issues, such as gender equality, rights-based approach, capacity development, poverty alleviation, climate change mitigation, and adaptation. These cross-cutting issues build on the synergies of the Sustainable Development Goals (SDGs) and address critical gaps in their delivery.
44. To achieve this, during data collection and analysis, the evaluator found evidence of how key cross-cutting issues for the project were addressed throughout project

design and implementation, aiming to identify what specific measures or strategies were taken, and to what extent it was possible to mainstream these issues across project interventions. From an inclusive approach, the TE evaluated if vulnerable groups were identified, how their integration was facilitated by the project, and if these processes contributed to their empowerment and exercise of their rights.

45. Beyond the review of key project documents and reports, the assessment included specific questions to address cross-cutting issues (Annex 5). The assessment also analyzed what extent the project monitoring and evaluation addresses its impact on gender and intercultural relations, considering the participation of stakeholders and the benefits derived from it.
46. Regarding the quality of the engagement process, the TE sought to ensure that the selection of people who participated in interviews and focus groups was adequate and included a diversity of technical actors, authorities, representatives of indigenous peoples and / or other informants who maintain the memory of the processes and were able to share information and perceptions about the project.

1.5 Limitations to the Evaluation

47. The main limitation of the evaluation was related to the COVID-19 pandemic. For the evaluation to be viable, credible, and useful, special care was taken with the different methods applied to reduce information gaps.
48. Also, due to travel restrictions related to COVID-19, the evaluator was not able to travel, therefore all his stakeholder consultations were undertaken remotely using internet conferencing. Some difficulties were created to specify dates for the interviews, so some were rescheduled.

1.6 Structure of the evaluation report

49. The Terminal Evaluation report is structured in three levels, beginning with this introductory chapter to the evaluation and its methodological process. A second level, covering chapters 2, 3 and 4, presents the evaluation results for each stage of the project life cycle. The main findings and analysis of the evaluation are summarized in the final chapter, presenting conclusions, lessons learned and recommendations.

2 PROJECT DESCRIPTION

2.1 Project start and duration, including milestones

50. The project officially started on June 30, 2017, and it was originally expected to finalize in June, 2021. Due to COVID-19, the project requested a six-month extension for operational closure. The request was approved in March 2021 and the project is scheduled to close by December 30, 2021. This is a three-year project; however, due to its scale and complexity, year 4 was included in the ProDoc as a mitigation measure against requiring an extension of the project, should activities not be fully completed by the end of Year 3. A small budget was allowed for this contingency.

2.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

51. Brazil is one of the few countries in the world with capacity to satisfy the demand for agricultural commodities. This is due to the expansion of the area under production of sugar cane, coffee, meat, orange, and soybeans. Also, it is unlikely that this demand, in the next years, will be supplied through increased productivity, as the production sector committed in 2006 to a moratorium on expansion of soy through conversion of native vegetation in the Amazon, causing expansion to concentrate in the region known as MATOPIBA (Maranhão, Tocantins, Piauí and Bahia states). Uncontrolled expansion poses a threat to the Cerrado biome – the second largest in South America. About half of Cerrado has already been converted and it keeps going. During the periods between 2000 to 2007 and 2007 to 2014, the total agricultural expansion in MATOPIBA, where Cerrado's largest remnants are still preserved, increased 61%, from 1114km²/yr. to 1800km²/yr.

52. The Cerrado is the largest biodiversity hotspot in the Western Hemisphere which includes the headwaters of three major river basins. It is also home to an abundance of endemic species with 12,070 native plants, 251 species of mammals, 856 species of avifauna, 800 fish species, 262 reptile species, and 204 amphibian species.

53. The Cerrado has also great social importance. Many people depend on its natural resources for their subsistence. Over 20% of the region includes indigenous lands, conservation areas, land reform settlements and lands of former slave's communities. At the same time, the Cerrado, including the MATOPIBA region, produces 30% of Brazil's Gross Domestic Product, but its Human Development Index is lower than the national average.

54. Only 8,3% of Cerrado's area is under legal protection and many species of plants and animals are threatened or at risk of extinction. Reliable data about deforestation and degradation is sparse thus the area needs urgent action to ensure environmental sustainability and the well-being of its population.
55. The root causes of the advancing frontier are based on unsustainable practices which are very common where soy and beef are produced and sourced. Local governments have very little experience and institutional capacity with the market, production, planning and environmental management of the MATOPIBA area, favoring the expansion for farming and cattle ranching.
56. In 2012, Brazil approved a new Forest Code that created the Environmental Compliance Program (PRA) which rescinds fines for illegal deforestation on the condition that the rural property is registered in the Cadastro Ambiental Rural – CAR, and the responsible farmer commits to the reforestation of illegally deforested areas. CAR forms the basis for monitoring and control to combat illegal deforestation as well as for environmental and economic planning. Also, in 2015 the Plan for the Development of MATOPIBA was launched, and subsequently was derogated in 2020.

2.3 Problems that the project sought to address, threats and barriers targeted

57. The project's objective seeks to address the following key barriers:
- a) Suboptimal capacity to implement the Forest Code as data are registered by the owners themselves, reliability of the data has been questioned. Also limited capacity of state environment agencies to evaluate and approve deforestation-offsetting proposals and monitor their implementation.
 - b) Insufficient technical assistance and extension services to support farmers in the adoption of better management and sustainable production practices.
 - c) Lack of transparency about land titles and land grabbing of public or communal lands.
 - d) Insufficient information about the conditions under which production is taking place.

2.4 Immediate and development objectives of the project

58. The present project's objective is to reduce deforestation in the agricultural frontier and to promote sustainable soy production in the MATOPIBA region, through a supply chain approach that solves the underlying root causes of deforestation, diminishing threats to biodiversity.

59. This project is a key part of the theory of change proposed to build on the notion that if the right lands are available and accessible for production, and if forest lands are not accessible, agricultural expansion and growth can be achieved without contributing to deforestation.

2.5 Theory of Change

Table 2 Theory of Change and Assumptions

If all properties are registered in the CAR, then they are in principle, in compliance with the Forest Code on the condition that farmers submit a proposal for the restoration of illegally deforested riparian conservation areas or for the restoration or offsetting of illegally deforested legal reserves.	
If the supply of seed and seedlings is secured and if better and cheaper restoration techniques are available, then farmers are more likely to invest in ecologically responsible restoration of illegally deforested areas.	
If all properties -and native vegetation on them- are duly registered and mapped, then it is possible to plan restoration of illegally deforested areas, or offset through legal reserves, in such a way that remnants are connected and ecological corridors are created, thus increasing ecological sustainability, the protection of critical ecosystem services and resilience of the productive landscape against climate changes.	
If public and private financial and credit institutions would create mechanisms that would provide better loan conditions for sustainable production, then farmers would have a tangible incentive to comply with sustainable production conditions.	
If farmers know about and are trained in better farm management and low-carbon techniques that will reduce costs and impacts, then they will apply them and reduce the impact of their production on the environment.	
Land conflicts, especially conflict between soy farmers and communities or traditional peoples, are potential corporate risks for traders. If those conflicts are identified and made transparent , then the private sector together with the local public sector, have an increased interest in resolving those conflicts.	
If degraded areas that are suitable for agricultural production, are properly identified, then the expansion of production could be directed towards these areas and expansion could occur without additional deforestation or conversion of native vegetation.	
If sustainability of the production in the MATOPIBA region would be recognized by the market (demand), then farmers in the region or in other regions have an incentive to apply low-impact sustainable production practices.	
If these conditions are in place, then we will be able to considerably reduce deforestation in the supply chains.	

2.6 Expected results

Component 1. Dialogue, policies and enforcement

Outcome 1.1: A shared vision on expansion of the production of agricultural commodities in the MATOPIBA region in combination with the conservation of biodiversity and ecosystem services through sustainable land management and the creation of sustainable productive landscapes

- Output 1.1.1: A forum (participation of women and men) created for dialogue and discussion about expansion of the production of agricultural commodities, conflicts over land, socioeconomic impacts, deforestation and environmental impact;
- Output 1.1.2: Proposals for public policies and actions prepared to avoid potential negative impacts of expansion of the production of agricultural commodities on livelihoods of local communities and/or native vegetation, biodiversity and ecosystem services.

Outcome 1.2: Improved environmental management in the MATOPIBA region

- Output 1.2.1: The rural environmental registry (CAR) in 10 focal municipalities implemented;
- Output 1.2.2: The restoration-supply chain strengthened and structured in two of the four focal areas in MATOPIBA;
- Output 1.2.3: Safeguards for critical socio-cultural lands in the MATOPIBA region developed and implemented.

Component 2. Farmer support systems

Outcome 2.1: A system of support in the four focal areas is helping soy farmers to adopt sustainable management of their properties and sustainable agricultural practices

- Output 2.1.1: Innovative techniques and practices for the restoration of degraded and deforested land developed and tested;
- Output 2.1.2: Best agricultural and sustainable management practices disseminated;
- Output 2.1.3: Farmers trained in low carbon agricultural practices.

Component 3. Land use planning

Outcome 3.1: Improved planning for expansion of production and conservation

- Output 3.1.1: Forum for landscape management created in two focal areas;
- Output 3.1.2: Priority corridors for biodiversity conservation and restoration of native vegetation identified;
- Output 3.1.3: Zoning proposal for expansion of soy production developed and discussed (funded by ICF);

- Output 3.1.4: Conservation areas proposed and implemented.

Component 4. Supply chain integration

Outcome 4.1: Increased market demand for responsibly sourced soy

- Output 4.1.1: Soy Traders Platform institutionalized;
- Output 4.1.2: Platforms developed and introduced for enabling public access to information on supply chain actors and key territories (funded under the Demand child project led by WWF);
- Output 4.1.3: Assessment conducted of the feasibility of certification of origin.

Outcome 4.2: Financial sector engaged in the promotion of sustainable soy

- Output 4.2.1: Commercial/blended finance transaction mechanisms identified and promoted;
- Output 4.2.2: Introduction of tools to enhance capacity of financial markets and institutions.

Component 5. Adaptive Management, Learning and M&E

Outcome 5.1: Project coordinated and lessons learned and disseminated

- Output 5.1.1: Coordination and execution arrangements structured;
- Output 5.1.2: Progress and impacts effectively monitored and lessons learned and disseminated;
- Output 5.1.3: Progress in environmental regularization and impacts on selected ecosystem services monitored;
- Output 5.1.4: Gender roles and impact on women monitored;
- Output 5.1.5: Project/GEF monitoring conducted.

2.7 Main stakeholders

Actor		Roles and responsibilities
Ministry of Environment - MMA		Responsible for the implementation of environmental management policies, the conservation of biodiversity and the sustainable use of natural resources and ecosystem services.
Brazilian Forestry Service -SFB		Responsible for the coordination and implementation of the Forest Code, in particular the Rural Environmental Registry – CAR.
Ministry of Agriculture, Livestock and Supply - MAPA		Coordinates the preparation of a development plan for the MATOPIBA region with a focus on agriculture and infrastructure.
Empresa Brasileira de Pesquisa Agropecuária (EMBRAPA)		EMBRAPA's geographical intelligence group (GITE) is collecting baseline data for that development plan. In accordance with the objectives mentioned in the decree that established the committee responsible for the preparation of the development plan, sustainability is not a primary concern.

State Government Agencies	Biodiversity conservation and the implementation of the Forest Code; preparation and implementation of agriculture policies; and regional planning.
Associação de Agricultores e Irrigantes da Bahia - AIBA	Its mission is to promote agribusiness development in Bahia in a sustainable and socially responsible way.
Federação da Agricultura e Pecuária do Estado do Tocantins - FAET	Its mission is to represent towards the public authorities and their agents, the interests of the rural economic and affiliated rural unions, as well as collaborate with the authorities, as a technical and advisory body in the study and solution of the problems that relate to the agricultural economy in the country.
Fundação de Apoio à Pesquisa do Corredor de Exportação Norte - FAPCEN	It is an organization that supports businesses and farmers in Maranhão, Tocantins and Piauí with activities in the areas of research, rural extension, production and commercialization.
Financial Institutions	Public, private banks and cooperatives or through barter with traders. Public banks usually need to check the farmer's compliance with the Forest Code. Although several private banks check compliance as part of their corporate social responsibility procedures, it is likely that several private financing institutions do not apply this restriction.
Traders	The four big soy trading companies and national trading companies or intermediaries. Their interest is heterogeneous and depends, among other elements, on their role in different stages in the supply chain. The biggest traders, in general, have corporate policies to promote compliance with the Forest Code and the use of sustainable production methods.
Processing industries	Basically chemical, food and cosmetics and animal feed industries. The feed industry in Brazil and in Europe consist of a large number of small, usually local industries. Although the European Feed Manufacturers Federation participates in discussions on sustainable (and/or certified) production, given the small scale of its members, there seems to be little room for them to offer prize incentives for sustainable production.
Rede Cerrado and member organizations	This network consists of more than 300 organizations concerned with biodiversity conservation and the livelihood of rural workers and traditional communities involved in subsistence farming or the extraction of natural resources.
Indigenous organizations	Coordination of Indigenous Organizations of the Brazilian Amazon (COIAB); Mobilization of Indigenous Peoples of the Cerrado (MOPIC); and NGOs that work closely with indigenous peoples, such as the Center of Indigenist Work (CTI), which works with indigenous communities in Maranhão and Tocantins.
Others	Carajás Forum; The Institute for Society, Population and Nature (ISPN), The Pro-Nature Foundation (FUNATURA); The Brazilian Agency for Environment and Information Technology (ECODATA); The National Confederation of Agricultural Workers (CONTAG), the National Federation of Men and Women Workers in Family Farming (FETRAF); the Pastoral Land Commission (CPT); the Landless Workers' Movement (MST); the Small Farmers' Movement (MPA); Inter-state movement of Babacu-nut breakers (MIQCB), Alternatives for Small Scale Farming in Tocantins (APA-TO), State Coordination of <i>Quilombola</i> Communities from Tocantins (COEQTO), <i>10senvolvimento</i> Agency (Barreiras, Bahia state), Central do Cerrado Cooperative/ Cerrado Network; and International Institute of Education from Brazil (IIE Rural Worker's Movement - MTC)

3 FINDINGS

3.1 Project Design / Formulation

3.1.1 Analysis of Results Framework: project logic and strategy, indicators

60. The project follows the “supply chain approach” to reduce the threat to biodiversity posed by the fast-growing agricultural frontier, by focusing on the key drivers of sustainable production, demand and finance. The project presents clear global environmental benefits, addressing the urgent need to reduce the threat to biodiversity in high conservation value forests and savannah landscapes in the MATOPIBA region.
61. The Theory of Change provides a robust science based causal effect for the three interventions (governance, production, conservation), with pathways to overcome the four major barriers identified. The selection of the intervention area has been acknowledged as sound and technically based.
62. The project covered a large area and a significant number of individual producers, therefore, in order to achieve the expected results, more time and funding were required. It has been mentioned that during design phase, the original expectation from the Executing Agency in terms of resource allocation was supposed to be higher, but the budget was reduced while the targets remained the same. Thus, the project concentrated on western Bahia and central Tocantins.
63. It has been mentioned repeatedly that design could have been more careful to formulate and validate indicators and targets, which despite having been given in a separate design process per country, were set based on the criteria and expectations set by the global program with relatively low feedback and local stakeholder’s participation, including UNDP Brazil and CI. This has led to a project design that did not set realistic goals and has not been used as a navigation tool for project implementation.
64. Out of a total of 16 indicators (3 Objective, 13 Outcome), in terms of the SMART criteria all 3 indicators at the Objective level are formulated with detail but do not fulfill two SMART criteria as targets set are not realistic nor achievable. Almost half of Outcome indicators (Indicators 11, 12, 13, 14, 15, 16) are incomplete, formulated under a different format and do not present assumptions.
65. A major weakness identified by interviewees is the complex and confusing institutional and managerial arrangements. Although the PRODOC states a clear role

for the parties involved, implementation was affected by the lack of clear boundaries and expected roles mostly from CI, UNDP, and WWF.

3.1.2 Assumptions and Risks

- 66. The project was designed under a different political and institutional context, leading to optimistic assumptions about the expected political and institutional endorsement, such as the enforcement of the Forest Code and the subsequent enthusiasm from farmers to regularize their lands.
- 67. Other examples of optimistic assumptions include co-financing commitments, stakeholder engagement and baseline capacities to undertake complex challenges such as land regularization.
- 68. No risks were foreseen in terms of the political transition and changing priorities from new administrations, nor the reluctance from key value chain actors to engage in sensitive dialogues with international NGOs.
- 69. On a similar note, the enabling environment from production cooperatives and private sector in general to participate and engage in such a sensitive dialogue with an international NGO was not identified as a risk.

3.1.3 Lessons from other relevant projects (e.g., same focal area) incorporated into project design

- 70. Several national and international relevant projects implemented in the MATOPIBA area with similar goals to this project were identified. These projects encourage the registration of properties in the Environmental Registry and compliance with the Forest Code, as well as initiatives to promote sustainable development in the region.
- 71. The initiatives of CAR Tocantins and Bahía helped the project in terms of incorporation of additional compliance with the Forest Code, beyond the municipalities targeted at the beginning of the project.
- 72. Although Maranhão Sustentável -SEMA is focused on the portion of the Maranhão state, this initiative helped to increment the awareness on CAR in the whole state.
- 73. The project also integrated the lesson learned from Sustainable Growth and Social Inclusion Development Policy Loan initiative in Piauí since it meets the project expected outcome in developing safeguards on traditional lands in the MATOPIBA.
- 74. The project incorporated lessons learned by the initiative Cerrado Climate Change Mitigation Trust Fund in terms of reduction of GHG emission from deforestation, especially through legal compliance with the Forest Code in Bahía and Piauí.

75. Lessons learned from FIP Environmental Regularization of Rural lands in the Cerrado of Brazil were incorporated. These lessons are related to the main instruments to scale up the number of rural properties registered in the SICAR in the MATOPIBA region.
76. In terms of low-carbon techniques in agriculture and other associated technologies, SENAR and the ABC program have valuable lessons to learn from and to apply to the project. The ABC program also has experience in how to access credit for these techniques.

3.1.4 Planned stakeholder participation

77. The ProDoc indicates that during the project preparation stage field visits to discuss the proposal and potential for cooperation with FAPCEN in Balsas, AIBA in Barreiras, the Federation of Farmers in the State of Tocantins (FAET), the state environment agencies in Bahia and Tocantins and a fair number of farmers were held. It also included a meeting with community organizations, organized by UNDP, including the Institute for Society, People and Nature (ISPN); Development Agency; Alternatives for Small-Scale Farming in Tocantins (APA - TO); State Coordination of Quilombola Communities from Tocantins (COEQTO); Central do Cerrado Cooperative/Cerrado Network; and International Institute of Education from Brazil (IIEB). The meeting presented the scope of the project and consulted with the representatives from the communities and CSOs that are affected by social and environmental issues in the MATOPIBA region. They were encouraged to present their views on the project, make contributions, discuss and review the pre-identified project risks and mitigation measures, and communicate the current problems, conflicts and key challenges in the region. In addition, the participants were engaged in a discussion with the aim to build social and environmental safeguards relevant to the project, including gender aspects. Lastly, participants were asked to indicate their willingness to be part of the Steering Committee of the project.
78. In spite of the above, the Project's ProDoc does not include a plan for stakeholder involvement, but the section "Stakeholder engagement" includes a table that identifies the stakeholder, type and anticipated involvement in the project and potential benefits. Also, the document identifies several stakeholders and their roles in the MATOPIBA region, and mentions certain stakeholders that would be part of the Steering Committee.

3.1.5 Linkages between project and other interventions within the sector

79. The ProDoc identifies potential linkages and presents the intention to coordinate planned activities with other partners, specifically those related to the agribusiness sector, farmers, members of the federal and state governments, civil society and communities, traders, the market sector, and financial institutions.
80. The project document describes for each stakeholder the expected collaboration, as well as the assumptions and expected results. A total of 13 stakeholders are identified, namely Ministry of Environment, Serviço Florestal Brasileiro (SBF), Ministry of Agriculture, Cattle Ranching and Supply (MAPA), Empresa Brasileira de Pesquisa Agropecuária (EMBRAPA), State government agencies, Associação de Agricultores e Irrigantes da Bahia (AIBA), Federação da Agricultura e da Pecuária do Estado do Tocantins (FAET), Fundação de Apoio à Pesquisa do Corredor de Exportação Norte (FAPCEN), financial institutions, traders, Rede Cerrado and member organizations, Indigenous Organizations, others. .
81. On the other hand, the ProDoc identifies other GEF initiatives offering coordination opportunities, the most relevant being the IAP Program, this project is one of the five child projects of the program. Seven other interventions were identified, describing briefly and in general terms potential synergies or overlaps.

3.1.6 Gender responsiveness of project design

82. Initially, during the PPG phase, a gender analysis was conducted based on a literature review. The results showed that the issue of equity and empowerment was being addressed by different initiatives related to livelihoods and small farmers such as Terra Legal Program which supports the regularization of land titles for smallholders in the "Legal Amazon" (including Maranhão and Tocantins). This first review identified that there were gaps in studies on the relationship between gender and agribusiness.
83. Subsequently, during the design of the ProDoc, meetings were held with community organizations, which were organized by UNDP. These meetings made it possible to learn about the different points of view, conflicts, problems, and proposals, as well as to discuss gender issues.
84. In addition, the ProDoc notes that a gender analysis was conducted as part of the IAP Program. This analysis provided important information on gender differences in project-related activities. The result of the analysis categorizes the project as GEN2: gender-responsive, a category that is consistent in that it seeks to address differentiated needs but does not address the root causes of inequality.

85. The ProDoc recommends various activities such as being gender-sensitive in training, inviting women to participate, giving them an active role, including them in the project staff, and providing advice and support to women's groups.
86. Although the PPG developed a Gender Integration Strategy and Action Plan for the Program as a whole, including a specific section for Brazil with principles to guide a gender analysis and plan for the MATOPIBA project, no specific gender plan was developed.
87. However, it is recognized that it identified in time the existence of difficulties in identifying the benefits for women producers, due to the lack of gender-disaggregated statistics. Therefore, it was a good idea for the project to propose a gender analysis, in 2018, to understand the role and position of women in the agribusiness and agribusiness sectors. The purpose of the assessment was identifying inequalities or processes that produce inequalities and possible actions to revert those processes, as well as indicators to monitor impacts of the present initiative on gender equality. This activity was budgeted and planned in a schedule.
88. In terms of governance, it is important to mention the 12 booklets produced in English and Portuguese on gender and sustainable production. Moreover, the project also reports support related to the Agribusiness event. Beyond these two activities, there is no evidence that a specific budget has been allocated to include other specific actions to ensure gender inclusion and women's empowerment. There is also evidence that only one indicator includes disaggregation by gender.

3.1.7 Social and Environmental Safeguards

89. During the project preparation stage and stakeholder engagement process, significant concerns in terms of social and environmental risks and impacts were raised by community representatives from the MATOPIBA region.
90. Besides, at the PPG stage the project completed the Social and Environmental Screening Procedure (SESP), which consists of three principles and seven standards related to the project activities and their potential impact and vulnerability to environmental and social change for the areas of biodiversity and natural resources; pollution; climate change; social equity and equity; demography; culture; health and safety; socio-economic. The project overall risk was categorized as moderate. Even though ProDoc's Annex F states that project encompasses, mostly moderate risk activities, such as land tenure, land-use change and/or conversion of natural habitats, intensification of large-scale agriculture versus local communities' livelihoods, these risks cannot directly be linked to project activities.

91. The mitigation measures proposed in the SESP turned out to be correct, especially on issues related to land occupation and tenure. The SESP proposes actions to be taken to avoid conflicts related to access to resources and displacement or resettlement. In addition, it is appreciated that the project has been clear about its impact on soybean production, and the proposed measure is appropriate in terms of establishing socio-environmental criteria for soybean production, which also considers traditional communities and the livelihoods of indigenous peoples in the development of these guidelines.

3.2 Project Implementation

3.2.1 Adaptive management

92. Project implementation faced critical challenges, starting with the tragic death of the project manager in June 2018 and the subsequent impact on the entire project team. In the opinion of most interviewees, the project was able to read the challenges and managed to find the flexibility and adaptive capacity needed to navigate under an extremely dynamic and demanding context. Most challenges demanding adaptive capacity are derived from three different factors.
93. The first factor relates to the weaknesses identified during project design and the consequent need to adapt original expectations to the actual national and site level implementation context. The executing partner participated in project design but confirms it has requested an in-depth revision of the project result's framework, particularly in terms of reducing the indicator targets, but it was not possible because changes to reduce the proposed global environmental benefits would have required resubmitting the project proposal to the GEF for their approval.
94. A second factor was the political change at the federal administration, leading into a transition that challenged the cornerstone assumptions of the project, such as the expected priority that would be given towards the enforcement of the Forest Code. The initial zero deforestation concept has been adapted to reduced deforestation.
95. The political transition also translated into three institutional reforms in the Ministry of Environment, affecting their participation and leadership over the project. Closely related to this, one of the key project partners and major source of co-financing needed to meet ambitious targets, the SRB, was not able to find common ground with the project and decided to leave the partnership. Interviewees acknowledged an extraordinary capacity to engage new partners and a practical sense to adjust strategies to overcome complex problems.

96. The third factor that posed great difficulties for project implementation was COVID-19. Besides the national lockdown and need to adapt to remote work, it affected project activities at the field level. The project managed to provide basic emergency support to local partners and beneficiaries, for example, facilitating sanitary kits and access to internet where possible.
97. However, COVID 19 had an important effect in field level activities, limiting the expected follow up and visits to farms to follow up and verify the results achieved by improved agricultural practices. Reduced opportunities for knowledge dissemination and dissemination to beneficiaries was also mentioned as a major impact derived from COVID 19.

3.2.2 Actual stakeholder participation and partnership arrangements

98. Stakeholders perceive confusing management arrangements, not entirely endorsed by all parties involved, leading into gaps in key roles such as the leadership, integration and coordination among different components and parties involved. Although the project design stipulated that this overall leadership role was expected from CI, they argue that no additional resources were made available to cover the costs associated with this role. Interviewees suggest it was a lost opportunity in terms of knowledge management and the expected integral approach across the soy value chain.
99. The original engagement and participation from the MMA was not possible due to its prolonged institutional reform, leading into limited capacity to assume the leadership role as it was expected. However, the project's objectives were accepted by the new federal administration. It is worth mentioning that this context was not exclusive for MATOPIBA, as other similar projects within the GEF and UNDP portfolios were also affected.
100. Planned stakeholder participation was also affected due to the political transition and COVID 19. On the other hand, it was repeatedly reported that participation from producers and other key actors across the value chain was seriously affected by the resistance to maintain dialogue and engage in governance processes involving an international NGO.
101. One of the main project partners was the Brazilian Rural Society, whose support was paramount to engage different stakeholders (traders and farmer organizations), as well as promoting public-private dialogue. Unfortunately, by April 2019, SRB declined to be a partner in the project due to the political situation in the country. This did not only affect the ongoing dialogue and stakeholder participation process, but also the

expected co-financing commitments, which were fundamental to achieve project targets in terms of scaling up and best practices replication.

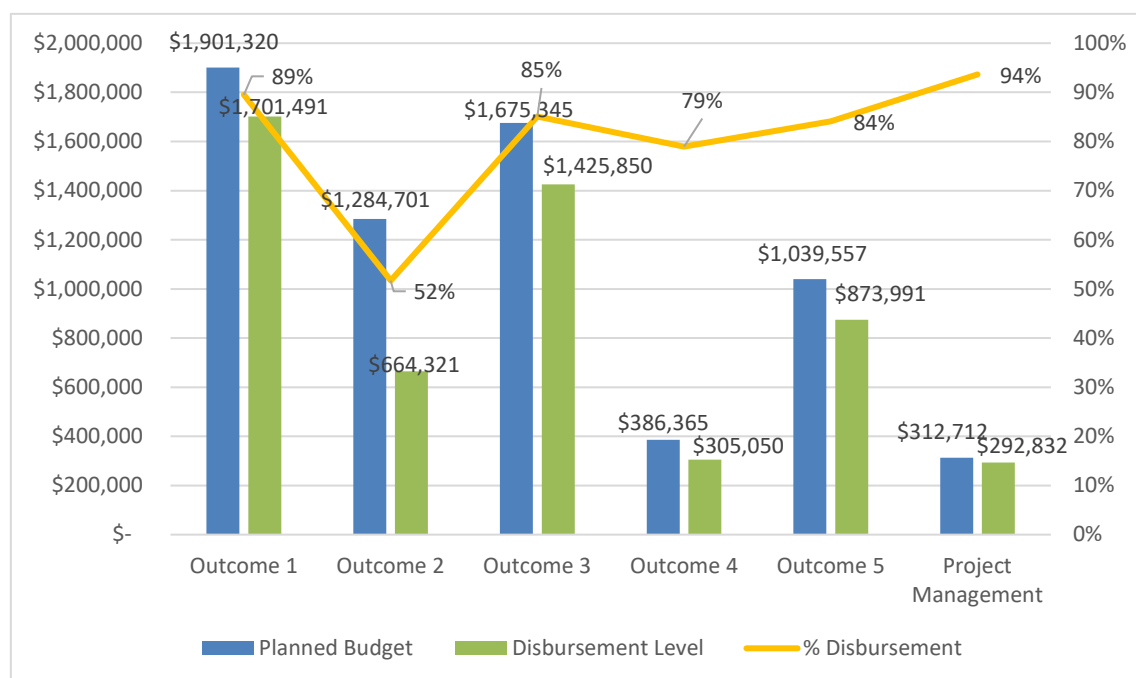
102. By the end of 2019, the Federal government leadership was assumed through the MAPA, which was largely celebrated as a proof of the project's adaptive management capacity. MAPA's involvement proved to be useful in terms of country ownership and overall sustainability. It also facilitated a strategic relationship with EMBRAPA, which was key to mobilize producers and improve stakeholder participation in Tocantins. CI was also successful in signing cooperation agreements with the states of Tocantins and Bahia, which enabled the provision of direct support to accelerate the environmental regularization of selected farms.
103. To mitigate the effects of SRB's withdrawal from the project, the International Finance Corporation (IFC) and UNEP worked with the banking sector to incorporate into their credit processes the practices and procedures developed by the project. For example, BNDES has incorporated the platforms generated by IFC. In addition, new partnerships with strategic stakeholders (Instituto Lina Galvani and Instituto de Educação do Brasil) were established in 2020 to promote the expected results under Outcomes 2 and 3.
104. Although the ProDoc does not propose a stakeholder engagement plan, in 2018 a "Stakeholder Engagement Strategy" was developed. This document proposes two pillars, first to involve stakeholders in discussion forums on sustainable soybean production, and second to set up a project dialogue structure that contemplates institutional arrangements and governance structure, among others. The strategy provided a framework for the operation of the MATOPIBA Coalition, but also the Consortium of State Agricultural Secretaries, whose contribution was highly acknowledged by interviewees.
105. Participation reported in key stakeholder's spaces such as the Steering Committee and Executive Committee was widely acknowledged as positive. It was more active at the beginning of the project, but it has gradually eroded with intermittent participation from key governmental actors such as the MMA.
106. Due to Covid-19 constraints, and in order to ensure stakeholders' participation and engagement in activities execution, CI adapted the format and approach to the Executive and Steering Committee meetings, which took place quarterly since early 2018. Only one Project Board meeting was reported after COVID 19, leaving participants without the opportunity to learn about each other's advance in components and activities.

107. Also, in 2020 and 2021, coordination was carried out bilaterally with IFC, UNEP-FI and other Steering Committee members, such as civil society partners and governmental entities.
108. As a Child Project, greater international participation was expected in terms of knowledge management and exchange of information. There were regular global virtual meetings of the GGP, with CI participation. Also, a presential participation has been reported in the international Good Growth Partnership (GGP) Program event in Peru. This proved to be useful to motivate stakeholder participation; the project's delegation included the Secretary of Agriculture of MATOPIBA.
109. At local level, in May 2021, the online event "MATOPIBA+" was organized by CI as a 3-day webinar to promote knowledge exchange and disseminate project results. The presentations were carried out by project partners such as MAPA, EMBRAPA, local secretaries, IEB, Rabobank, Lina Galvani Institute, etc.
110. Gender participation within the gender and empowerment strategy was reported to be relatively low during the first years of implementation. It was verified that the project sponsored some specific events for women to ensure a productive dialogue and encourage their participation. An example of this was the promotion of Agribusiness Women's Leadership meetings. Beyond that, no systematic actions were verified to ensure women's empowerment or meaningful participation.

3.2.3 Project Finance and Co-finance

111. The original project budget equals USD 6.6 million from the GEF for the implementation period. Until November 2021 the project disbursed USD 5.61 million, that is, 85% of the total available budget.
112. At outcome level, until September 2021, the project management reports the highest execution (94%), followed by Outcome 1 (89%). On the other hand, Outcome 2 report the lowest execution with 52%, as shown in the following **Figure 1**:

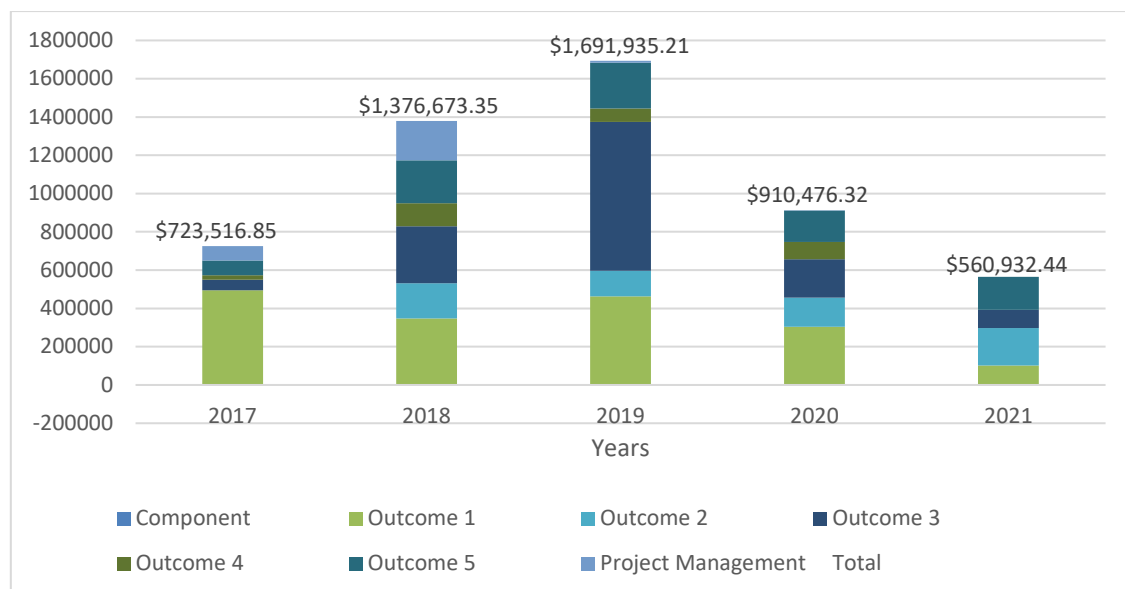
Figure 1. Outcome Budget vs Disbursement



Source: Annual Progress Report, 2017 – September, 2021

113. During 2017 budget execution was relatively low, which has been noted as somehow common for GEF projects, considering the normal start-up challenges, learning curve, and the necessary adaptation time. The GEF funds were mostly executed during 2018 and 2019, since in 2020 there was a decrease influenced by COVID- 19 as well as the fact that the project is nearing completion in 2021 (Figure 2).

Figure 2. Outcome Budget by year



Source: Annual Progress Report, 2017 – September, 2021

114. As part of the financial control, the project prepared progress reports, which included the planned budget and disbursement level for the different activities planned for each Outcome. Also, as part of the PIRs, the project presented the implementation progress report. The above-mentioned tools allowed the coordination of the project to be kept constantly informed.
115. In compliance with the M&E Workplan, the project contracted 4 external audits. Audits concluded that no significant issues were reported on changes or inconsistencies in the management and internal controls of the implementing agency.
116. With regards to co-financing, the project was able to achieve only one third of the original co-financing commitments (Table 3). Initially, the project expected a co-financing of USD 28,204,678, but the final amount mobilized was USD 10,651,171. A major setback reported was the withdrawal of SRB, which has committed USD 10 million, and the MMA fulfilling almost 41% of its original commitment. Even with the mobilization of resources from new partners, it was not possible to achieve the original target.

Table 3. Co-financing

Type/Source	Expected cofinancing (US \$)				Actual cofinancing (US \$)				Total	
	In cash	Loans /Concessions	In-kind Support	Others	In cash	Loans /Concessions	In-kind Support	Others	Planned	Actual
Fundação Brasileira para o Desenvolvimento Sustentável			556,476				556,476		556,476	556,476
Conservation International	413,202				413,202				413,202	413,202
UNDP Brazil			100,000				-		100,000	-
SRB			235,000				55,416		235,000	55,416
SRB (Farmer Investments)			10,000,000				0		10,000,000	0
Ministry of Environment (MMA)			16,900,000				7,040,844		16,900,000	7,040,844
EMBRAPA - Institutional support (ABC Soja Program)							124,085		-	124,085
Secretary of Agriculture of Tocantins TO (SEAGRO)							10,567		-	10,567
NATURATINS TO							2,402,990		-	2,402,990
IEB - Institutional staff							26,226		-	26,226
PVC							17,084		-	17,084
SEBRAE-TO							4,281.59		-	4,282
Total	413,202		27,791,476		413,202		10,237,969		28,204,678	10,651,17

Source: Cofinance Report, 2021

Table 4. Confirmed Sources of Co-Financing at TE Stage

Sources of Co-Financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (US\$)
Non-Government Organization	Fundação Brasileira para o Desenvolvimento Sustentável	In-kind Support	Recurrent expenditures	556,476.00
Non-Government Organization	Conservation International	In cash	Recurrent expenditures	413,202.00
Non-Government Organization	UNDP Brazil	In-kind Support	Recurrent expenditures	-
Non-Government Organization	SRB	In-kind Support	Recurrent expenditures	55,415.86
Non-Government Organization	SRB (Farmer Investments)	In-kind Support	Recurrent expenditures	0
Recipient Country Gov't	Ministry of Environment (MMA)	In-kind Support	Recurrent expenditures	7,040.844.30
Recipient Country Gov't	EMBRAPA - Institutional support (ABC Soja Program)	In-kind Support	Recurrent expenditures	124,084.88
Recipient Country Gov't	Secretary of Agriculture of Tocantins TO (SEAGRO)	In-kind Support	Recurrent expenditures	10,566.69
Non-Government Organization	NATURATINS TO	In-kind Support	Recurrent expenditures	2,402,989.96
Non-Government Organization	IEB - Institutional staff	In-kind Support	Recurrent expenditures	26,225.92
Non-Government Organization	PVC	In-kind Support	Recurrent expenditures	17,083.54
Non-Government Organization	SEBRAE-TO	In-kind Support	Recurrent expenditures	4,281.59

Source: Cofinance Report, 2021

3.2.4 Monitoring & Evaluation

<i>Overall quality of monitoring and evaluation</i>	<i>Moderately Satisfactory</i>
--	---------------------------------------

M&E Design at entry

<i>M&E design at the beginning of the project</i>	<i>Moderately Satisfactory</i>
--	---------------------------------------

117. The ProDoc presents an M&E plan that follows the UNDP- GEF guidelines, including all mandatory requirements specific to the GEF and a specific budget was assigned. It provides for the completion of the inception workshop and report, GEF Focal Area Tracking Tools, Mid-Term Review, TE, lessons learned and knowledge generation, final report, and audits. The ProDoc also established that a PIR would be developed annually and sent to the Steering Committee members and the GEF.
118. The M&E Plan was part of Outcome 5 and its scope includes monitoring progress in land regularization, contributing to the monitoring of farmer's compliance with the Forest Code. Also, the Outcome includes the monitoring of progress and impacts effectively, identification of lessons learned and disseminated; Other outputs include monitoring of gender roles and impact on women and the monitoring conducted.
119. A Monitoring Plan was drafted for most indicators, including a description, data source/collection methods, frequency, responsibility for data collection, means of verification, assumptions, and risks. However, indicators under Outcome 4 are not included, as they were supposed to be reported by WWF and IFC. The M&E design does not provide for the integration of the overall intervention and all its outcomes.

M&E: Implementation

<i>Implementation of the M&E Plan</i>	<i>Moderately Satisfactory</i>
--	---------------------------------------

120. No changes were identified in the Monitoring Plan, nor clarifications regarding how WWF and IFC will monitor the indicators, which resulted in the progress of the Outcome 4 indicators not being adequately reported in the PIRs.
121. Monitoring of the progress of activities, as well as budget execution, was presented regularly through quarterly reports and the annual PIRs. A total of 4 PIRs were developed and shared with the Steering Committee. The reports present the progress clearly in the different sections; however, the section "Development Objective Progress" was ambiguous at times, not presenting concise information.
122. The project did not adjust its indicators to be disaggregated by gender. However, it was determined that the project has taken on board the recommendation of the MTR

to increase gender mainstreaming through the implementation of a gender-focused plan for the period 2020-2021, with tangible results.

123. For the project appraisal in the PIRs, it appears to be inconsistent with the MTR findings, especially with ratings and overall assessments. There is also no evidence that this has been reported or addressed by the Project Board.
124. In relation to the monitoring of environmental and social risks, it is recognized that the project performed adequately through the PIRs. The details presented on risk and mitigation measures are well founded.
125. Among other tools used for M&E, the project has complied with annual audits, quarterly and annual reports, Combined and Delivered Reports. In addition, the MTR was conducted one year later than scheduled, and was completed in June 2020.

3.2.5 UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues

<i>Overall quality of Implementation/Execution</i>	<i>Moderately Satisfactory</i>
---	---------------------------------------

<i>Quality of UNDP Implementation/Oversight</i>	<i>Moderately Satisfactory</i>
--	---------------------------------------

126. UNDP has played a role during project conceptualization, design and appraisal and its integral approach adds value by incorporating a wide range of development challenges.
127. The complexity derived from the different scales involved around the GGP (state, national, regional, global) led to a discrete involvement of UNDP Brazil during project design, but it was later in a position to lead the implementation of a project whose targets and strategies they did not fully endorse.
128. UNDP's portfolio offers a global network and extensive experience implementing GEF projects, ensuring adequate oversight, project assurance, and quality support to the Executing Agency. Detail regarding M&E, risk management and social and environmental safeguards is explained in chapters 3.2.4 and 3.2.6.
129. The complex institutional arrangements, involving multiple agencies and different scales of coordination and intervention, may have prevented greater leveraging of the advantage of the GGP and UNDP's global network.
130. In terms of responsiveness to significant implementation problems, UNDP played a critical role in terms of maintaining dialogue during the political transition to the

current administration, presenting its portfolio to new authorities and ensuring the continuation of the project. This role was not always visible or communicated to the Implementing Partner, whose expectations were high about UNDP's taking a leading role in project appropriation and political engagement.

<i>Quality of Implementing Partner Execution</i>	<i>Moderately Satisfactory</i>
---	---------------------------------------

131. CI is an experienced Executing Agency and also Implementing agency for the GEF, joining the project as a GGP global partner, with limitations at times to participate in the global Steering Committee.
132. Stakeholders acknowledge CI's longstanding tradition working for biodiversity conservation in Brazil, with previous experience leading project in the Cerrado biome.
133. Most interviews recognize CI's capacity to drive through a very difficult context affecting fluid and timely execution. They managed to focus on results even though the very foundations of the intervention logic were challenged.
134. The pioneering nature and relevance of the project was adequately capitalized to catalyze the support from key stakeholders at the state level such as the Ministry of Agriculture and EMBRAPA, which were originally not considered during project design. Knowledge management and science-based decision making were key to add value to partners and stakeholders at the different intervention levels.
135. The project team demonstrated solid technical background and considerable adaptation capacity, finding solutions to major challenges. Stakeholders recognize them as efficient, empathetic and accessible. It has been said that the CI team was careful working with different institutional cultures and coordinating stakeholders holding different interests.
136. The major gap found relates to the integration and coordination with other project partners such as WWF and UNEP-FI for component 4, leading to a disperse execution where outcomes implemented by different partners did not link or fully connect with each other. This may also have derived into what has been perceived as a weak narrative strategy, due to the lack of a unified and articulated message to approach the private sector.

3.2.6 Risk Management, including Social and Environmental Standards (Safeguards)

137. In accordance with the PIRs, risks have been monitored through the ATLAS system, and those rated as "high" have been consistently reported annually through the PIRs, thus the Steering Committee was kept constantly informed.

138. During 2018, there were no changes to the risks originally identified in the ProDoc. However, for 2019, a major risk was reported related to the exit of Sociedade Rural Brasileira (SRB) as key partner of the project's due to the political situation at the time. The measures adopted by CI were adequate in terms of maintaining spaces for dialogue with the agricultural sector and the secretariats at the state level, including direct contact with traders to identify potential suppliers.
139. In relation to the risks identified in the SEPS at the 2020 PIR, working on an agricultural frontier in the MATOPIBA region was invalidated as a risk. The reason behind it was because the project has worked with various stakeholders to promote a shared vision for the sustainable development of the MATOPIBA.
140. In addition to the risks identified in the ProDoc, it is evident that despite the imminent change of government being an important risk, it was not considered by the project. Consequently, no mitigation measures were foreseen, which would have meant an avoidance or earlier action to risks such as the exit of the SRB.
141. About risks related to environmental and social safeguards, the risks originally identified in the ProDoc were not modified, both in their formulation and their rating.
142. Regarding the identification of new risks, it is considered that they were identified on time and their identification was adequate, as were the proposed mitigation measures. No new risks were reported during the first year, but for 2019 growing tension between the environmental and agricultural sectors was reported.
143. For 2020, COVID-19 is reported as a critical risk and as a new environmental and social risk. On the one hand, the project rightly identified that the pandemic may negatively impact the commitment of local government budgets due to a change in priorities. While PMU proposes appropriate measures to adjust its planning and meet the planned timeline, they do not necessarily address a possible shift in priorities, and hence allocation of local government resources to the project.
144. In the same year, the project developed a mapping of traditional communities threatened by the expansion of the agricultural frontier in the MATOPIBA region. The document provides a series of safeguards that apply to the entire region, but also proposes several that are specific to the municipalities intervened by the project.

3.3 Project Results and Impacts

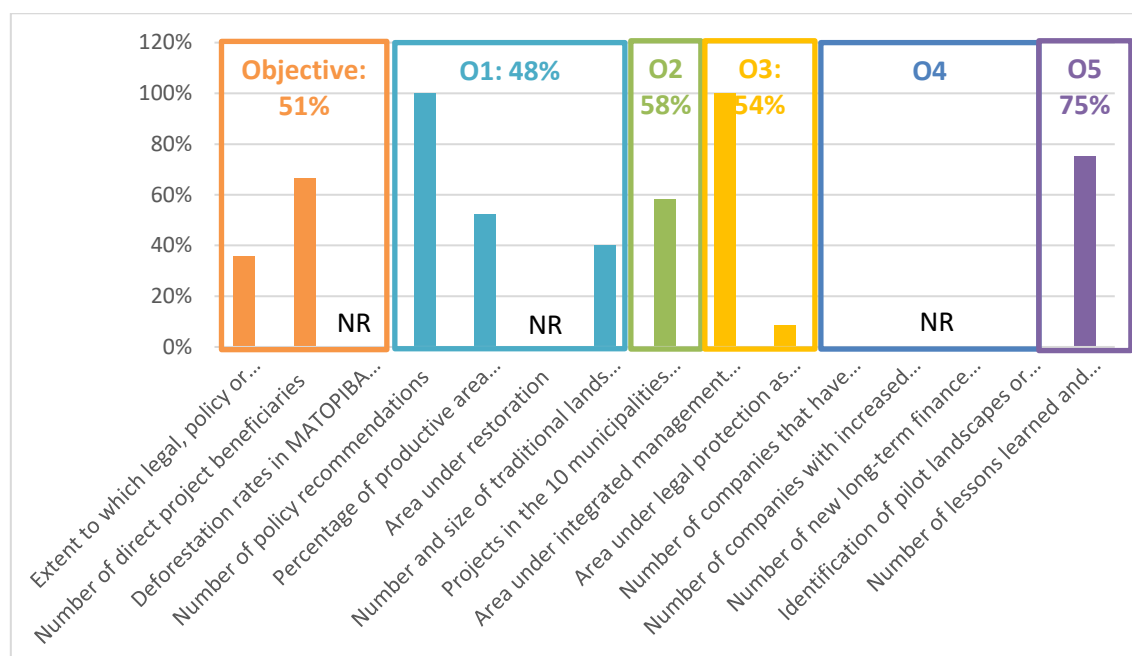
3.3.1 Progress towards objective and expected outcomes

145. In terms of progress towards the project objective, none of the three indicators will be met by the end of the implementation period. While two indicators present partial progress, in general terms, all targets set were very ambitious and dependent on

factors that fall outside of the control of the project, such as the expected enforcement of the Forest Code and the institutional capacity needed to ensure property registration.

146. The first indicator has achieved one if its three targets, surpassing by 59% the expected number of registered properties. The second target presents partial progress, around 20% in terms of analyzed properties but no progress in terms of validation and regularization. The third target presents no significant progress, the delay in this indicator is mostly related to two factors: the enforcement of the Forest Code was no longer a political priority, and it faced delays in setting deadlines with producers.
147. The second indicator (Number of direct project beneficiaries) reports significant progress (66%), performance that could be satisfactory considering the complex implementation context. On the other hand, the third indicator is also not going to be accomplished, as in fact, deforestation in the MATOPIBA region increased during the past years.
148. In terms of outcome indicators, only two out of thirteen targets will be fully met by the end of the project. Three targets exceed 50% progress while two present less than 10% progress. It is worth noting that all four indicators under Outcome 4 are not reported.

Figure 3. Progress of the Objective and Outcome



* NR: Not Reported

Source: PIR, 2021

3.3.1.1 Outcome 1: Dialogue, Policies and Enforcement

149. Regarding policy recommendations taken up by policy makers, the impact generated for the project was significant since 6 Technical Notes would be discussed at federal and state level by the end of the project. Moreover, it is expected that three more documents to support policies will be publicized.
150. The percentage of productive area registered in the SICAR reached and even surpassed its goal for the registered properties. However, analyzed and validated properties will not be as many as proposed.
151. The target for the percentage of area under restoration resulted extremely ambitious, considering that its success depends on positive assumptions that proved to be overly optimistic, such as the expected installed capacity at the CAR and the sub-estimated complexity expected to achieve the restoration target. Nevertheless, actions were taken in the mapping of potential areas to be restored in different states.
152. According to PIRs, number of traditional lands protected through safeguards would be two (out of five proposed) by the end of the project, thus presenting partial progress with actions to implement safeguards.

Table 5 Progress towards results Outcome 1

Indicator	End of project target level	Cumulative progress and comments
Number of policy recommendations taken up by policy makers including gender sensitive proposal BASELINE LEVEL 0 (zero)	4 significant proposals	On track 6 Technical Notes were elaborated by June 2021, publicized by August 2021 and discussed with partners at federal, state and municipal levels by December 2021. 3 additional outcomes to support policies by December 2021: 1) "Matopiba: soy supply chain sustainability"; 2) The Soy Sustainability Radar and 3) the knowledge materials on Gender and Sustainable Production 6 pieces of evidence have been reported (1) Publication MATOPIBA: Sustainability in the Soy Supply Chain; (2) Thematic Booklets focusing on Gender and Sustainable Production; (3) Survey Women and Sustainability in Agri -systems, in partnership with CEPEA/ University of São Paulo (USP); (4) Data on

		restoration supported by GGP in West Bahia, in partnership with PVC; (5) Updated data on Protected Areas in the MATOPIBA region; and (6) Safeguards strategy in Tocantins and Bahia.
<p>Percentage of productive area registered in the SICAR system, analyzed, validated, and regularized</p> <p>BASELINE LEVEL</p> <p>Analyzed: 16,5% Validated 0% Regularized 0%</p> <p>Percentage of properties registered</p> <p>BASELINE LEVEL</p> <p>15,410 properties registered</p>	<p>Analyzed: 70% Validated: 50% Regularized: 50%</p> <p>17000 properties registered</p>	<p>27,124 properties were registered in the 10 municipalities until June of 2020 (SICAR).</p> <p>By June, 2021 the status indicators were:</p> <p>Analyzed: 385 properties were analyzed, totaling 334,273.9 hectares in both states (152 in Tocantins and 233 in Bahia). Validated: this takes place in partnership with the state and both secretaries have not yet shared the updated information to the project team Regularized: 0%</p>
<p>Area under restoration</p> <p>BASELINE LEVEL</p> <p>648,612 ha for MATOPIBA region 50,000 hectares in 10 focal municipalities</p>	<p>5% of the total APP deficit under restoration (2,500 ha)</p>	<p>10 ha (0,02%)</p> <p>15 ha are expected to finalize the restoration process in September 2021.</p> <p>Potential areas for restoration have been identified; in the states of Tocantins and Bahia there is a total of 19,943.55 hectares of APP deficit; 2,901.4 ha located within beneficiary farms from the cooperation agreement with Embrapa and the state of Bahia has a demand for forest restoration of 167.8 ha in legal reserve (RL) and APP areas. COVID restrictions made restoration actions stop, but in 2021 CI's team structured a group with Parque Vida Cerrado that has great expertise in restoration to support the state of Bahia.</p>
<p>Number and size of traditional lands protected through safeguards</p>	<p>Final targets have been established based on the assessment of critical lands, resulting in 5 local</p>	<p>Since January 2020, project has worked on actions to implement safeguards in 2 out of 5 critical areas.</p>

BASELINE LEVEL 28 indigenous lands (4.16 million ha) 35 communities of former slaves (231,438 hectares)	communities to be protected through safeguards.	These activities: partnership created with SEBRAE to help 200 producers and families to have their land rights recognized, business models constructed by a network of native Cerrado seed collectors, and women artisans' associations strengthened and supported, by November 2021.
--	---	---

3.3.1.2 Outcome 2: Farmer Support Systems and Agri-inputs

153. Outcome 2 considers just one indicator which is related to projects financed by ABC program in 10 municipalities. The goal is to provide access to 1833 loans to farmers, by now 1064 loans (58,1%) have been provided. These current figures were reached independently of the project. The activity is on track now, although the target will not be fully met, it could be considered successful given the complex implementation context.

Table 6 Progress towards results Outcome 2

Indicator	End of project target level	Cumulative progress and comments
Proxy Indicator: Projects in the 10 municipalities financed by ABC program for: no-till; nitrogen biological fixation; restoration of degraded areas, and others BASELINE LEVEL 611 loans to farmers between January 2013 and December 2016)	1833 loans to farmers	1064 ABC loans to farmers (58.1 % of the end-of-project target level) totaling USD 128.595.319,61. This increase in the number of loans occurred independently of the project through government actions to stimulate increased access to credit. By June 2021, the project promoted the establishment of 64 Technological Reference Units (URT) within 53 rural properties in Tocantins, aiming at the dissemination of low carbon agriculture practices. Also, project is supporting the dissemination of the ABC Plan Phase 2 to explain the benefits of low-carbon agriculture credit lines to rural producers

3.3.1.3 Outcome 3: Land Use Plans and Maps in Targeted Landscapes

154. Outcome 3 integrates 2 indicators. The first one, related to areas under integrated management identified and agreed, is on track and it is expected to be achieved by October 2021.
155. The second one, related to area under legal protection in MATOPIBA's region, until now has achieved 8.3% of the end of project goal. It has been widely accepted that targets such as this were not realistic, and difficult to attribute to the project. However, different actions were taken, including the analysis of CARs, diagnosis of the status of some protected areas and mapping of opportunities to create UCs

Table 7 Progress towards results Outcome 3

Indicator	End of project target level	Cumulative progress and comments
Area under integrated management identified and agreed BASLINE LEVEL 0 (zero)	10,000 hectares of Cerrado Forest	The project has been supporting the creation of 8 conservation units: 10,878.03 ha. and most of this process was ready by October 2021. 124 hectares were mapped by July 2020 and are under negotiation for the implementation of conservation units. Additionally, the project is supporting Rio Preto APA's governance framework and management implementation (1,146,970.7 ha Until June 2021, in four states of Matopiba, 330,746 rural properties (61,233,206 ha) were registered and out of these, 28,297,656 ha are made of forest remnants (APP and LR)
Area under legal protection as percentage of total area of the MATOPIBA region BASLINE LEVEL 3,725,752 ha (full protection); 5,158,138 ha (sustainable use); 20,364 ha (on private lands); 231,438 ha (quilombolas lands); and 4,158,962 ha (indigenous lands).	40% of MATOPIBA's area. 15.974.935 ha are left to protect and formally regularized. Project itself won't achieve this, but will contribute	1 conservation unit created in Barreiras: 44,54ha CI supported the analysis of 875 CARs (849,422.89 ha). From this total, 182,735.1 ha are APPs with 29,352.6 ha of APP liabilities and 18% of these ones are remaining vegetation. Additional actions were carried out: a) complete diagnosis in 10 priority municipalities on the status of protected areas, b)

		<p>mapping of 6 opportunities for the creation of UCs, c) 65 municipal public servants trained for creation of UCs, d) Strengthening of Rio Preto Environmental Protection Area: 1,150,000 ha;</p> <p>Project will continue to support Palmas to create Papagaio Galego Park: 18,74ha and Cachoeira do Redondo: 2327 ha by October 2021: 1,152,390.28 ha</p>
--	--	--

3.3.1.4 Outcome 4: Supply Chain Integration

156. Outcome 4 is integrated by four (04) indicators: two of them reported by the WWF Child Project and the other two will be reported by the IFC Child Project. These two last indicators have received support from CI to strengthen the processes through developing three training modules for representatives of financial institutions.

Table 8 Progress towards results Outcome 4

Indicator	End of project target level	Cumulative progress and comments
<p>Number of companies that have increased capacity to make and implement commitments to source reduced deforestation commodities</p> <p>BASELINE LEVEL 0 (zero)</p>	60	Will be measured under the WWF Child Project
<p>Number of companies with increased capacity to use decision-relevant information developed by the Transparency portal.</p> <p>BASELINE LEVEL 0 jurisdictions where beef/soy is mapped from origin to destination</p>	5570 (soy), 17 (beef)	Will be measured under the WWF Child Project
<p>Number of new long-term finance products developed based on findings from the business base analysis</p> <p>BASELINE LEVEL 0 (zero)</p>	1 (one)	Will be measured under the Transactions Child Project.
<p>Identification of pilot landscapes or farmers to test the long-term finance product through workshops</p> <p>BASELINE LEVEL</p>	6-8 workshops	Will be measured under the Transactions Child Project.

0 (zero)		
----------	--	--

3.3.1.5 Outcome 5: Knowledge Management and Monitoring and Evaluation

157. This outcome consists of one indicator related to knowledge management and refers to the number of lessons learned and disseminated. Seventy-five percent of the end of project target was reached with 3 out of 4 lessons learned and disseminated through publications and technical notes. By August and September 2021, two more lessons learned will be disseminated: "MATOPIBA: soy supply chain sustainability" and the executive summary "Inputs into the elaboration and implementation of public policies in MATOPIBA", surpassing the target proposed.

Table 9 Progress towards results Outcome 5

Indicator	End of project target level	Cumulative progress and comments
Number of lessons learned and disseminated BASELINE LEVEL 0 (zero)	4 lessons learned and disseminated	3 lessons learned and disseminated (75%): (1) GGP Lessons Learned and Adaptive Management document; (2) Publication MATOPIBA: Sustainability in the Soy Supply Chain; (3) Technical Notes based on studies conducted with GGP Brazil partners 2 lessons learned that will be disseminated by August and September 2021, respectively: book "MATOPIBA: soy supply chain sustainability" and executive summary "Inputs into the elaboration and implementation of public policies in MATOPIBA"

3.3.1 Relevance

Relevance	Satisfactory
------------------	---------------------

158. The project is highly relevant as it is aligned and contributes to AICHI targets 4,5,7,11,14,15, but it also responds to national policies and priorities such as the Forest Code, and the Plan for the Development of MATOPIBA.

159. Also relevant from a global perspective, the project is framed within and global multi-agency GEF initiative, the Good Growth Partnership or GGP, which includes five child projects and four target countries. The GGP takes a "supply chain" approach to globally take deforestation out of agricultural commodity supply chains

160. The project responds to a request from the Government of Brazil to implement a pilot project in a specific territory and with a specific commodity. Brazil is the world leader in soy production, and the MATOPIBA region is the second largest biome in South America.
161. The project contributes to the UNDP Country Program Document (CPD) for Brazil 2017-2021, focusing on SDG implementation and representing the programmatic and operational framework for delivering UN support in Brazil. This project contributes explicitly to the following three SDG targets: i) SDG 5 Gender Equality; ii) SDG-12 Responsible consumption and production; iii) SDG 15. Life of terrestrial ecosystems.
162. Project strategy is in line with the GEF-6 biodiversity focal area goal on maintaining globally significant biodiversity and the ecosystem goods and services that it provides to society. Project's outcomes correspond to the activities foreseen as support for BD-4, Programme 9: Mainstream biodiversity conservation and sustainable use into production landscapes and seascapes and production sectors; CCM-2, Programme 4: Promote conservation and enhancement of carbon stocks in forests, and other land use, and support climate smart agriculture; and SFM-1, Programme 1: Integrated land-use planning; Programme 2: Identification and maintenance of high conservation value forests; Programme 3: Identifying and monitoring forest loss.
163. According to testimonies, the project is more relevant to government and stakeholders now than when it was originally designed. However, it has not always been the case, after government turnover initial endorsement decrease significantly and it was not until the final implementation period where EMBRAPA assumed leadership strengthening the project's relevance and national appropriation.

3.3.2 Effectiveness

<i>Effectiveness</i>	<i>Moderately Satisfactory</i>
-----------------------------	---------------------------------------

164. Project impact indicators are used to determine the effectiveness of the project. From this perspective, the project presents a relative low effectiveness, as none of the three objective levels will be achieved. Only one out of five indicators has achieved its target, one reported 66,3%, and the other two targets do not present any relevant progress.
165. Nevertheless, there is a general perception about weaknesses in the formulation of targets and goals, leading to an unfair assessment implementation effectiveness. Considering COVID-19 and the enormous challenges encountered throughout implementation, stakeholders acknowledge the project has left an important legacy

in terms of installing multi-stakeholder dialogue on green commodities and sustainable value chain approach in Brazil.

166. Therefore, the overall performance in terms of implementation effectiveness remains between positive to neutral, as no relevant impacts are expected until project ends.

Table 10 Progress towards impact indicators

Indicator	End of project target level	Cumulative progress and comments
<p>Extent to which legal, policy or institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity, and ecosystems.</p> <p>Indicator:</p> <p>1) Number of properties registered</p> <p>2) Percentage of area analyzed/regularized:</p> <p>3) Number of properties supported with the preparation of a proposal on how to restore or offset their deficit</p> <p>BASELINE LEVEL Properties: 15,410 Area: 3,987,107 Analyzed: 657,553 (16,5%)</p>	<p>1) All 17,000 properties have been registered</p> <p>2) 50% of the total area of all registered properties have been analyzed and validated.</p> <p>3) 850 properties with a deficit in Permanent Protection Areas or Legal Reserves have been supported with the preparation of a proposal on how to restore or offset their deficit</p>	<p>1) 27,124 properties have been registered (by June 17th, 2021) in SICAR. This exceeds the end-of-project target by about 59,5%.</p> <p>2) Analyzed: 10% (414,358.49 ha) Validated: 0% Regularized: 0%</p> <p>3) Since May 2021, CI team has been working directly with the environment secretariat of Bahia, within the scope of the newly created Restoration Working Group (GT), to accelerate the development of action plans and specific measures to address the restoration and offsetting of identified liabilities areas within rural properties. These actions have been delayed because of COVID-19 and shift in local government's priorities</p>
<p>Number of direct project beneficiaries (women and men)</p> <p>BASELINE LEVEL 0 beneficiaries have formally regularized their properties</p>	<p>34,000 farmers and their family members (17,000 men and 17,000 women) are directly beneficiaries in having their properties regularized.</p>	<p>22,526 (66.3% of end of project target) Data disaggregated by men and women is available by June, 2021 there were 2,797 women and 15,786 men</p>
<p>Deforestation rates in MATOPIBA region</p> <p>BASELINE LEVEL Average deforestation rate in Cerrado: last 8 years is 8.764,43 km² (PRODES-MMA, 2021).</p>	<p>Reduction to rates around 6000km²</p> <p>Reduction by 1000km² over three years. Better monitoring and control and the implementation of the Forest Code is expected to</p>	<p>Progress is not reported for this indicator. However, it is shown that data have been updated to 2020.</p>

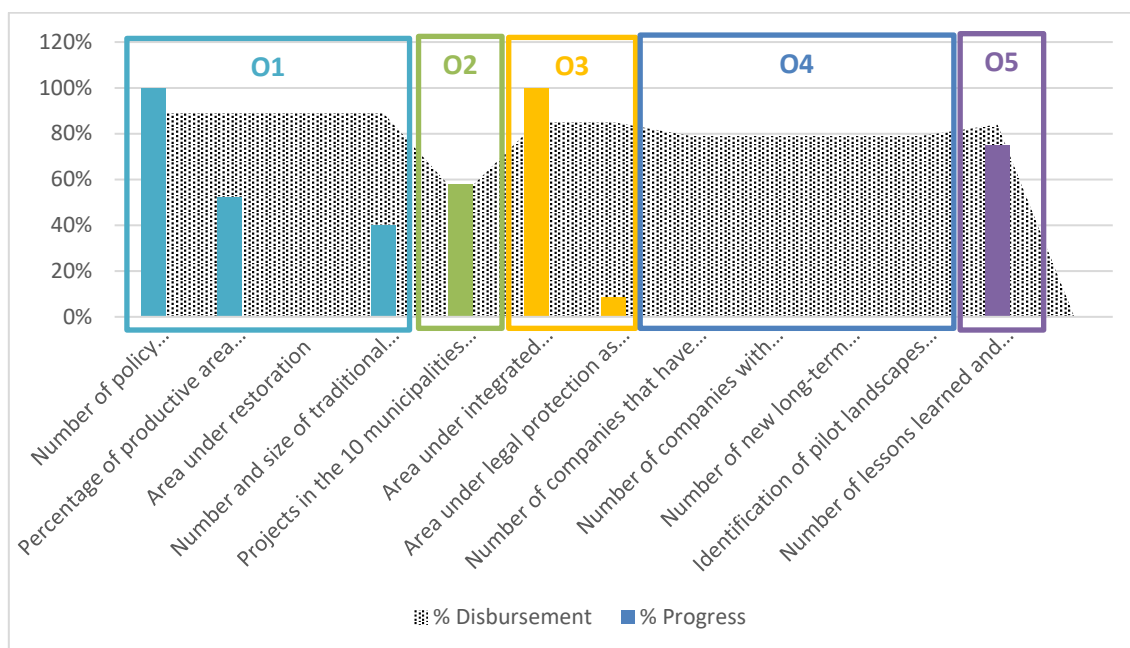
Average deforestation rate in GGP's 10 municipalities: last 8 years is 576.78 km ² (PRODES-MMA, 2021).	reduce the annual deforestation rate by 1000 km ² .	
---	--	--

3.3.3 Efficiency

<i>Efficiency</i>	<i>Moderately Satisfactory</i>
--------------------------	---------------------------------------

167. Throughout project implementation, annual reports show there has been a consistent gap between what was executed and what was planned. The project received a 6-month extension due to COVID-19, but it won't be sufficient to significantly improve the delivery of results. Until September 2021, 20% of the budget has not been executed.
168. It has been reported that weaknesses identified in terms of management arrangements may have impacted efficient coordination and stakeholders' participation. The resources assigned were not sufficient to guarantee integral coordination, leadership, and consistent reporting across different components.
169. Important delays were reported during the startup process until the project has found and actively facilitated a political and operational framework. There is a similar situation with the delivery of strategic results such as the case of the MTR, which was done a year later than planned, leading to almost no time to implement the MTR recommendations.
170. In general, Outcome 1 is the most inefficient, considering the 48% progress in indicators against the 89% reported budget execution. In contrast, Outcome 2 shows average progress of 58% and has only spent 52% of the resources. It is important to note that there is no progress reported for Outcome 4 indicators.

Graphic 3 % Disbursement vs % Outcome Indicators Advance



3.3.4 Overall Outcome

Overall Project Outcome Rating	Moderately Satisfactory
---------------------------------------	--------------------------------

3.3.5 Sustainability

Overall likelihood	Moderately Likely
---------------------------	--------------------------

Financial sustainability	Moderately Likely
---------------------------------	--------------------------

171. Regarding the sustainability of GEF investments, the experimental nature of the intervention has important potential for replication and scaling up the mobilization of resources from MAPA, EMBRAPA, academic and private entities. It should be considered as a bridge project to larger investments from GCF or GEF 8.
172. Interviews reflect continued commitment from the financial sector in terms of the framework that has been structured to link financial markets with the soy value chain through access to credit, environmental safeguards and certification opportunities.
173. Interventions related to connectivity and conservation of landscapes depend on the availability of resources at the municipal level, thus, risking sustainability in the absence of additional sources of funding from private sector and donors.
174. In the short term, there is an opportunity to partner with the Swiss Cooperation Agency for a potential USD 1 million follow up project for the next two years.

EMBRAPA has also committed approximately USD 400,000 to continue with some project activities.

<i>Socio-political sustainability</i>	<i>Moderately Likely</i>
--	---------------------------------

175. Resistance to change from soy producers to adopt sustainable agriculture best practices is likely to grow unless concrete benefits are visible and tangible for them. Returning to beneficiaries to follow up on project activities and measure impact is critical to ensure continued ownership and long-term sustainability of project outcomes.
176. Knowledge management aiming at replication and scaling up were limited due to COVID 19; however, lessons learned were systematized and online learning platforms are expected to continue building capacities after the project ends.
177. Results such as the Matopiba Coalition demonstrates the project was able to create awareness in support of the long-term objectives of the project.
178. The project has focused mainly on established producers, cooperatives and larger scale soy operations; therefore, it did not have a large impact in terms of socioeconomic development and improved well-being of vulnerable groups.
179. The project opened interesting opportunities to improve gender empowerment and visibility throughout the value chain. In this regard, the gender assessment of the soy value chain, developed by the project, has been acknowledged as a pioneering effort to set up a baseline in terms of understanding the current gender situation and is a powerful tool for future reference and policy making.

<i>Institutional framework and governance</i>	<i>Likely</i>
--	----------------------

180. The project has been acknowledged as one of the closest with the productive sector, and was recognized as an opportunity to strengthen biodiversity considerations within EMBRAPA.
181. The partnership with MAPA and active participation in the project Steering Committee, together with the strength of the MATOPIBA Coalition, and the Consortium for State Secretaries of Agriculture are considered as a solid step towards future replication and scaling up of sustainable agriculture opportunities.
182. There is also an opportunity to anchor project activities in the agendas of MAPA and the Secretariat for Family Agriculture. UNDP has been holding dialogues with both institutions on how to comprehensively address sustainable agriculture topics and has maintained a partnership with them for over 30 years.

183. At the state and municipal levels, institutional sustainability is perhaps less clear, considering the installed capacities and the need for additional time to consolidate processes such as the conservation units. In the same line, the sustainability prospects of the CAR are not positive as it remains weak and disempowered to undertake its complex mandate.
184. However, the perspectives on sustainability must be considered with caution, because the country may be facing additional challenges in terms of its political transition and continuation of current policies.

<i>Environmental sustainability</i>	<i>Moderately Likely</i>
--	---------------------------------

185. The project supported the creation of two small municipal conservation units, which are relevant from a strategic perspective, as it was more realistic than pursuing the expansion of federal or state protected areas, which could be more sensitive now due to the current political context. However, the consolidation and sustainability of this conservation units relies mostly on limited resources and institutional capacities.
186. Perspectives of land restoration remained quite low, considering the associated complexity due to the policy framework and considerable cost involved.
187. The construction of a collective vision towards the sustainability of the MATOPIBA region offers a powerful framework whose impact is likely to have a profound effect on the environmental sustainability of the whole biome.
188. In addition, the project intervention supported the strengthening of sustainable production. The project made farmers understand the term "sustainable production" as a synonym for advantage. In this sense, it encouraged farmers to see natural capital as a potential and not as an impediment.

3.3.6 Country ownership

189. The project design is in line with the National Biodiversity Strategy, as well as the National Climate Change Policy, National Climate Change Plan, national REDD+ strategy. Beyond the above, the project is an important contribution to the Action Plan for the Prevention and Control of Deforestation and Forest Fires in the Cerrado (PPCerrado) and with the proposed amendment in the national Constitution to include the Cerrado and Caatinga biomes as national patrimony.
190. Low participation of national institutions during project design resulted in slow and internment engagement during project start up process, including the resignation of SRB which was one of project's key partners and the limited role played by the MMA. This created an opportunity for the project to bridge the country ownership gap

through partnering with MAPA, EMBRAPA and state governments to achieve several mutual benefit goals.

191. The Project overcame a series of challenges that were made possible by the commitment of different institutions such as the state secretariats of Tocantins and Bahia, as well as partnerships with Embrapa, Lina Galvani (PVC), IEB, and others. The consolidated commitment achieved with local authorities guaranteed the collaboration and engagement of EMBRAPA at federal and state levels..

3.3.7 Gender equality and women's empowerment

192. During design and implementation, gender considerations were not clear and did not follow specific intervention strategies or guidelines. Despite this, the project tried to include the issue during its implementation, on the one hand by working directly with women agribusiness leaders.
193. Mainstreaming gender issues started quite late, with the elaboration of a study on women's participation in the soy sector in 10 priority municipalities of Tocantins and Bahia. Although the results of the study could not influence project indicators and Outcomes, they did contribute in the policy recommendations generated by Outcome 1. In addition, the study provided a series of recommendations for project activities, several of which were incorporated by the project during 2018 and 2019.
194. Notwithstanding the above, it is highlighted that the study results prove to be important in terms of this being the first research to identify women's roles and inequalities along the supply chain. This is the most important legacy of the project in terms of gender and women's empowerment.
195. On the other hand, in 2020, CI's gender strategy was re-framed to a more comprehensive approach, targeting both gender inclusiveness and responsiveness, by mobilizing stakeholders in the public and private sector to promote engagement of women in the soy supply chain. However, the time that the project leaves for the implementation of the strategy is too short, only 3¹ of 5 activities proposed in the strategy were possible, and results will not be realized in the short term.
196. In addition, 12 booklets were produced in English and Portuguese on gender and sustainable production. Several female experts (GGP partners) were involved in the discussions on sustainable production issues and contributed to the gender

¹ 1) promote female producers' participation in project activities;

2) carry out a broad survey on sustainability in the soy supply chain through women's perspective in partnership with the University of São Paulo (USP);

3) develop a series of bilingual booklets with female leaders and experts bringing out their views on gender dynamics within sustainable production.

approach. The publications were officially launched at a FAPCEN event in October 2021 in Tocantins.

197. Another project great success on gender is related to the survey conducted by CEPEA to identify women's perspectives on sustainability in soybean production. The project considers the results are relevant to better inform actions targeting gender issues in commodity production in Brazil.
198. Finally, regarding to the results areas contribute by the project, according to the PIRs, there are a) contributing to closing gender gaps in access to and control over resources; b) improving the participation and decision-making of women in natural resource governance; c) targeting socio-economic benefits and services for women. The analysis suggests that the contribution of the project to these areas is not totally evident.

3.3.8 Cross-cutting Issues

199. The objectives of the project are in line with the priorities agreed in the UNDP Country Programme Document (CPD) to the extent that the project has contributed to different priorities: People: Inclusive and equitable society with extensive rights for all men and women. Another priority is: Planet: Sustainable management of natural resources for present and future generations, as well as Prosperity: Prosperity and quality of life for everyone.
200. Possibly one of the most important achievements of the project is related to the visualization of the role of women in the soybean production chain, which had been previously confined to the marketing process, but the study promoted by the project showed that women were involved in the different links of the chain. The study promoted by the project showed that women were involved in the various links of the chain. This contribution may become the seed for further work on related issues and for closing the gaps.

3.3.9 GEF Additionality

201. The project's incremental reasoning builds on existing and functional state institutions, whose mandate and competencies are needed to ensure the paradigm shift towards sustainable practices and reduced deforestation associated with soy production.
202. In this context the project investments did not replace or duplicate but complemented state budget allocations enabling the acceleration of a process which would not be possible within normal institutional budgetary limits. The GEF facilitated investments

that otherwise would not have been possible to realize from other governmental or non-governmental sources.

3.3.10 Catalytic/Replication Effect

203. The project has made it possible to rescue several lessons learned and lessons learned for future interventions, among which the following stand out:

- a. The project made the producers the protagonists of the project
- b. The practices implemented by the project have proven to have a good yield per hectare, besides, they are assimilable, therefore, they can be replicated in other areas;
- c. The project managed to change the focus of the relationship between producers and natural capital. Instead of focusing on the farmer's impact on the environment and the need to care for it, the project sought to ensure that the farmer understands the importance of caring for the natural capital for his or her productive activities.

204. Related to knowledge management, the project was able to capture, organize and document best practices and lessons learned in order to disseminate them effectively. At the end, the KM approach in GGP Brazil could benefit other projects and programs in (1) achieving long-term positive impact; (2) channeling effective efforts towards a common issue; (3) improving dialogue to build consensus and (4) facilitating replication at a larger scale/ other countries.

205. The ABC Soja Sustentável program through EMBRAPA achieved agricultural practices that are environmentally friendly, low in carbon emissions and have proven to increase farm productivity. According to interviews, it should be extensively disseminated for replication purposes.

206. The project has been acknowledged for the great merit of promoting dialogue and introducing the issue of reducing deforestation from the soy value chain. The framework and collaboration model generated with MAPA and EMBRAPA could be over time translated to other commodities associated with deforestation rates.

3.3.11 Progress to Impact

207. According to core indicator reports, the project's contribution to terrestrial protected areas under improved management effectiveness to date is 8,485 ha. The goal was achieved thanks to the creation of the RPPN Fazenda Morro Branco and the elaboration of its management plan.

208. Likewise, for the TE, 6,878 ha of reforested land are reported, while the area of landscapes under improved practices (hectares; excluding protected areas) that the project addressed is 81,099 ha.
209. Regarding the impact of the project in terms of greenhouse gas mitigation, the project's contribution is indirect, avoiding the emission of 39,269,494.80 tons of CO₂. This contribution is related to emissions avoided outside Agriculture, Forestry, and Other Land Use (AFOLU).
210. In addition, the project is directly related or seeks to have an impact in contributing to changes in policy/legal/regulatory frameworks. In this regard, it is welcomed that 6 technical notes have been developed that address gender issues in conservation, low carbon agricultural practices, restoration, socio-environmental safeguards, land use planning, and financial incentives. Further capacity building in spaces such as the Matopiba Coalition would ensure implementation of the recommendations in these technical notes.
211. In addition, the project generated at least four unanticipated impacts that are of significance, including:
- a. Continued operation of the MATOPIBA Coalition;
 - b. Formation of the consortium of MAPA secretariats, currently operational;
 - c. Proposal and creation of the Producer Sustainability Radar²
 - d. Impact on local governments was not expected since the project was focused on big production sector and not on family farming. However, the project decided to use the water health index to bring communities together since this tool implies vitality of ecosystems, governance, and vitality, subjects that people is interested in and this brought good effects.
212. The project is acknowledged as an opportunity to open dialogue and national debate towards sustainable soy production. It has built the relationship with the productive sector and engaged key governmental stakeholders involved in the soy value chain. However, changing the mindset and practices of such a powerful and large agricultural sector should be envisioned as a long-term process, demanding continuous work, creation of trust among participants and adequate resource allocation.

² Producer Sustainability Radar is a user-friendly resource for improving the analysis of the Matopiba territory from aspects related specifically to nature conservation, restoration of native vegetation and sustainable agricultural production.

4 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS

4.1 Main Findings

Project Design

213. The project is highly relevant as it is aligned and contributes to AICHI targets 4,5,7,11,14,15, but it also responds to national policies and priorities such as the Forest Code, and the Plan for the Development of MATOPIBA.
214. The project covered a large area and a significant number of individual producers, therefore, in order to achieve the expected results, more time and funding were required. Out of a total of 16 indicators (3 Objective, 13 Outcome), in terms of the SMART criteria all 3 indicators at the Objective level are formulated with detail but do not fulfill two SMART criteria as targets set are not realistic nor achievable.
215. A major weakness was identified is the complex and confusing institutional and managerial arrangements. National and local participation was weak during project design.
216. The project was designed under a different political and institutional context, leading to optimistic assumptions about the expected political and institutional endorsement, such as the enforcement of the Forest Code and the subsequent enthusiasm from farmers to regularize their lands.

Project Implementation

217. The project faced important challenges derived mainly from three different factors (weaknesses identified during project design, political change at the federal level and COVID 19). The project was able to read the challenges and managed to find the flexibility and adaptive capacity needed to navigate under an extremely dynamic and demanding context.
218. The participation of actors during implementation was variable; on the one hand, roles and responsibilities were not defined clearly in the institutional agreements. On the other hand, the participation of the MMA faded away, but MAPA, EMBRAPA and the agricultural agencies positioned themselves as key players in the project. In the private sector, the exit of SRB affected the project, but the PMU developed and implemented an adequate strategy to mitigate the impact.
219. The original project budget equals USD 6.6 million from the GEF for the implementation period. Until November 2021 the project disbursed USD 5.61 million,

that is, 85% of the total available budget. In addition to the GEF funding, the project benefitted from co-financing commitments totaling USD 10,651,171.

- 220. The ProDoc presents an M&E plan that follows the UNDP- GEF guidelines, including all mandatory requirements specific to the GEF and a specific budget assigned. The execution included compliance with all the tools proposed in the design. However, the MTR was carried out late, almost a year later than planned.
- 221. UNDP has played a strategic role in project implementation, leveraging its experience and global network to support operation under the GGP. UNDP played a critical role in terms of maintaining dialogue during the political transition, presenting its portfolio to new authorities and ensuring the continuation of the project.
- 222. CI as Implementing Partner participates on the GGP on a global level, and has a longstanding tradition of project execution in the Cerrado biome. Stakeholders acknowledge CI's capacity to drive through a very difficult context.
- 223. The pioneering nature and relevance of the project was adequately capitalized to catalyze the support from key stakeholders such as the Ministry of Agriculture and EMBRAPA which were originally not considered during project design.
- 224. During 2018, there were no changes in the risks originally identified in the ProDoc. However, for 2019, a major risk was reported related to the exit of SRB as the project's key partner due to the political situation at the time. For 2020 COVID-19 is reported as a critical risk and as a new environmental and social risk.

Project Results and Impacts

- 225. The project responds to a request from the Brazilian government to implement a pilot project in a specific territory and with a specific commodity; thus, it decided to work with soybeans in Matopiba.
- 226. The impact indicators report shows that there is still work to do in the next months available for the project. One of 5 indicators has achieved its target, one is 66,3%, two indicators are not halfway achieved yet so actions need to be taken there and also the indicator related to deforestation rates only shows baseline data but no progress.
- 227. The project originally proposed multi-year planning which is included in the ProDoc. The work plans have been results-oriented, however, there are delays in the strategic products that prevented the implementation of some of the planned annual activities.
- 228. Even though the project received a 6-month extension for its closure, to date it has not been possible to meet the proposed goals, nor has it been possible to meet the total disbursement of the planned resources.

229. During the implementation of the project, the gender issue was not visible and clear in terms of intervention strategies, but in 2020, CI's gender strategy was re-framed to a more comprehensive approach, targeting both gender inclusiveness and responsiveness, by mobilizing stakeholders in the public and private sector to promote engagement of women in the soy supply chain.
230. According to core indicator reports, the project's contribution to terrestrial protected areas under improved management effectiveness to date is 8,485 ha. Likewise, for the TE, 6,878 ha of reforested land are reported, while the area of landscapes under improved practices (hectares; excluding protected areas) that the project addressed is 81,099 ha. In terms of greenhouse gas mitigation, the project's contribution is indirect, avoiding the emission of 39,269,494.80 tons of CO₂.

4.2 Conclusions

231. The project is highly relevant introducing the value chain approach with the largest soy producer worldwide, to reduce the threat to biodiversity in South America's second biggest biome. From a global perspective it holds great significance, as it is part of a global program aimed at reducing deforestation associated with major commodities.
232. The magnitude of the intervention in terms of area and number of beneficiaries is not coherent with the time and funding available. National participation during project design was limited, leading to weak formulation and validation of indicators and targets. A major gap in terms of design is the complex and confusing institutional and managerial arrangements.
233. As it was not possible to modify or adjust the gaps identified in project design and considering the numerous challenges faced by a highly dynamic context, the ProDoc was not a navigation tool for project implementation.
234. Confusing management arrangements, not entirely endorsed by all parties involved, resulted into an important gap in terms of leadership, integration and coordination among different components and parties involved.
235. The project demonstrated flexibility and adaptive capacity to respond to challenges derived mainly from three different factors: gaps in project design, political transition and COVID 19.
236. The project managed to overcome most of these challenges successfully, however the time and energy consumed did not allow fluid and effective implementation. It took until the end of year 2019 for the project to find the necessary government appropriation through the MAPA and EMBRAPA, after the withdrawal from SRB and

the discrete role played by the MMA. Short after this, COVID 19 imposed a severe lockdown affecting all field level activities.

237. Until November 2021 the project disbursed USD 5.61 million, that is, 85% of the total available budget. At outcome level, until September the project Management reports the highest execution (94%), followed by Outcome 1 (89%), while Outcome 2 report the lowest execution with 52%. The project mobilized USD 10.651.171 from different partners, only one third of the original co-financing commitments.
238. In terms of progress towards the project objective, none of the three indicators will be met by the end of the implementation period. While two indicators present partial progress, in general terms, all targets set were very ambitious and dependent on factors that fall out of the control of the project.
239. The first indicator has achieved one if its three targets, surpassing by 59% the expected number of registered properties. The second target presents partial progress, around 20% in terms of analyzed properties but no progress in terms of validation and regularization. The third target presents no significant progress.
240. The second indicator reports significant progress (66%), performance that could be satisfactory considering the complex implementation context. On the other hand, the third indicator is also not going to be accomplished, as in fact, deforestation in the MATOPIBA region increased during the past years.
241. In terms of outcome indicators, only two out of thirteen targets will be met by the end of the project. Three targets exceed 50% progress while two present less than 10% progress. It is worth noting that all four indicators under Outcome 4 are not reported.
242. There is general agreement among stakeholders that the project has left an important legacy in terms of installing multi-stakeholder dialogue on green commodities and sustainable value chain approach in Brazil.
243. Regarding sustainability of GEF investments, the experimental nature of the intervention has important potential for replication and scaling up and major partners consider it as a bridge project to larger investments from GCF or GEF 8.

4.3 Recommendations

Rec #	TE Recommendation	Entity Responsible	Time frame
A	Category 1: Sustainability		
A.1	The project was instrumental for the creation of the MATOPIBA coalition. This multistakeholder platform would need to find resources in the short term to continue operating.	UNDP CI	Long term

A.2	The financial sustainability of the conservation units that were created, will benefit from dialogue with the private sector to engage their financial support as it has already been applied in the past.	UNDP CI MMA	Mid term
A.3	For partners such as EMBRAPA, this was a bridge project piloting different interventions whose results and gaps should lead into a second phase, whose design should stress scaling up good practices and certification, further explore incentives, and strengthen the financial inclusion across the value chain.	MAPA EMBRAPA	Mid term
B	Category 2: Outcomes		
B.1	It's necessary to follow-up on the compliance of the list of recommendations on socioenvironmental safeguards targets on the critical areas to be supported by GGP	UNDP CI Municipalities	Short term
B.2	It's necessary to follow up with government entities, such as MAPA and MAA, on the implementation of the policy proposals included in the booklets.	UNDP CI	Long term
B.3	For the Outcome 2, the project developed a tool kit for landscape planning, and it would be important to ensure that MAPA and EMBRAPA capacities are built to use this kit.	UNDP CI	Short term
B.4	It is important to ensure institutional planning and budgeting incorporate resources to allow the continuity to the low carbon agriculture practices, such as direct planting, recovery of degraded pastures and crop-livestock integration, carried out by the project.	MAPA EMBRAPA	Short term
B.5	Key results such as the sustainability radar and the information platform should formalize the institutional commitment to ensure their operation and continuous updating.	CI EMBRAPA	Short term
C	Category 3: Exit strategy		
C.1	At the moment, there is no clear exit strategy, as most actors interviewed don't know what will happen after the project ends. The exit strategy needs to be built together with project partners and communicated to all stakeholders involved.	UNDP CI	Short term
C.2	The PMU should present a plan on how the remaining funds will be utilized and the provisions for project financial closure.	UNDP CI	Short term
C.3	The project generated an important amount of information for different audiences. General concern from	UNDP CI	Short term

	stakeholders is about ensuring that there will be adequate dissemination to beneficiaries and institutions involved to share the material, lessons and valuable resources generated through closing events, social networks and websites that host all the information.		
C.4	The project's exit strategy should consider the need to reinforce the training of municipal technical personnel concerning the new conservation units, highlighting their importance and usefulness for the population.	UNDP CI	Mid term

4.4 Lessons Learned

244. Interviewees perceive that the project design did not include national technical parties or regional partners, however, the ProDoc lists the different technical stakeholders involved in the process. Institutional reform and continuous rotation in of key staff prevented to build the necessary appropriation and country ownership, but also resulted weak in terms of the formulation of indicators, selection of partners and intervention strategies.
245. Future child projects should strengthen the leadership role to ensure they are capable of integration and coordinating different partners, ensuring an integral approach to communication and knowledge management. This project demonstrates that the costs related to coordination with all partners are very significant, and that insufficient budget allocation has an impact on project implementation.
246. Projects aimed at transferring new technologies and promoting the adoption of new practices should have a strategic and robust approach towards communication from the beginning of the intervention. In addition, this project showed the need for a unified message to address the productive sector, particularly due to their resistance to engage with international NGOs.
247. The project leaves a powerful lesson in terms of the constant need to address emerging challenges with flexibility and determination. When the new federal government arrived challenging the most important assumptions behind the project, it was wise to shift focus towards opportunities at the state and municipal scales. And when the major institutions backing up implementation decided to leave, they were able to engage with EMPRAPA and MAPA.
248. The project worked with ten municipalities, although there is a perspective that it would have worked better if the work had been focused on a smaller number of municipalities. Municipalities represent large territories whose complexity was

underestimated, considering the baseline and existing capacities, this demands more energy and resources from projects.

249. It was very difficult for an international NGO such as CI to mobilize, generate trust and engage the stakeholders representing the soy value chain in such a sensitive dialogue and paradigm shift process. It took a very long time for CI to finally engage EMBRAPA to take the lead engaging the soy producers; without a key partner such as EMBRAPA, the risk of failure would have been considerable.



Empowered lives.
Resilient nations.

5 ANNEX

5.1 Annex 1: TE ToR (excluding ToR annexes)

Terms of Reference for ICs and RLAs through /GPN ExpRes

Services/Work Description: Terminal Evaluation of GEF-funded Project

Project/Programme Title: BRA/17/G31 – (PIMS 5896) Taking Deforestation Out of the Soy Supply Chain

Consultancy Title: Terminal Evaluation of project BRA/17/G31 – (PIMS 5896) Taking Deforestation Out of the Soy Supply Chain - MATOPIBA

Duty Station: Brazil

Duration: 31 working days

Expected start date: August 10th, 2021

1. BACKGROUND

5.1.1.1.1 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. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled *BRA/17/G31 - Taking Deforestation Out of the Soy Supply Chain (PIMS 5896)* implemented through the *Conservation International*. The project started on June 30th, 2017 and is in its fourth year of implementation. The TE process must follow the guidance outlined in the document 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'



Empowered lives.
Resilient nations.

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

5.1.1.1.2 Project Description

The project was designed to reduce the threat to biodiversity, pressures on high conservation value forests, and GHG emissions that the advancing agricultural frontier is posing in the MATOPIBA region, by promoting a dialogue to build a shared vision on sustainable landscapes among key stakeholders - government, companies, civil society and the productive sector- and fostering the development of solutions to implement this vision, such as restoration practices, strengthening of local government capacities and a system to support soy producers in adopting best agricultural practices. The project will focus on the west of Bahia and central Tocantins. This is in line with the overall Integrated Approach Pilot (IAP), whose program goal is to implement a supply chain approach to solve underlying root causes of deforestation from agriculture commodities. The total project funding is of USD 6.6 million planned to be implemented in activities to be carried out until December 2021. This is a GEF funded project, with the United Nations Development Program (UNDP) as the implementing agency and Conservation International (CI) as the Executing Agency in partnership with multiple stakeholders.

The world is currently facing the COVID-19 pandemic, which is affecting people everywhere and impacting global and local economic activity and transport systems, as well as causing unprecedented disruptions to daily life that undercut the societal fabric of opportunities for human interaction³. In order to ensure the well-being and safety of UNDP's staff and contractors, as well as to ensure no harm is done to partners, communities and interlocutors, the implementation of this TE shall be undertaken virtually, as outlined in "Evaluation Approach and Method" of this TOR.

In Brazil, according to the World Health Organization (WHO)⁴, since January 3rd, 2020 there have been 16.274.695 confirmed cases of COVID-19 with 454.429 deaths. The COVID-19 pandemic has significantly impacted project activities. Despite ongoing efforts to minimize the risks, reinforcing the adoption of

³ Guidance Note: Good practices during COVID-19. OECD/DAC and IEO/UNDP, April 2020.

⁴ <https://covid19.who.int/region/amro/country/br>, 28/05/2021.



Empowered lives.
Resilient nations.

adaptive management measures during the pandemic, field work has been fully restricted since mid-March/2020. Many GGP activities were originally planned to take place in person to ensure the effectiveness of consultations with local stakeholders, however these had to be postponed to 2021.

5.1.1.1.3 TE Purpose

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. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the “Guidance for conducting terminal evaluations of UNDP-supported, GEF-Financed Projects”. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The TE will evaluate all interventions made by the Executing Agency (CI) to ensure project execution and project team/beneficiaries’ safety amid COVID-19 pandemic in Brazil. Should be considered in this evaluation work plans’ adjustments, financial and budgetary aspects, field activities adaptation, engagement strategy and communication efforts.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK



*Empowered lives.
Resilient nations.*

5.1.1.1.4 TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful. The TE consultant 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 evaluation. The TE consultant will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE begins.

The TE consultant is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE⁵. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc.

The specific design and methodology for the TE should emerge from consultations between the TE consultant 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 consultant 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 and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE consultant.



Empowered lives.
Resilient nations.

The final TE report should 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 March 11th, 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, and within the country has been restricted. The TE consultant should develop a methodology that takes this into account to conduct 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 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.

Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf.

⁵ (link to stakeholder engagement in UNDP Eval Guidelines?)



Empowered lives.
Resilient nations.

The Results Framework provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of relevance, effectiveness, efficiency, sustainability and impact. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C. The asterisk “(*)” indicates criteria for which a rating is required.

Findings:

i. Project Design/Formulation

- National priorities and country driven-ness
- 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

ii. 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

iii. Project Results



Empowered lives.
Resilient nations.

- 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

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE consultant 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 consultant 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 report will include an Evaluation Ratings Table, as shown in the ToR Annex F.

3. Expected Outputs and deliverables

The TE consultant shall prepare and submit:

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE Consultant clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE task.	TE Consultant submits Inception Report to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE task.	TE Consultant submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	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 (See template in ToR Annex H)	Within 1 week of receiving comments on draft report.	TE Consultant submits both documents to the Commissioning Unit

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

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.⁶

4. Institutional arrangements/reporting lines

TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Brazil Country Office. The Commissioning Unit will contract the evaluators.

The Project Team will be responsible for liaising with the TE consultant to provide all relevant documents, to include an itinerary of the confirmed stakeholder interviews.

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



Empowered lives.
Resilient nations.

Duration of the Work

The total duration of the TE will be approximately **35 working days (wd)** over a time period of 9 weeks starting on August 10th, 2021. The tentative TE timeframe is as follows:

Timeframe	Activity
August 10, 2021	Preparation period for TE Consultant (handover of documentation)
August 11, 2021 (4 working days)	Document review and preparation of TE Inception Report
August 17, 2021 (2 working days)	Finalization and Validation of TE Inception Report; latest start of TE task.
August 19, 2021 (10 working days)	TE task: Virtual stakeholder meetings, interviews, etc.
September 2, 2021	Task wrap-up meeting & presentation of initial findings; earliest end of TE task.
September 6, 2021 (10 working days)	Preparation of draft TE report
September 20, 2021 (5 working days)	Circulation of draft TE report for comments
September 27, 2021 (3 working days)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
September 29, 2021	Preparation and Issuance of Management Response



Empowered lives.
Resilient nations.

October 1, 2021	Expected date of full TE completion
-----------------	-------------------------------------

The expected date start date of contract is 10/08/2021.

5. Experience and qualifications

I. Academic Qualifications:

- Master's degree in environmental issues or natural resources management or other closely related field.

II. Years of experience:

- Experience in relevant technical areas for at least 10 years;
- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to Biodiversity;
- Experience in evaluating projects;
- Experience working in Latin America. Experience in Brazil is an asset;
- Demonstrated understanding of issues related to gender and biodiversity; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;
- Experience of working on GEF or GEF evaluations, especially with Biodiversity;
- Experience with implementing evaluations remotely will be considered an asset.

III. Language:

- Fluency in written and spoken English.
- Working knowledge in Spanish or Portuguese, with preference for Portuguese

IV. Competencies:

Corporate:

- Demonstrates integrity and fairness, by modeling the UN/UNDP's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Excellent research skills; an ability to sift through large amounts of information to identify the relevant material;
- The ability to liaise with country officers and partners to collect relevant information.

Functional:



Empowered lives.
Resilient nations.

- Time management and organizational skills, with the ability to undertake multiple tasks and deliver under pressure;
- Ability to work independently and achieve quality results with limited supervision and within tight schedules;
- Ability to write in a clear and concise manner;
- Good teamwork and interpersonal skills;
- Excellent computer skills especially word processing software, and online collaboration platforms/tools.
- Demonstrates a strong capacity for innovation and creativity in providing strategic policy advice and direction.

Evaluator Ethics

The TE consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator 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 evaluator must also ensure security of collected information before and after the evaluation 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 evaluation and not for other uses without the express authorization of UNDP and partners.

6. Payment Modality

Payment to the individual contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager.

#	Deliverable	Payment Percentage
1	MTR Inception Report	20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit.
2	Draft Final Report	30% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit.



Empowered lives.
Resilient nations.

3	Final Report*	50% payment upon satisfactory delivery of the final 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.
----------	----------------------	---

Criteria for issuing the final payment of 50%:

- 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 MTR reports).
- 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.

7. Annexes to the TE ToR

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE consultant
- 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 and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template

5.2 Annex 2: List of interviews

Name	Position / Organization
Luana Lopez	Programme Officer UNDP
Pascale Bonzom	Global Project Manager Good Growth Partnership (GGP)
Alexandra Fischer	Regional Technical Advisor UNDP GEF
Miguel Moraeis	Senior Program Director CI
Lilian Vendrametto	Sustainable Landscapes Director CI
Karine Barcelos	Sustainable Production Senior Manager CI
Henrique García	
Raquel Costa	The Good Growth Partnership Brazil Coordinator and Environmental, social and governance (ESG) Integration Expert UNEP-FI-GGP
Flavia Pinto	Agroideal Coordinator TNC
Mariane Crespolin	Focal Point, Director MAPA
Michael Becker	Leader of the Regional Implementation Team – CEPF Cerrado International Institute of Brasil's Education (IEB)
Cassio Moreira	Senior Agribusiness Latin America Advisor IFC-GGP Transactions child project
Aldo Carvalho	Technical Advisor INEMA
Isabel Drigo	Socioeconomics development, territorial governance and agriculture supply chain researcher IMAFLOA
Rafael Loyola	Science Director and Associate Professor at the Federal University of Goiás FBDS
Jane Lino	Focal Point PROFOREST
Marcia Mascarenhas	Researcher EMBRAPA
Henrique de Paula	Project Coordinator

5.3 Annex 3: List of Documents

#	Item (electronic versions preferred if available)	Status
1	Project Identification Form (PIF)	Delivered
2	UNDP Initiation Plan	Not applicable- it was not elaborated
3	Final UNDP-GEF Project Document with all annexes	Delivered
4	CEO Endorsement Request	Delivered
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)	Delivered
6	Inception Workshop Report	Delivered
7	Mid-Term Review report and management response to MTR recommendations	Delivered
8	All Project Implementation Reports (PIRs)	Delivered
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)	Delivered
10	Oversight mission reports	Delivered (2018: 2 reports; 2020: 1 report)
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)	Delivered
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)	Delivered
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only	Delivered
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	Delivered
15	Co-financing table 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	Delivered
16	Audit reports	Delivered
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)	Delivered- update up to 2020
18	Sample of project communications materials	Delivered
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants	Delivered, update up to 2020

20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities	No information
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)	Delivered
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)	Delivered
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	Delivered
24	UNDP Country Programme Document (CPD)	Delivered
25	List/map of project sites, highlighting suggested visits	Delivered
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	Delivered
27	Project deliverables that provide documentary evidence of achievement towards project outcomes	Delivered
28	M&E Plan and System	Delivered

5.4 Annex 4: Evaluation Design Matrix - Questions, Data Sources and Collection

Evaluative Questions	Indicators	Sources	Methodology
Relevance			
Does the project's objective align with the priorities of the local government and local communities?	Level of coherence between project objective and stated priorities of local stakeholders	<ul style="list-style-type: none"> - Local stakeholders - Document review of local development strategies, environmental policies, etc. 	<ul style="list-style-type: none"> - Local level field visit interviews - Desk review
Does the project's objective fit within the national environment and development priorities?	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc.	<ul style="list-style-type: none"> - Desk review - National level interviews
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	<ul style="list-style-type: none"> - Project staff - Local and national stakeholders - Project documents 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Does the project objective fit GEF strategic priorities?	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	<ul style="list-style-type: none"> - GEF strategic priority documents for period when project was approved - Current GEF strategic priority documents 	<ul style="list-style-type: none"> - Desk review
Was the project linked with and in-line with UNDP priorities and strategies for the country?	Level of coherence between project objective and design with UNDAF, CPD	<ul style="list-style-type: none"> - UNDP strategic priority documents 	<ul style="list-style-type: none"> - Desk review
How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?	<ul style="list-style-type: none"> - Links to international commitments and national policy documents, relationships established, level of coherence between project design and implementation approach. 	<ul style="list-style-type: none"> - Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission 	<ul style="list-style-type: none"> - Desk study - Interview with project staff - Observation - Focus groups

Evaluative Questions	Indicators	Sources	Methodology
What are the decision-making processes -project governance oversight and accountabilities?	<ul style="list-style-type: none"> - Roles and Responsibilities of stakeholders in project implementation. - Partnership arrangements. 	<ul style="list-style-type: none"> - Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission 	<ul style="list-style-type: none"> - Desk study - Interview with project staff - Observation - Focus groups
What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?	Project alignment with the SDGs	<ul style="list-style-type: none"> - Project documents 	<ul style="list-style-type: none"> - Desk study
What extent does the Government support (or not support) the Project, understand its responsibility and fulfill its obligations?	Meetings of the Project Board, Technical Team, Consultation Groups	<ul style="list-style-type: none"> - Minutes - Project documents 	<ul style="list-style-type: none"> - Desk study
Effectiveness			
Are the project objectives likely to be met? To what extent are they likely to be met?	Level of progress toward project indicator targets relative to expected level at current point of implementation	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
What has been (to date) this projects progress towards the expected results and log frame indicators? How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?	<ul style="list-style-type: none"> - Progress toward impact achievements - Results of Outputs 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
What has been the progress to date and how has it led to, or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...). How cross cutting areas been included in the project are results framework and monitored on an annual basis?	<ul style="list-style-type: none"> - Stakeholder involvement effectiveness - Gender gap - Plans and policies incorporating initiatives - Record of comments and response of stakeholders - Positive or negative effects of the project on local populations. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?	<ul style="list-style-type: none"> - Number of barriers in the project 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
What aspects of this project s implementation approach (pilots) (enabling activities) has been particularly successful or negative (as told by consults) and how might the project stakeholders further expand or correct these benefits.	<ul style="list-style-type: none"> - Number of project achievements - Progress toward impact achievements. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Do the results framework indicators have a SMART focus?	Results framework indicators	M&E reports	<ul style="list-style-type: none"> - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Are the mid-term and end-of-project goals achievable?	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
Efficiency			
Is the project cost-effective?	<ul style="list-style-type: none"> - Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) - Financial delivery rate vs. expected rate - Management costs as a percentage of total costs 	<ul style="list-style-type: none"> - Project documents - Project staff 	- Desk review
Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Interviews with project staff - Desk review
Is the project implementation approach efficient for delivering the planned project results?	<ul style="list-style-type: none"> - Adequacy of implementation structure and mechanisms for coordination and communication - Planned and actual level of human resources available - Extent and quality of engagement with relevant partners / partnerships - Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.) 	<ul style="list-style-type: none"> - Project documents - National and local stakeholders - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff - Interviews with national and local stakeholders
Is the project implementation delayed? If so, has that affected cost-effectiveness?	<ul style="list-style-type: none"> - Project milestones in time - Planned results affected by delays 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff

Evaluative Questions	Indicators	Sources	Methodology
	- Required project adaptive management measures related to delays		
What is the contribution of cash and in-kind co-financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	- Project documents - Project staff	- Desk review - Interviews with project staff
To what extent is the project leveraging additional resources?	Amount of resources leveraged relative to project budget	- Project documents - Project staff	- Desk review - Interviews with project staff
What is project related progress in the following 'implementation' categories?	- Number of project achievements	- Project documents - Project staff	- Desk review - Interviews with project staff
Management Arrangements and Implementation Approach (including any evidence of Adaptive management and project coordination and km with pilots)	- Project management and coordination effectiveness - Number of project achievements in pilots	- Project documents - Project staff	- Desk review - Interviews with project staff
How has the finances been managed, delivered and spent per outputs per year. What percentage is delivered to date? Is it low?	- Percentage of expenditures in proportion with the results - Financial Systems and effectiveness transparency	- Project documents - Project staff	- Desk review
Results			
Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	- Level of project implementation progress relative to expected level at current stage of implementation - Existence of logical linkages between project outputs and outcomes/impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	Existence of logical linkages between project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	<ul style="list-style-type: none"> - Environmental indicators - Level of progress through the project's Theory of Change 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Sustainability			
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	<ul style="list-style-type: none"> - Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
To what extent are the project results dependent on socio-political factors?	Existence of socio-political risks to project benefits	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
To what extent are the project results dependent on issues relating to institutional frameworks and governance?	Existence of institutional and governance risks to project benefits	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Existence of environmental risks to project benefits	<ul style="list-style-type: none"> - Project documents 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
What are the financial risks to sustainability?	Financial risks;	- Project documents	- Desk review
What are the Socio-economic risks to sustainability?	Socio-economic risks and environmental threats.	- Project documents	- Desk review
Institutional framework and governance risks to sustainability?	- Institutional and individual capacities	- Project documents	- Desk review
Gender equality and women's empowerment			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were stakeholder engagement exercises gender responsive?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Cross-cutting and UNDP Mainstreaming Issues			
How were effects on local populations considered in project design and implementation?	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.	Links between the project and the priorities of the UNDP Country Program.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk	Risk mitigation	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

5.5 Annex 5: Questionnaire used and summary of results

5.5.1 Questionnaire used

Relevance

1. Does the project's objective align with the priorities of the local government and local communities?
2. Does the project's objective fit within the national environment and development priorities?
3. Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?
4. How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?
5. What are the decision-making processes -project governance oversight and accountabilities?

Effectiveness

6. Are the project objectives likely to be met? To what extent are they likely to be met?
7. What are the key factors contributing to project success or underachievement?
8. What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?
9. Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?
10. How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?
11. Have cross cutting areas been included in the project results framework and monitored on an annual basis?
12. What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?

Efficiency

13. Are expenditures in line with international standards and norms?
14. Is the project implementation approach efficient for delivering the planned project results?
15. Is the project implementation delayed? If so, has that affected cost-effectiveness?

16. What is the contribution of cash and in-kind co-financing to project implementation?
17. To what extent is the project leveraging additional resources?
18. What is project related progress in the following 'implementation' categories?

Results

19. Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?
20. Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?
21. Are impact level results likely to be achieved? Are they likely to be at the scale sufficient to be considered Global Environmental Benefits?

Sustainability

22. To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
23. Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?
24. Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
25. To what extent are the project results dependent on socio-political factors or on issues relating to institutional frameworks and governance or environmental?

Gender equality and women's empowerment

26. How did the project contribute to gender equality and women's empowerment?
27. In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?

Cross-cutting and UNDP Mainstreaming Issues

28. How were effects on local populations considered in project design and implementation?

5.5.2 Summary of Results

Relevance

The project is highly relevant as it is aligned and contributes to AICHI targets 4,5,7,11,14,15, but it also responds to national policies and priorities such as the Forest Code, and the Plan for the Development of MATOPIBA.

The project responds to a request from the Brazilian government to implement a pilot project in a specific territory and with a specific commodity; thus, it decided to work with soybeans in Matopiba.

Effectiveness

The project presents a relative low effectiveness, as none of the three objective levels will be achieved. Only one out of five indicators has achieved its target, one reported 66,3%, and the other two targets do not present any relevant progress.

Considering COVID-19 and the enormous challenges encountered throughout implementation, stakeholders acknowledge the project has left an important legacy in terms of installing multi-stakeholder dialogue on green commodities and sustainable value chain approach in Brazil.

Efficiency

The project received a 6-month extension due to COVID-19, but it won't be sufficient to significantly improve the delivery of results. Until September 2021, 20% of the budget has not been executed.

The resources assigned were not sufficient to guarantee integral coordination, leadership, and consistent reporting across different components.

Important delays were reported during the startup process until the project has found and actively facilitated a political and operational framework.

The Outcome 1 is the most inefficient, considering the 48% progress in indicators against the 89% reported budget execution. In contrast, Outcome 2 shows average progress of 58% and has only spent 52% of the resources. It is important to note that there is no progress reported for Outcome 4 indicators.

Results

The impact indicators report shows that there is still work to do in the next months available for the project. One of 5 indicators has achieved its target, one is 66,3%, two indicators are not halfway achieved yet so actions need to be taken there and also the indicator related to deforestation rates only shows baseline data but no progress.

The Outcome indicators, only two out of thirteen targets will be met by the end of the project. Three targets exceed 50% progress while two present less than 10% progress. It is worth noting that all four indicators under Outcome 4 are not reported.

Sustainability

The experimental nature of the intervention has important potential for replication and scaling up the mobilization of resources from MAPA, EMBRAPA, academic and private entities. It should be considered as a bridge project to larger investments from GCF or GEF 8.

Interventions related to connectivity and conservation of landscapes depend on the availability of resources at the municipal level, thus, risking sustainability in the absence of additional sources of funding from private sector and donors.

Resistance to change from soy producers to adopt sustainable agriculture best practices is likely to grow unless concrete benefits are visible and tangible for them.

The project opened interesting opportunities to improve gender empowerment and visibility throughout the value chain.

the partnership with MAPA and active participation in the project Steering Committee, together with the strength of the MATOPIBA Coalition, and the Consortium for State Secretaries of Agriculture are considered as a solid step towards future replication and scaling up of sustainable agriculture opportunities.

Perspectives of land restoration remained quite low, considering the associated complexity due to the policy framework and considerable cost involved.

The project made farmers understand the term "sustainable production" as a synonym for advantage. In this sense, it encouraged farmers to see natural capital as a potential and not as an impediment.

Gender equality and women's empowerment

During design and implementation, gender considerations were not clear and did not follow specific intervention strategies or guidelines. Despite this, the project tried to include the issue during its implementation, on the one hand by working directly with women agribusiness leaders.

Mainstreaming gender issues started quite late, with the elaboration of a study on women's participation in the soy sector in 10 priority municipalities of Tocantins and Bahia.

12 booklets were produced in English and Portuguese on gender and sustainable production. Several female experts (GGP partners) were involved in the discussions on sustainable production issues and contributed to the gender approach.

Another project great success on gender is related to the survey conducted by CEPEA to identify women's perspectives on sustainability in soybean production. The project considers the results are relevant to better inform actions targeting gender issues in commodity production in Brazil.

Cross-cutting and UNDP Mainstreaming Issues

The objectives of the project are in line with the priorities agreed in the UNDP Country Programme Document (CPD) to the extent that the project has contributed to different priorities.

The project visualized the role of women in the soybean production chain, which had been previously confined to the marketing process, but the study promoted by the project showed that women were involved in the different links of the chain.

5.6 Annex 7: Rating Scales

Evaluation rating table

Monitoring & Evaluation (M&E)	Rating
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	

Rating scale used:

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	Sustainability ratings	Relevance ratings	Impact Ratings
6: Highly Satisfactory (HS): no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS): there were moderate shortcomings 3: Moderately Unsatisfactory (MU): the project had significant shortcomings 2: Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency 1: Highly Unsatisfactory (HU): The project had severe shortcomings	4: Likely (L): negligible risks to sustainability 3: Moderately Likely (ML): moderate risks 2: Moderately Unlikely (MU): significant risks 1: Unlikely (U): severe risks	2: Relevant (R) 1: Not relevant (NR)	3: Significant (S) 2: Minimal (M) 1: Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)			

5.7 Annex 8: Evaluation consultant code of conduct agreement form

Evaluators:

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.

Evaluation Consultant Agreement Form

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

Name of Consultant: José Fernando Galindo Zapata

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Quito Ecuador on 27/10/2021



5.8 TE Audit Trail