



## FINAL REPORT

# Terminal Evaluation of the Project “Generating Responsible Demand for Reduced Deforestation Commodities”

GEF Child Project ID: 9182

GEF Parent Program ID: 9072

WWF-US GEF Project ID: G0008

Prepared by:



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## Executive Summary

### Project Summary Table

Table 1: Project Information Table

PROJECT DATA	
Project Title	Generating Responsible Demand for Reduced Deforestation Commodities
Parent Program	Taking Deforestation Out of Commodity Supply Chains
GEF Project ID	9182 (Child Project ID); 9072 (Program ID)
WWF-US Project ID	G0008
Implementing Agency(s)	WWF GEF Project Agency
Executing Agency	WWF Markets
Executing Partner(s)	TRASE, Proforest, WWF-Indonesia, WWF-Singapore, WWF-Brazil
Countries	Global (South East Asia, West Africa, Latin America)
Focal Area(s)	BD, LD, SFM
GEF Operational Program	GEF-6
Duration	Initial: 48 months Actual: 56 months (including an 8-month extension)
Total GEF Approved Budget	US\$ 8,098,060
Total Co-financing	Initial: US\$ 42,334,902 Actual: US\$ 104,442,032
RELEVANT DATES	
CEO Endorsement/Approval	1/27/2017
Agency Approval Date	3/27/2017
Implementation Start	4/1/2017
Midterm Evaluation	11/2019
Project Completion Date (proposed or actual)	Proposed: 09/2021 Revised technical close: November 30, 2021 Project completion date: December 31, 2021 Paraguay project completion date: December 31, 2021

### The Good Growth Partnership

The Good Growth Partnership (GGP)<sup>1</sup> is a Global Environment Facility (GEF) - financed Integrated Approach Pilot (IAP) programme, “Taking Deforestation out of Commodity Supply Chains” (also referred to as “the Commodities IAP”), consisting of 5 child projects working across production, financing, and demand in Brazil, Indonesia, Liberia, and Paraguay. The GGP aims to reduce the global impacts of agricultural commodities on greenhouse gas (GHG) emissions and biodiversity.

<sup>1</sup> <https://goodgrowthpartnership.com/>

It aims to do so by working with a full range of stakeholders, from small-scale producers to national governments and global corporations, to promote reduced deforestation and sustainable practices in the palm oil, soy and beef supply chains.

- **The Production Project:** led by the United Nations Development Programme (UNDP), works with governments to bring business, farmers, conservationists, and other stakeholders together for action that supports sustainable commodity production and good growth.
- **The Transactions Project:** led by World Bank/International Finance Corporation (IFC), works to incentivize sustainable finance, making it less risky and more accessible for responsible businesses, farmers, and producers.
- **The Demand Project:** led by World Wildlife Fund (WWF) - US, helps to raise awareness, improve transparency and strengthen demand for sustainably produced beef, palm oil and soy.
- **The Brazil Project:** led by Conservation International (CI), brings together substantive aspects on Enabling Transactions, Responsible Demand and Support to Production into a single child Project for Brazil in the MATOPIBA region.
- **The Adaptive Management & Learning (A&L):** led by UNDP, works on overall coordination of the Program to ensure coherence and consistency, as well as communications and partnership building.

### Project Description

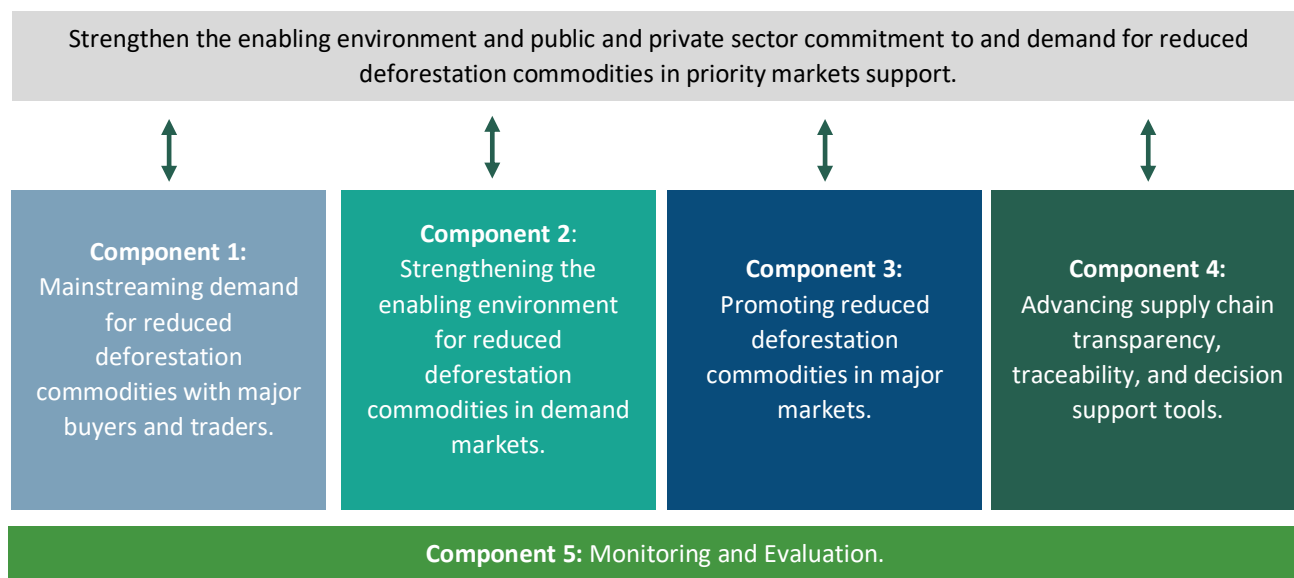
Globally, beef, soy and palm oil are among the leading drivers of tropical deforestation and conversion of habitats. Following business as usual patterns of food production, tracking, and financing of agricultural commodities in a growing demand market, will continue to drive deforestation that has lasting negative environmental impacts.

The “Generating Responsible Demand for Reduced Deforestation Commodities” Project as a child project under the GGP GEF-financed program, aims to strengthen the enabling environment and public and private sector commitment to and demand for reduced deforestation commodities in priority markets. To achieve this objective, engaging four key market actors is required: corporations, investors, consumers, and governments.

Additionally, there is a need for transparency in the supply chain so that consumers are aware of the production process from the very start of the supply chain through to end-use and so that companies have the information they need to make better sourcing decisions.

Figure 1 presents the expected outcomes of the project.

Figure 1: Illustration of project components



Source: PRODOC

The Project was designed to be executed in 4 years, with a financial allocation of US\$ 8,748,060 for the GEF grant, US\$ 787,325 in Agency Fees (WWF+UNDP), in addition to a co-financing of US\$ 42,334,902 (which was exceeded at US\$ 130,308,741).

### Overview of Evaluation Ratings

A. Assessment of Project Outcomes	Remarks
Were Project outcomes <u>relevant</u> when compared to focal area strategies, national, regional and WWF priorities?	The Project has an appropriate design and is very relevant to the GEF, GGP, WWF, the soy, beef and palm oil sector. The overall relevance of the Project is supported by its way of adding value to prior missions and work. The Project results are meaningful for stakeholders along the value chain, and share valuable lessons for continued efforts in all commodities identified by the GGP program. <b>Rating: Satisfactory</b>
What is your assessment of the <u>effectiveness</u> of project outcomes? Were the actual outcomes achieved commensurate with the expected outcomes? <i>If assessment of outcome achievements is not feasible, output achievement can be used as a proxy.</i>	Overall, the effectiveness of the Project is considered satisfactory. While the Project design was very ambitious for the available resources, most of the output targets have been achieved across all the components, and in several cases exceeded their initial targets, achieving the intended outcomes to a large extent. Soy: there are already some companies that have benefited from the Soy Toolkit and the Trase online platform developed in the Project to revise their sourcing and upgrade their soy commitment action plan. The Soy Toolkit successful outcome prompted the development of similar tools for beef and palm oil. Palm oil: there are a variety of products that allow investors to benchmark their commitments and

	<p>activities and improve them, even without having completed the Project, these products are already giving signs of important opportunities to be expanded and replicated.</p> <p>Beef: information and debate have been facilitated through the establishment of a platform as a space to develop guidelines to steer the beef industry towards sustainability. A shift in behavior is also demonstrated through the high commitment and engagement of participants in the platform.</p> <p><b>Rating: Satisfactory</b></p>	
<p>Was the Project cost <u>efficient</u>?</p> <ul style="list-style-type: none"> <li>• Did the Project use the least cost options? If not, did they choose the most efficient cost options available?</li> <li>• Did any delays in implementation affect cost effectiveness?</li> </ul> <p>Evaluators should compare costs incurred and the time taken to achieve the outcomes with other similar projects.</p>	<p>The efficiency of the Project is highly satisfactory since it has managed to optimize the available resources and attract complementary funds, while achieving the expected results. Project partners have been able to rapidly adapt their work, and the Project was able to achieve more through co-financing.</p> <p><b>Rating: Highly Satisfactory</b></p>	
<b>Remarks</b>		
<p>Were Project interventions and achieved outcomes <u>coherent</u> with other interventions in the relevant sectors and countries?</p>	<p>The Project interventions add value to national and regional actions that have already been carried out. It has also strengthened and furthered the capacity of an existing network of partner institutions and stakeholders aligned to its objective.</p>	
<p>Were the desired Results/Impact achieved by the Project? Was the original and/or adapted Theory of Change validated by results of the Project? Has this Project set up the desired enabling conditions and achieved the desired results necessary to contribute to longer-term impacts identified in the Project's Theory of Change?</p>	<p>The results were achieved and the intended impact is likely to be achieved, although specific sustainability measures need to be ensured in this final stage of the Project.</p>	
<b>Overall Rating of Project Outcomes</b>	<b>Rating</b>	<b>Justification</b>
<p>Using the relevance, effectiveness and efficiency criteria, please provide an overall rating for the achievement of the Project Objective and Outcomes. This assessment should analyze both the achievement and shortcomings of these results as stated in the Project document.</p>	Satisfactory	<p>Based on the <u>relevance</u> and <u>effectiveness</u> which are rated satisfactory, and the <u>efficiency</u> which is rated highly satisfactory, the overall rating of the Project outcomes is rated as satisfactory.</p>

## B. Assessment of Risks to Sustainability of Project Outcomes

Please describe these risks below, taking into account likelihood and magnitude:

### Financial Risks

In general, from the financial pillar, sustainability is likely, and the risk of not having continuity to the results is very low. Most of the activities and results of the Project would depend on external financial support either from the private sector, other initiatives or governments. Some initiatives are awaiting to



secure more funding. The risk would be that the level of engagement to the expected results decreases without external funds. <b>Sustainability Rating: Likely</b>		
<b>Socio-Political Risks</b>		
There is a complex socio-political environment that continues to be a high risk for the results of the Project and the benefits that are intended to be delivered in Brazil. On the other hand, good relationship and commitment with industry regulators have been achieved in Singapore, while moderate risks could be anticipated with good management in Paraguay and Indonesia. <b>Sustainability Rating: Moderately Likely</b>		
<b>Institutional Framework and Governance Risks</b>		
Institutional and governance risks are low. Institutional risks originating from local actors in the countries of intervention find balance with the excellent ownership of executing partners who have already institutionalized some of the Project products and results in their own organizations as an input or baseline for other initiatives that they manage within the same strategic line. <b>Sustainability Rating: Likely</b>		
<b>Environmental Risks</b>		
Extreme droughts, forest fires and floods are the main events that could undermine the commitments made so far by different stakeholders. However, these risks are very limited and very unlikely to take place. <b>Sustainability Rating: Likely</b>		
Overall Rating of Sustainability of Project Outcomes	Rating	Justification
Using above information as a reference, please provide an overall rating for the risks to sustainability of Project outcomes.	Likely	Previous discussions show that sustainability is likely. There are agreements that are highly viable, and some have already taken place. Furthermore, ownership of the executing partners has shown their interest in continuing the efforts made despite facing a range of obstacles.

C. Assessment of Monitoring and Evaluation (M&E) Systems	Remarks
M&E Design – Was the M&E plan at the CEO endorsement practical and sufficient? Did the M&E plan include baseline data? Did it: specify clear targets and appropriate SMART indicators to track environmental, gender, and socioeconomic results; a proper methodological approach; specify practical organization and logistics of M&E activities including schedule and responsibilities for data collection; and budget adequate funds for M&E activities? Please provide an indicative rating for M&E Design.	With the Results Framework as the main tool for M&E, the design included baseline data for most of the indicators that are adequate and clear, but demonstrated to have some risk in the data collection methods. Indicators included in the design of the project offer an adequate and clear way to measure achievements. Incorporating outcome harvesting <sup>2</sup> practices offered valuable insights, however it had some limitations in terms of the specificity of the indicators since they had to be general enough to capture progress across the different workstreams. In terms of gender indicators, while they were included in the Gender Action Plan, they are only at the output level and were not included in the results framework. The resources allocated to

<sup>2</sup> [https://www.betterevaluation.org/en/plan/approach/outcome\\_harvesting](https://www.betterevaluation.org/en/plan/approach/outcome_harvesting)

	the M&E system, including human resources and budget, are considered adequate. Therefore, the M&E design is rated as satisfactory.	
M&E implementation – Did the M&E system operate as per the M&E plan? Where necessary, was the M&E plan revised in a timely manner? Was information on specified indicators and relevant GEF focal area indicators gathered in a systematic manner? Were appropriate methodological approaches used to analyze data? Were resources for M&E sufficient? How was the information from the M&E system used during Project implementation? Did it facilitate transparency, sharing and adaptive management? Please provide an indicative rating for M&E implementation.	Written reports were developed regularly, on time, and as anticipated. Progress monitoring was focused on activity level, and included challenges, lessons learned and adaptive management. Verbal communication to discuss and share the same topics with the Project Management Unit (PMU) stood out as most useful for the majority. Information generated in the M&E for the Project Steering Committee (PSC) was used more for alignment and progress reports than for strategic decisions. Therefore, the M&E implementation is rated as satisfactory.	
<b>Overall Rating of M&amp;E During Implementation</b>	<b>Rating</b>	<b>Justification</b>
Using above information as guidance, please provide an overall rating for M&E during project implementation.	Satisfactory	Design and Implementation are rated as satisfactory.

<b>D. Implementation and Execution Rating</b>	<b>Rating</b>	<b>Justification</b>
Please rate the WWF GEF Agency on the Project implementation.	Highly Satisfactory	This agency has consensus and excellent quality of support and interaction.
Please rate the Executing Agency on Project execution.	Highly Satisfactory	The Executing agency proved to be very strong, its commitment and coordination is unquestionable among stakeholders.
Overall quality of implementation and execution	Highly Satisfactory	The overall quality of implementation and execution is rated as highly satisfactory

## Summary of findings

<b>Relevance</b>
Project results are meaningful for stakeholders along the value chain, it also has alignment with the priorities of GEF, WWF, GGP and executing partners strategies, its overall relevance is also supported by an organic way of complementing and adding value to prior missions and works. However, the reality of local contexts should have been considered more deeply during the design.
<b>Coherence</b>
It is considered that the Project is very coherent, at the national and regional level it gives added value to the actions that both the public and private sectors have been developing and generates the necessary information to advance towards the demand for reduced deforestation commodities.
<b>Effectiveness</b>
Project design was very ambitious with the available resources. The results of the Project have been significant. Most of the output targets have been achieved across all the components, and in several cases exceeded their initial targets, achieving the intended outcomes to a large extent. The PMU proved to be capable, committed, and took a partnership approach, interested in understanding each

institution's context. Communication among partners was perceived as good and pertinent. There were opportunities to exchange lessons and best practices learned among each country.
<b>Efficiency</b>
Objectives were too ambitious given the Project budget; however the Project has managed to optimize the available resources and raise additional co-financing.
<b>Results/ Impact</b>
The results and the impact of the Project are significant, necessary information, products and discussions were generated to drive demand for reduced deforestation commodities. However, it is important to mention that measuring the impact in such a short-time is very challenging, since changes in behaviors can take a long time.
<b>Sustainability</b>
Good work has been done around looking for external sources to sustain the Project outcomes. While many partners have secured external financial support, some mention potential funds that still need to be consolidated. In this last phase, the delivery of consolidated documentation that supports the agreements reached and ensures the continuity of benefits should be discussed.
<b>Adaptive capacity</b>
The Project has been able to navigate through various challenges, take advantage of opportunities, and to manage new and better ways of working. The adaptive capacity is rated as highly satisfactory, and has proven to be a strength and has particularly properly reallocated financial resources available.
<b>Gender</b>
The gender integration presented challenges due to not being integrated from the PRODOC development, however, individual progress was made at different levels. In February 2019, the Gender Mainstreaming and Action Plan was introduced to better integrate women's rights and gender equality into the Project. Despite the fact that this topic was integrated as much as possible, including some achievements at the output level, it was often perceived as a separate issue that could not be addressed further with the actors. Indicators on gender only assessed number of men/women who participated in activities, and while there were broader activities/strategies tracked through the project progress reports, they did not have indicators to measure their progress.
<b>COVID-19</b>
The COVID-19 pandemic had impacted the progress of the Project; therefore an 8-month extension took place in order to achieve the expected results. While activities were delayed, partners developed a quick strategy and were able to adapt their activities, taking the necessary measures to mitigate the impacts and continue with the implementation of the Project.

## Conclusion

The overall progress of the Project is satisfactory. The Project was relevant to the efforts of strengthening demand for responsible and sustainable soy, palm oil and beef, and facilitated collaboration and discussion between actors of the value chain, on the demand side.

While the Project design was very ambitious for the available resources, most of the output targets have been achieved across all the components, and in several cases exceeded their initial targets, achieving the intended outcomes to a large extent, which are positively recognized by the partners.

- Soy: there are already some companies that benefited from the Soy Toolkit and the Trase online platform developed in the Project to revise their sourcing and upgrade their soy commitment action plan. The Soy Toolkit successful outcome triggered the development of similar tools for beef and palm oil.
- Palm oil: there are a variety of products that allow investors to benchmark their commitments and activities and improve them, even without having completed the Project these products are already giving signs of important opportunities to be expanded and replicated.
- Beef: information and debate have been facilitated through the establishment of a platform as a space to develop guidelines to steer the beef industry towards sustainability, where a shift in behavior is also demonstrated through the high commitment and engagement of participants.

The Project has been effective and efficient in not only achieving the expected results, but also serving as a strong foundation to build on towards its main purpose. The Project Management Unit (PMU) proved to be capable, committed, and took a partnership approach, interested in understanding each institution’s context and to collaborate with partners.

The Project was well implemented with good coordination between the Executing Agency, and Implementing Agency. The choice of WWF-US as the Executing Agency had many advantages, including its vast experience working towards the conservation of the environment, having projects in more than 100 countries, and its experience shifting markets towards sustainable production.

## Recommendations

<b>Finding:</b> Objectives and expected results were inadequate given Brazil’s public and private sector scenarios. Causing rejection by the government and associated rural sectors and challenging effective implementation. In the case of Paraguay, there is some lack of local and national participation for the global definition that is amended with the national document. More involvement with executing teams could have also helped to understand better the country’s context and the industry in which the Project was going to operate.	
<b>Recommendation</b>	<b>Responsible Entity</b>
During the preparatory phase of the Project design, it is recommended to carry out a more in-depth analysis of the local contexts of interventions, since possible collaboration agreements with stakeholders can be found, where governments and companies can represent a great support during the execution stages and grant sustainability to the results.	WWF- US WWF-GEF

<b>Finding:</b> Although value is recognized in the activities carried out and the results that the Project leaves behind, the integration of the Project with the Production Project caused a loss of identity at the national level since it is only recognized as a minor part of the "Green Chaco" <sup>3</sup> Program.	
<b>Recommendation</b>	<b>Responsible Entity</b>
Although coordination and synergy with projects in the same area of intervention or even from the same agencies is highly recommended, measures need to be taken to avoid the loss of identity of the Project. The Demand and Production projects having their own approach in the planning and implementation, should have always been seen as two sides of a coin. At some point a common and integrated dissemination strategy could have shown the complementarity of their actions to present a more strategic approach from the management level.	Executing partners WWF - US PMU
<b>Finding:</b> An attempt was made to solve the limitations of the Monitoring and Evaluation (M&E) system through the practices of Harvesting Outcomes. A risk associated with surveys as a collection method was manifested by not having the number of responses intended to reach. Although stakeholders recognized the valuable information contained in the Project Progress reports, their length made them difficult to read at times.	
<b>Recommendation</b>	<b>Responsible Entity</b>
The M&E function usually contains the set of indicators that make it possible to monitor progress and achievements from inputs, activities, outputs and outcomes. As a good practice the M&E strategy should take into consideration the different Project stakeholders and tailor the M&E reports for a better understanding for the stakeholders.	PMU WWF-GEF Executing partners
<b>Finding:</b> The project management has been successful in scaling the external sources of funding. External funding and future compromises for the sustainability of the activities with great feasibility were mentioned from each executing partner, but none of them were documented, nor was an integral approach assumed from the strategic level of the global Project on this issue.	
<b>Recommendation</b>	<b>Responsible Entity</b>
Commitments that will enable the Project sustainability for each intervention should be consolidated and documented as part of an exit strategy from the whole project. The evidence should tell the areas of investments related to the Project and confirm whether it is a direct result of what the Project achieved.	Executing partners PMU PSC
<b>Finding:</b> In February 2019, the Project's Gender Mainstreaming and Action Plan was introduced, at the same time, capacity-building activities were carried out to familiarize the concepts of gender with the Project partners. Despite the fact that this topic was integrated as much as possible it was often perceived as a separate issue that could not be addressed further with the actors, remaining essentially in the quantification of women who participate in the activities.	
<b>Recommendation</b>	<b>Responsible Entity</b>
To better contribute to gender integrated, it is recommended that strategies and action plans	WWF Executing partners

<sup>3</sup> <https://greencommoditiesparaguay.org/proyectogreenchaco/>

related to this aspect are incorporated from the beginning of the projects, since this could increase the understanding and commitment from partners and help to increase the positive gender impacts in the intervention sites.	PMU
<b>Finding:</b> The overall design of the logic of the Theory of Change (ToC) is consistent but the assumptions made at the global level are complex and were not necessarily applicable at local contexts, furthermore ToC required to be more specific and concrete to the amount of time and resources available.	
<b>Recommendation</b>	<b>Responsible Entity</b>
In addition to considering the characteristics of the different industries that projects work with, when designing a Theory of Change, attention should be given to its applicability at country level, since there may be complexities that cannot be perceived from a global perspective.	WWF-GEF WWF PMU
<b>Finding:</b> Partners found that not all events intended to share experiences were productive for specific activities they performed, and that resources could have been allocated in different means of communication.	
<b>Recommendation</b>	<b>Responsible Entity</b>
To help a more targeted knowledge sharing, future projects should develop a dissemination strategy where partners are connected with other experts in the same area to exchange and learn best practices from similar interventions.	PMU PSC

## Acronyms and Abbreviations

ABS	Association of Banks in Singapore
ADM	Archer Daniels Midland
AF	Africa
AM&L	Adaptive Management and Learning CIAP child project
APOI	Africa Palm Oil Initiative
BEI	Banking Environment Initiative
BZ	Brazil
CAR	Rural Environmental Registration
CBD	Convention on Biological Diversity
CDP	Carbon Disclosure Program
CFA	Conservation and Forest Alliance
CGF	Consumer Goods Forum
CI	Conservation International
CLUA	Climate and Land Use Alliance
CSR	Corporate social responsibility
ERPIN	Emission Reduction Program Idea Note
ESG	Environmental, Social and Governance
EU	European Union
FCAA	Forest Conservation Agriculture Alliance
FCPF	Forest Carbon Partnership Facility
FEFAC	European Feed Manufacturers' Federation
FLEGT	Forest Law Enforcement, Governance and Trade.
FMCG	Fast Moving Consumer Goods
GCP	Global Canopy Program
GEF	Global Environment Facility
GHG	Greenhouse Gas
GRSB	Global Roundtable on Sustainable Beef
IAP	Integrated Approach Pilot
ID	Indonesia
IFC	International Finance Corporation
INDC	Intended Nationally Determined Contributions
ISCC	International Sustainability & Carbon Certification
ISPO	Indonesian Sustainable Palm Oil
LATAM	Latin America
LR	Liberia
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTI	Market Transformation Initiative
NFMS	National Forest Monitoring System
NGO	Non-governmental organization
NSCC	National Secretariat for Climate Change
OFF	Operational Focal Point
OJK	Indonesian Financial Services Authority
PIR	Project Implementation Report
PMU	Project Management Unit

PPG	Project Preparation Grant
PPMS	WWF Program and Project Management Standards
PPR	Project Progress Report
PRI	Principles for Responsible Investment
PSC	Project Steering Committee
PY	Paraguay
REDD	Reducing Emissions from Deforestation and Degradation
RSPO	Roundtable on Sustainable Palm Oil
RTRS	Round Table on Responsible Soy
SAN	Sustainable Agriculture Network
SD4C	Social Development for Conservation
SDG	Sustainable Development Goals
SEA	South East Asia
SEI	Stockholm Environment Institute
SFM	Sustainable Forest Management
SIDA	Swedish International Development Cooperation Agency
TEEB	The Economics of Ecosystems and Biodiversity
TFA	Tropical Forest Alliance
TNC	The Nature Conservancy
TPR	Technical Progress Report
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNEP-FI	United Nations Environment Programme Finance Initiative
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
VPA	Voluntary Partnership Agreement
WB	World Bank
WWF	World Wildlife Fund



## 1. Introduction

### 1.1 Purpose of the evaluation

This document presents the final report of the Terminal Evaluation (TE) for the Project “Generating Responsible Demand for Reduced Deforestation Commodities”, hereafter referred to as the “Project”.

The specific objectives of the TE are, firstly, to examine the extent, magnitude, and sustainability of any Project effects that might contribute to the expected impact to date. Second, to identify any Project design gap/weakness. Third, to assess progress towards Project expected outputs and outcomes. And finally, to draw lessons learned that can both improve the sustainability of benefits from this Project and feedback in the enhancement of future related projects.

### 1.2 Statement of independence, lack of conflict of interest

Following GEF terminal evaluation guidelines, the TE was conducted by an external team of consultants, ensuring the independence of the evaluators, and contributing to the credibility of the evaluation and the avoidance of bias in findings, analyses, and conclusions. The absence of bias and the methodological approach used to achieve the TE, implies that the views of all stakeholders were taken into account.

Additionally, the external team of consultants certify that they have no affiliations with or involvement in any organization or entity with any financial interest, or non-financial interest in the subject matter or materials discussed in this document.

### 1.3 Scope & Methodology

The evaluation followed an approach that emphasized the participation of diverse actors, and was based on the guidance, rules and procedures established by WWF, the Terms of Reference (ToR), the guidelines from the GEF TE<sup>4</sup>, and the Guidance for conducting UNDP-supported terminal evaluations, GEF-financed projects<sup>5</sup>. The core criteria for this evaluation included relevance, coherence, effectiveness, efficiency, results/impacts, sustainability, adaptive capacity, in addition to gender-equity, safeguards and COVID-19 impacts.

Annex 5.8 includes the methodological stages of this evaluation and annex 5.7 includes the list of documents analyzed during the desk review. The collection of information during the field work was based on the evaluation matrix (annex 5.2), and the interview questionnaire

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<sup>4</sup> <https://www.gefio.org/sites/default/files/documents/reports/gef-guidelines-te-fsp-2017.pdf>

<sup>5</sup> [http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

(annex 5.3). Due to the sanitary conditions of the COVID-19 pandemic, the interviews were conducted in-person and virtually, and a total of 70 actors were interviewed across the countries (annex 5.5).

**1.4 Composition of evaluation team**

The evaluation was led by an international experience consultant, supported by a qualified team, including local consultants from some of the countries of intervention (Brazil, and Paraguay), a Director of Monitoring and Evaluation, a Monitoring and Evaluation Specialist, and an environmental engineer, all part of Quorsus Consulting LLC.

Composition of Evaluation Team	
Javier Jahnsen	Team Leader
Ángel Alberto Yanosky	Senior Local Consultant Paraguay
Paulo Sanjines Barreiro	Senior Local Consultant Brazil
Adriana Bustillo	Director of M&E
Alondra Maradiaga	M&E Assistant
Shabelle Flores	Environmental Engineer

**1.5 Limitations of the evaluation**

Due to the sanitary conditions of the COVID-19 pandemic, the evaluation team conducted interviews in-person and virtually. Field visits were only possible in Paraguay, in selected cases where conditions allowed it under the sanitary protocols. Key people responsible for the Project were interviewed, however, no international companies were part of this evaluation.

**1.6 Structure of the evaluation report**

The document is divided into 5 sections: the introduction, the Project description and background context, findings, the conclusions, recommendations and the lessons learned, and the annexes. Each section has subsections that are listed in the table of contents.

**2. Project description and development context**

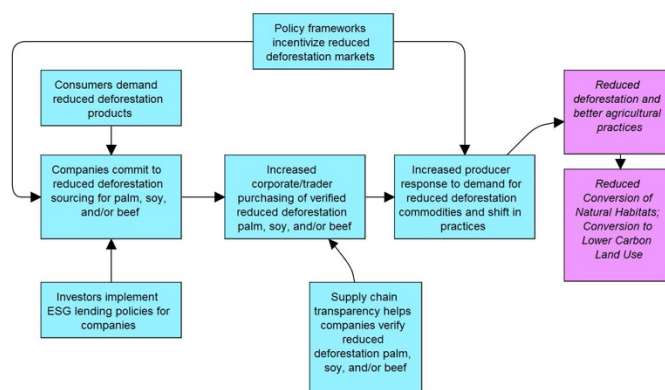
**2.1 Summary of project theory of change and evolution**

The main assumption of the Theory of Change (ToC) is: *if sufficient demand for sustainable, reduced deforestation commodities exists, commodity production will shift to reduced deforestation practices, resulting in environmental and social benefits. Strengthening demand for sustainable, reduced deforestation commodities can be achieved by advancing awareness, capacity and collective actions of four key actors. The actors are: corporations (e.g. buyers, processors, traders, and retailers), investors (e.g. pension funds, insurance*

companies, investment funds, and regional banks), consumers (e.g. individual retail buyers) and policy makers (e.g. local, federal, multilateral agencies)<sup>6</sup>.

The following figure illustrates the Theory of Change of the Project and annex 5.11 includes the Results Chains which illustrate the logic behind the strategies of the components and their interdependence.

Figure 2: Responsible Demand Project Theory of Change



Source: PRODOC

## 2.2 Main stakeholders and beneficiaries

Stakeholders' engagement was done at country and regional level in order to validate the Project strategy, align it with national priorities, determine the most impactful interventions and the most appropriate organizations to execute the work.

A range of stakeholders from Brazil, Paraguay, Indonesia, and West African countries including government representatives, civil society and private sector were consulted through meetings, workshops, and interviews, resulting in several areas of opportunity to include in the Project design and for the definition of companies, investors, policy makers, and consumers as key actors of the Project.

## 2.3 Discussion of baseline (of indicators) and expected results

The Project has established baseline indicators and defined its strategic interventions to develop demand for reduced deforestation products by integrating key identified agents of change: companies, investors, policy makers and consumers with key commodities: soy, palm oil and beef in the eco-regions of the Paraguayan Chaco, the Cerrado within Matopiba and the tropical forests and grasslands of Southeast Asia and West Africa.

<sup>6</sup> Source: PRODOC

Table 2: Baseline of indicators<sup>7</sup>

Commodities in target regions	Baseline	Project Interventions
Palm Oil in South East Asia	<ul style="list-style-type: none"> <li>• High domestic consumption</li> <li>• Low consumer awareness/demand for reduced deforestation palm oil</li> <li>• Large international and Indonesian companies supply branded reduced deforestation product to international market (not domestic)</li> <li>• Limited ESG screening and disclosure by investors</li> </ul>	<ul style="list-style-type: none"> <li>• Increase company commitments and government awareness via Learning &amp; Exchange program</li> <li>• Encourage Indonesian companies to supply reduced deforestation palm oil domestically</li> <li>• Domestic consumer campaign for reduced deforestation palm oil</li> <li>• Increase investor capacity to incentivize reduced deforestation sourcing among FMCG companies.</li> </ul>
Palm Oil in West Africa	<ul style="list-style-type: none"> <li>• Largely domestic consumption</li> <li>• Low uptake and implementation of sustainability requirements</li> <li>• Limited large market players demanding reduced deforestation oil palm,</li> <li>• Low policy foundation and enabling environment, no guiding regional principles</li> </ul>	<ul style="list-style-type: none"> <li>• Develop enabling environment to demand reduced deforestation palm oil</li> <li>• Advance principles for reduced deforestation policy frameworks</li> </ul>
Beef in Latin America (Paraguay)	<ul style="list-style-type: none"> <li>• Insufficient awareness and understanding among buyers and traders of sustainable purchasing options in Paraguay</li> <li>• Insufficient information and poor knowledge about sustainable beef markets and their requirements</li> <li>• No national principles guiding the sector</li> <li>• Lack of supply chain transparency from origin to destination</li> <li>• Increased conversion due to continued expansion of cattle</li> </ul>	<ul style="list-style-type: none"> <li>• Advance national principles for sustainable beef policy frameworks</li> <li>• Promote spaces for dialogue between all stakeholders in the chain on sustainable beef production and demand.</li> <li>• Increased awareness of supply chain actors about the existence of sustainable beef market niches and the requirements for access to them</li> <li>• Increase transparency of the beef supply chain</li> </ul>

<sup>7</sup> Source: PRODOC

		<ul style="list-style-type: none"> <li>• Further uptake of sustainable beef due to corporate engagement and awareness.</li> </ul>
Soy in Latin America	<ul style="list-style-type: none"> <li>• Global base of buyers</li> <li>• Lack of trader engagement</li> <li>• Limited sector collaboration and movement towards reduced deforestation soy in certain geographies</li> <li>• Lack of supply chain transparency from origin to destination</li> </ul>	<ul style="list-style-type: none"> <li>• Increase company commitments</li> <li>• Create roadmap through Soy Traders Platform</li> <li>• Increase transparency of the soy supply chain</li> </ul>

### Expected results

Through the fulfillment of its four interrelated components, building complementary consumer demand, government policies and needed tools, the deliverables of the Project aim to increase, enable, and mobilize demand for reduced deforestation commodities amongst consumers, policy makers, companies, and investors in target regions with subsequent global uptake.

In addition, in conjunction with the GGP as a whole, expected benefits include reduced deforestation for agricultural commodities production, biodiversity conservation and sustainable forest management that will extend throughout the life of the program and beyond.

## 3. Findings

### 3.1 Project Design / Formulation

#### Assessment of Results Framework and theory of change

The Project *Theory of Change* is based on the following main assumption:

*If sufficient demand for sustainable, reduced deforestation commodities exists, commodity production will shift to reduced deforestation practices, resulting in environmental and social benefits.*

*Strengthening demand for sustainable, reduced deforestation commodities can be achieved by advancing awareness, capacity and collective actions of four key actors. The actors are: corporations (e.g. buyers, processors, traders, and retailers), investors (e.g. pension funds,*

*insurance companies, investment funds, and regional banks), consumers (e.g. individual retail buyers) and policy makers (e.g. local, federal, multilateral agencies).*

The ToC was complete and ambitious, guiding executing partners in the general desired direction. It is stated in the PRODOC that the Project's theory of change encourages transformational, rather than incremental, change in the market. However, it is recommended that the ToC also values and encourages incremental change, while maintaining its north towards transformational change.

Theory of Change logic and assumptions ideally serve as the basis for the design of the Results Chain, its strategies and indicators. ToC states that strengthening demand for sustainable, reduced deforestation commodities can be achieved by advancing awareness, capacity and collective actions of four key actors: corporations, investors, consumers and policy makers. Nevertheless, ToC fails to recognize that the groups' context differ greatly in each of the countries identified for Project implementation. The Project's ToC would gain from including language that is sensitive to the timeframe, regional realities, and resources available, promoting Results Chain designs that are specific and concrete in each country.

The following section includes the underlying assumptions or opportunities on strategies that were missed and could further the Project's effectiveness, together recommendations.

### **Component 1 – Mainstreaming demand for reduced deforestation with major buyers and traders**

*A strong baseline on consumer demand for sustainable soy, palm oil and beef products will inform and persuade buyers and traders decisions.*

- Recommendation: Study the development and current demand of more mature markets, like Europe or North America, to provide an initial view and inform potential strategy design for engaging with companies and consumers in other markets.

*Companies are sensitive and understanding of their operational supply and reputational risk but lack capacity to implement sustainable sourcing commitments.*

- Recommendation: Multi-stakeholder gatherings and individual corporate engagement meetings could have been more executive and tailored. Focusing on building capacity, identifying knowledge gaps, as well as policy framework needs that may effectively support corporations and investors as they make and implement commitments.

- Recommendation: Ongoing engagement with key corporation and investor actors could develop strong ownership and be a source of relevant information for the executing partners of Component 4.

*Corporate and investors recognize the value of collective action to catalyze the shift towards demand for reduced deforestation commodities and engage with local or federal governments to implement policies.* The Project fostered the strengthening and evolution of collective action and outcomes from the Cerrado Working Group, European market declarations, SoS group and the Consumers Good Forum.

- Recommendation: Corporate collective action and investment for consumer campaigns geared towards sustainable purchasing habits would be a plausible collective goal, as it benefits all corporations. This would be linked with Component 4.

*Financial investment, government regulation and consumer awareness are in place to support sustainable production.*

- Recommendation: In Paraguay, for example, public, private and key stakeholders of the beef production sector have only begun to debate Chaco beef sustainability issues. Basic documentation has been elaborated. Yet it is said that a concept of sustainable beef is still far from being agreed upon. Continuation of this much needed debate and collective action will inform the creation of standards, policies and ownership of traceability tools created under the Project. However, since there are not specific sustainability market requirements, producers and companies do not see the need to change or invest. Producers expect a differentiated price for the final product to change their production systems or start with a certification or traceability schemes.

## **Component 2: Strengthening the enabling environment for reduced deforestation commodities in demand markets**

*Biophysical, ecological, land-use, and socio-economic data is available to capture embedded value of ecosystem services to further inform government decision making.* Natural Capital accounting is a powerful framework for ecosystem governance, and establishing incentive financial mechanisms. Access to biophysical, ecological and land-use databases for each specific region would be required by interdisciplinary teams to find quantitative links between biodiversity and ecosystem services. Benefits of this at a country level can be seen in the United Kingdom's natural capital accounts.

- Recommendation: A low-cost solution for this would be to integrate tools like InVEST<sup>8</sup> (Integrated Valuation of Ecosystem Services and Tradeoffs) to the ongoing traceability work done by executing-partners. Palm oil would be the best option, specifically in West Africa where there is greater likelihood that governments will provide the necessary input/evidence data.

*Engagement and capacity building activities with government ultimately lead to policy change beyond the Project term.*

- Recommendation: Policy advocacy requires a long-term strategy focusing on creating ownership and commitment by policy makers. An initial situational analysis of the legal and regulatory framework prior to creating a country-specific strategy would have been beneficial.
- Recommendation: The assumption is challenged in political scenarios like Brazil and Indonesia. On the other hand, implementation was attained with governments in West Africa. It is important to study how the Policy Steps tracking tool would adapt or evolve to better track APOI and other government commitment progress.
- Recommendation: Indicators like capacity are challenging to measure. Furthermore, such indicators may be better evaluated at a later stage, outside of the time frame of the Project. What could have been other objectives/indicators that provide a realistic and concrete view of outcomes?

### **Component 3: Promoting reduced deforestation commodities in major markets**

*Motivation (i.e. understand benefits), ability (i.e. purchasing power, access to sustainable products) and triggers (i.e. eco-labeling, catchy slogan) are sufficient for consumers to change their purchasing habits long-term*

- Recommendation: Shift in purchasing behavior occurs in incremental steps, a slow process that may be initiated with the Project. Results Framework and the indicators do not take this factor into account. It would be best to simplify the mass media communication strategy, focus on a pilot that explores the target audience and develops a narrative to be improved over time. The strategy can then be integrated to WWF-Indonesia or other partner that gains ownership and commits to continuing this effort.
- Recommendation: Focusing on technology and strategies (i.e. production systems, low-cost certification, tax incentives) to make sustainable palm oil price competitive to regulated domestic cooking-oil.
- Recommendation: The project researches the environmental and social impacts of invisible-ingredients, such as soy in livestock produce, which is then grown and fed to the population with no labeling. China is the strongest player in the soy

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<sup>8</sup> <https://naturalcapitalproject.stanford.edu/software/invest>



commodity market, accounting for approximately 60% of globally traded soy in 2016, and greatly increasing its demand for soy based livestock products for swine. The research results can be used by the corporation coalition of component 1 to further their agenda, and couple it with data and results from the traceability tools of component 4.

#### **Component 4: Advancing supply chain transparency, traceability & decision support tools**

*Environmental risk screening tools are available and accessible for financial actors to use.*

- Recommendation: An unexpected stakeholder, the Emerging Markets Investors Alliance, approached PROFOREST interested in utilizing the Soy Toolkit to inform their decisions on the companies they invest in. PROFOREST wrote a discussion paper for investors with them. This could have been a part of an established strategy to engage with other financial actors.

*Market and legal conditions enable transparency and sufficient labeling for responsible purchasing to be made.*

- This assumption is challenged in Indonesia and China.

#### [Lessons from other relevant projects incorporated into project design](#)

The Project was built on important lessons and expertise from a number of relevant projects and initiatives<sup>9</sup>:

- *WWF grant from SIDA: highlighted the need to not only focus on one-on-one corporate engagement, but also with consolidated supply chains, multi-company platforms, governments, and other key actors. The Project incorporated this lesson in an outstanding way since the established platforms managed to converge not only several representatives of a sector, but several representatives of different sectors including the government, companies, investors, and civil society creating platform-based commitments.*
- *Market Transformation Initiative (MTI): included lessons from adaptive management, the recommendation of a robust Monitoring and Evaluation (M&E) system that measures companies on a scorecard system. The lesson of incorporating a scorecard system has been very beneficial and a success for the Project in analyzing the basic actions that companies can take to show commitment and support to a responsible palm oil industry.*
- *Forest Law Enforcement, Governance and Trade (FLEGT) Action Plan: which includes the need to better analyze shifts in trade and the impacts of trade diversions and market substitutions was covered by the Project, including throughout its life cycle*

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<sup>9</sup> Source: PRODOC

*market intelligence studies that made it possible to continuously update information on the dynamics in the beef, soybean and palm oil markets.*

- *UN-REDD Lessons Learned: Asia-Pacific: pointed out that awareness and capacity building take time to strengthen, in order to incorporate in Project design a range of solutions to ensure short and long term sustainability of it. The different knowledge products of the Project allowed to give a solid start to the development of capacities and awareness of the population in different sectors, in addition their design allows them to be used beyond the time of implementation of the Project, ensuring their sustainability*
- *While there are several efforts to increase demand for reduced deforestation, the Project is innovative since it focuses on different commodities, and is directly linked to interventions around production and investment transactions in specific and strategic geographic regions. The integrated approach of the GGP allows priority regions to receive coordinated support that engages producers, finances reduced deforestation production and strengthens the enabling conditions to drive global demand for reduced deforestation commodities produced in those regions.*

#### Replication approach

The Project has generated successful tools or lessons learned that can be replicated in other projects and in the regions of intervention:

- The Asia Learning & Exchange Program is an example of innovation that provides opportunities to further research and knowledge exchange with Asian governments and companies that have a strong demand influence on the markets for palm oil, beef, and soy.
- The Soy Toolkit<sup>10</sup> for companies to implement their responsible sourcing commitments has been such a successful outcome that prompted the development of similar tools for beef<sup>11</sup> and palm oil<sup>12</sup>.
- The development of a Roundtable Sustainable Palm Oil (RSPO) labelled cooking oil could be used as an example for other initiatives to further the awareness of sustainable palm oil.
- The foundations for the sustainable beef discussion and understanding of the Paraguayan beef markets have been laid, which could allow to continue with the efforts to define sustainable beef in the region.

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<sup>10</sup> <https://www.soytoolkit.net>

<sup>11</sup> <https://www.beeftoolkit.net>

<sup>12</sup> <https://palmoiltoolkit.net>

### WWF comparative advantage

Founded in 1962, the WWF has 59 years of experience working towards the conservation of the environment and it is the biggest organization with more than 5 million members around the world. With projects in more than 100 countries, the comparative advantage of the WWF in this Project relies on its experience shifting markets towards sustainable production. Moreover, WWF's international reputation and their successfully built public-private relationships, create an initial credibility and trust from the stakeholders that have the same mission as the WWF, which is to conserve nature and reduce threats to priority places.

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

The Project contributes to the support of the other child projects towards the overall goal of the GGP. In Brazil, the Project is linked to Conservation International Brazil, who has been working with the same objectives in Matopiba and showed to be a good partner in Cerrado. In Indonesia, the Project contributed to increase transparency of the palm oil supply chain, improving the connection between demand and production. In Paraguay, the Project is directly linked to the Production Project.

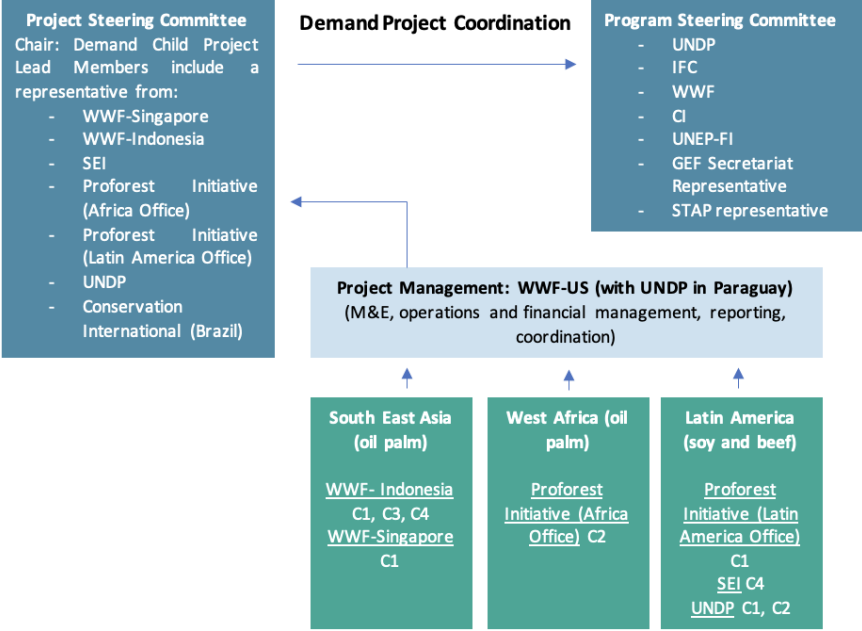
The Project is linked with key interventions within each sector. For the soy, the Project is linked to the Collaboration for Forests and Agriculture (CFA), which includes joint efforts from the National Wildlife Federation, The Nature Conservancy, WWF, and the Gordon and Betty Moore Foundation. For palm oil, the Project is directly linked to RSPO. For beef, according to local characteristics and the Paraguayan legal framework, this Project adds to what was developed in terms of criteria and principles by the Roundtable for Sustainable Beef. For the development of the definition of sustainable beef, several principles were taken into account, such as the FAO, the GRSB, among others. Since some aspects were performing weakly, such as institutional arrangements, systematization of practices and information and collaboration with other actors in the supply chain and with regulatory institutions, the Project, together with the Production Project, came at the right time to work on the visibility and strengthening of initiatives and make them more appropriate to the reality of the country.

### Governance and management arrangements

The Project is implemented by WWF-US and executed by WWF-US in partnership with the following organizations: WWF-Singapore, WWF-Indonesia, WWF-Brazil, the Stockholm Environmental Institute (SEI), Proforest (Africa and Brazil offices), UNDP (Paraguay), Conservation International, and other relevant partners. In terms of day-to-day management and oversight, the Project Management Unit (PMU) coordinated the Project's

executions with the partners. The PMU proved to be capable, committed, and took a partnership approach, interested in understanding each institution’s context and to collaborate with partners. The organization structure is presented in Figure 3.

Figure 3: Project Coordination



Source: PRODOC

Coordination and communication prior to COVID-19 was rated as effective by all interviewed partners. Even though the pandemic affected project coordination and communication efforts, executing partners and the Project Management Unit (PMU) were able to adapt to new conditions via online workshops, calls and meetings.

There is a Project Steering Committee (PSC), formed by representatives from each project partner, and is chaired by the Project Lead. The PSC coordinates the Project and facilitates a successful project execution by providing input to project work planning, approving annual work plans and budgets, review and approval of key Project outputs with Operational Focal Points (OFP) when relevant, and make informed decisions regarding planning and development of actions during the Project. The presence of a PSC was very positive, promoting partners to share their experiences, and giving a wider view of the Project. Their role was more operational than strategic, since meetings were held primarily to discuss progress and challenges rather than country and global strategies.

### Country ownership

Due to the Project being a full-size project endorsed as part of the GGP program, having several partners, it did not require the endorsement by the national governments from the targeted countries of intervention. However, the GGP program as a whole did require the endorsement of national governments, where UNDP facilitated letters of endorsement from participating countries.

In this sense, the government of Paraguay developed its own Project Document (PRODOC), and the Project has been endorsed by the Ministry of Environment. UNDP called "Green Chaco" to the program that integrates the Production and the Demand projects, which allowed the intervention in the territory to be more effective. The commitment for a sustainable future in the Chaco is evident; however, the Project lacks an identity and it is often mistaken with the "Green Chaco" program, which is more recognized in the country. Nonetheless, it was successful in engaging numerous actors, like the cooperatives and the government, towards working for a sustainable beef supply chain as it is very well aligned with the tasks that are being performed by some beef producers of the region.

In the case of Brazil, the government required a separate Brazil Child Project to be developed, led by Conservation International, with a focus on MATOPIBA, with links to the Demand Project for broader demand-focused elements. There were no partnerships formed with the government's office in the Demand Project, as this country-level engagement was within the realm of the Brazil Project. WWF-Brazil was included in the Demand Project to ensure coordination and, to the extent possible, alignment with other non-GEF activities in the deforestation and commodities space in Brazil. Much of this work was happening with local partners including state and municipal governments, since the central government had less interest in the deforestation and commodities agenda.

In Indonesia the government has given support throughout the Project and the efforts are aligned with the country priorities. Regarding the West African countries, the support and engagement of governments is seen as strategic for achieving Project success, and the Project allowed to strengthen the union of governments, companies and society.

Moving forward, it will be important to include other relevant stakeholders and companies in the design of the Project in order to increase country ownership and further sustainability of the results.

### Monitoring and Evaluation (M&E) system design

The Project M&E System was designed with eleven subcomponents from which the Results Framework is the main tool to help monitor throughout a set of indicators the progress towards achieving the expected results. The M&E System Tool included quarterly financial reports, semi-annual project Progress reports (PPRs), the Annual WWF-GEF Project Implementation Report (PIR), the Annual WWF-GEF Monitoring Review, the Supervision Agency mission, the GEF Tracking Tool, and the Annual Senior Management Adaptive Management review.

Regarding the M&E System reports, their design has been carefully adapted to ensure that they are well aligned with the basic requirements of the funder's standards and procedures.

Indicators included in the design of the Project offer an adequate and clear way to measure achievements from input to output level. Incorporating outcome harvesting, a new best practice that is not conventional for GEF, offered valuable insights that would not have been otherwise captured. However, part of the problem with the outcome indicators was that they had to capture progress from many disparate workstreams, therefore there was one higher level indicator per outcome that the workstreams could all feed into. This outcome indicator methodology was not always a great fit since it had to be general enough to capture progress across workstreams.

A M&E Framework is intended to provide all the necessary tools and guidelines to assess implementation progress, Project reach, intended and unintended impacts, as well as success in building capacity and influencing policy makers. Even when some indicators could not have been considered at the beginning of the Project, others could be added according to the needs. A robust M&E System should be capable of adding additional SMART indicators to assess the Project intervention from different dimensions. For example at the efficiency level: Percentage of procurement processes completed on time (according to the initial planning) or a metric system could be established, where up 20% of additional time could be still considered efficient, between 20% to 50% could be considered as not efficient, and more than 50% could be considered as inefficient. The results of the Project are achieved as a consequence of the generation of products and according to the logic model it also relates the inputs and the activities for their transformation into products. If efficiency is affected in the initial processes as in the example of procurements, the entire chain of results is compromised to meet the deadlines that the project has planned. Another example would be at the outcome level, with the number of good practices that have been institutionalized (either by the private and/or the public sector).

Risks associated with data collection methods were considered, and mitigation responses to the risks should also be planned. Due to the flexibility conferred by the financing agency, it was possible to proceed to find better methods to collect data during the Project implementation.

Finally, resources allocated for the M&E System, including human resources (M&E Officer), represent around 8% of the total GEF grant and are found to be adequate and in line with international practices for this relevant function.

## 3.2 Project Implementation and Execution

### Assessment of project results

#### **Effectiveness**

The results of the Project have been significant. Most of the output targets have been achieved across all the components, and in several cases exceeded their initial targets, achieving the intended outcomes to a large extent. Details of the progress towards results are included in annex 5.10. The analysis of the reasons why some of the expected targets have been overpassed is will be reflected in the final Project Implementation Report, and will be completed based on the Project Closeout Report. It should answer whether is it attributable to a very efficient and effective performance, or to an underestimation of the targets at the design stage. In any case, it can be seen as a positive Project output that contributes to the Project outcomes. The evaluation dimension should accurately pinpoint the reasons of this achievement.

#### **Impact**

The goal of the Project is *to drive demand for reduced deforestation commodities, in addition to promoting transparency of the supply chain, ultimately reducing deforestation and its associated negative environmental and social impacts*. The results are significant, but it is important to mention that measuring the impacts in such a short-time is very challenging, since changes in behaviors can take a long time. A well-designed M&E Framework serves both objectives of evaluation: lesson-learned and accountability. It can also answer questions about project design and provide policy-relevant information for redesign and the design of future projects. By providing critical feedback with respect to what works and what does not, impact evaluations can help to solidify a results-based project structure and prove the consistency of the Theory of Change. In order to measure the impact of an intervention, a clear, well-designed evaluation strategy is necessary. Incorporating an impact evaluation into a development Project requires a well-structured

monitoring and evaluation plan. An Impact evaluation study has not been identified or included as part of the M&E Plan.

### Soy

The efforts from the different partners of the Project are contributing to the soy sector, and while there is doubt whether the outcomes will attain the expected impact in the following years given the current political and institutional context in Brazil, there is the long-term impact potential of commitments made at the corporate level, and the utility of transparency, traceability and decision tools for sustainable sourcing.

While efforts from the Soy Toolkit and the Trase online platform have prompted some large corporations to revise their sourcing, it is challenging to measure its impact (e.g. company behavioral change), mainly due to companies lack of communication or recognition on how this tool has impacted their changes or improvements. Amaggi Agro and Cargill are examples of soy traders that benefited from this toolkit and the Trase tool to develop and upgrade their soy commitment action plan, currently the best scoring companies in the WWF listing. The Cerrado Manifesto is an important initiative and has the potential to bring market pressure and financial incentives from major international buyers.

### Beef

The Project facilitated the generation of the necessary information and the discussion regarding the sustainability of the Chaco beef. Although a government-endorsed draft on the national interpretation of “sustainable beef” for Paraguay has been finalized, different views, conceptions and versions of stakeholders indicate that there is still a long way to have a sustainable beef concept agreed and known throughout the supply chain. Nonetheless the establishment of a platform as a space to develop guidelines to steer the beef industry towards sustainability is a great achievement and its usefulness is perceived among all stakeholders. There has been a shift in behavior in the beef sector, demonstrated through the high commitment and engagement, which could further the impact of the Project.

### Palm Oil

Products such as scorecards for the palm oil industry, market intelligence studies and the RESPOND tool that allow investors to compare their commitments and activities and improve them, have had such outstanding results that even without having completed the Project they are already giving signs of important opportunities to be expanded and replicated in many areas and with a greater diversity of actors involved.



The launch of the first RSPO labelled cooking oil in Indonesia for domestic consumption took place on August 24, 2021, and has the potential to increase the awareness of sustainable palm oil and to shift consumer behavior.

Sustainable sourcing of palm oil is also being promoted by WWF-Indonesia involving retailers, government and other stakeholders through workshops held with Indonesia Business Council for Sustainable Development (IBCSD) Green Lifestyle initiative.

The South-South learning project that ISEAL Alliance completed has provided valuable information on experiences that have worked successfully in Asia to shift demand towards sustainable palm oil.

### **Component 1: Mainstreaming Demand for Reduced Deforestation Commodities with Major Buyers and Traders**

The progress of this component has been satisfactory and its outcomes surpassed their initial targets. The following progress has been achieved throughout the Project:

#### Engaging Buyers of Indonesian Palm Oil:

- Launch of the Sustainable Sourcing Guidelines<sup>13</sup>.
- WWF-Indonesia and the Indonesian Business Council for Sustainable Development (IBCSD) launched the IBCSD Green Lifestyle Platform, to help member companies follow a path towards sustainable sourcing. Through the platform, two workshops were held to raise awareness among nine target companies as of the writing of this report (more planned for before the end of project).
- Bilateral engagement with priority manufacturers and retailers to source RSPO certified palm oil and market the resulting products as sustainable.
- Engagement of downstream industry companies and its stakeholders through individual meetings and workshops to increase awareness and understanding on sustainable palm oil and potential domestic demand.
- Support the retailer Super Indo in the launching of a new line of sustainable cooking oil.
- Encourage Hero group to use RSPO certified cooking oil in the IKEA restaurants.
- Engagement with buyers and traders operating in/buying from Indonesia to facilitate sourcing of sustainable palm oil.

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<sup>13</sup> <https://www.wwf-scp.org/sustainable-sourcing-guidelines/>

- Release of The Palm Oil Buyers' Scorecard<sup>14</sup> in 2020 and again in 2021 to show progress against 2020 commitments.

#### Engaging Buyers of Brazilian Soy:

- Development of the Soy Toolkit, Beef Toolkit and Palm Oil Toolkit. In addition to producing new and updated content, key documents have also been translated to Portuguese, Chinese and Spanish.
- Support the launch of German<sup>15</sup>, French and Swiss market declarations (with co-financing and a small amount of the Project support for coordination and alignment).
- Support the European salmon sector to issue the first sector wide Deforestation and Conversion Free (DCF) Commitment (WWF-Brazil supported this work through co-financing and small amount of the Project funds for coordination and alignment with other ongoing efforts).
- Continue to mobilize the key actors through platforms including the SoS Group and the Consumer Goods Forum (CGF).
- Engage with major traders in the soy industry and their feed and animal protein production business units to guide their commitment to and implementation of DCF supply chains.
- Support the development of the first ever soy traders' scorecard (mostly developed with co-financing) by providing market intelligence on the soy trade flows and providing input on the methodology and recommendations.

#### Engaging Buyers of Paraguayan and Brazilian Beef:

- Supported the participation of the public and private sectors in the GASL and the GRSB, support the Government, producers and companies to conduct a study to understand the potential international markets for sustainable Paraguayan beef.
- Supported the Government, producers and companies to understand branding and marketing possibilities for Paraguayan beef and recommendations on how to promote a unified national image for the industry. Engagement of large companies and platforms to help build a critical mass of retailers, brands and meatpackers to commit sourcing DCF beef, and the implementation of the CFA Operational Guidance (renamed to DCF Implementation Toolkit).
- Benchmarking specific elements of existing DCF beef commitments in the Cerrado and developing a beef protocol for achieving those commitments.

<sup>14</sup> [https://palmoilscorecard.panda.org/file/WWF\\_Palm\\_Oil\\_Scorecard\\_2020.pdf](https://palmoilscorecard.panda.org/file/WWF_Palm_Oil_Scorecard_2020.pdf)

<sup>15</sup> <https://www.wwf.de/fileadmin/fm-wwf/Publikationen-PDF/Cerrado-Soja-Positionspapier-Lebensmittelhandel-Deutschland.pdf>

- Support the China Meat Association to increase awareness in China’s meat industry around deforestation-free commodities and in the Brazilian soy sector.
- Building the basis for the construction of a Voluntary Monitoring Protocol for Cattle Suppliers in the Cerrado biome, through engagement with more than 20 organizations that were involved on the consultation process – including downstream companies, meatpackers, retailers, government entities, NGOs, investors & Geospatial service providers.

Working with Investors to Influence the Portfolios of Palm Oil Buyer Companies:

- Provide timely assessment and learning tools for the finance industry in Asia.
- Launch the annual update of the interactive RESPOND (Resilient Portfolios that protect Nature and Drive Decarbonization) tool to compare different asset manager’s performance against the responsible investment framework.
- Engage financial institutions throughout workshops to strengthen their capacity to influence the consumer goods companies in their investment portfolios.
- Conduct eight bilateral training sessions with financial institutions to show participants how leading asset managers are addressing deforestation.
- Develop a series of e-learning modules for investor audiences accredited with the Institute of Banking and Finance (IBF) .
- Complete analysis on ESG risks within the hospitality sector to inform investors about the indirect risks in their portfolios.

**Component 2: Strengthening the Enabling Environment for Reduced Deforestation Commodities in Demand Markets**

The progress of this component has been satisfactory, and its outcome has achieved its target. The following progress has been achieved throughout the Project:

- TFA Africa Palm Oil Initiative (APOI) continuing advancement on the implementation of national principles and action plans in ten West and Central African countries. While the Project has not been funding any work with Sierra Leone since Year 2, the TFA APOI has continued to make progress.
- Finalization of a government-endorsed draft on the national interpretation of “sustainable beef” for Paraguay.
- Launch of the National Platform for Sustainable Beef, which will facilitate discussions to align stakeholders around a single national standard for sustainable beef.
- Finalization of the ISEAL Alliance Asia Learning & Exchange Project “South-South Learning from Efforts to Strengthen Demand for Reduced Deforestation Commodity Supply Chains”.

- Publication of ISEAL synthesis report of findings and three case studies to capture key insights from experiences across the Asia region on “what’s worked” to shift demand for sustainable palm oil:
  - “Collective voices guiding companies to source sustainable palm oil”<sup>16</sup>
  - “A race to the top – Company benchmarks and ratings”<sup>17</sup>
  - “Putting power in the hands of young people”<sup>18</sup>
- Develop a draft report analyzing the implications of Indonesia’s Omnibus Law on sustainable palm oil.
- Regarding the engagement in the market of China, the plans for UNDP to engage the Chinese government in a field trip to Indonesian palm oil plantations has been cancelled, but other engagements with Chinese stakeholders through small grants to Global Canopy and China Meat Association have made progress, including engaging with buyers interested in sourcing palm oil from sustainable jurisdictions in Indonesia.

### **Component 3: Promoting Reduced Deforestation Commodities in Major Markets**

The progress of this component has been moderately satisfactory, since there have been delays due to the COVID-19 pandemic and while the initial target was not met, there has been a significant progress in the outcome.

The result of the final consumer perceptions survey conducted in 2021 revealed slow but steady progress in consumer awareness about sustainable palm oil issues. The findings of the survey helped to inform a revised communications strategy focused on increasing basic awareness among target audiences. WWF-Indonesia also worked on simultaneous efforts to increase the media coverage around sustainably produced palm oil and sustainable production and consumption.

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

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<sup>16</sup> [https://www.isealalliance.org/sites/default/files/resource/2021-02/Collective-voices-case-study\\_ISEAL\\_02-21.pdf](https://www.isealalliance.org/sites/default/files/resource/2021-02/Collective-voices-case-study_ISEAL_02-21.pdf)

<sup>17</sup> [https://www.isealalliance.org/sites/default/files/resource/2021-02/Company-ratings-case-study\\_ISEAL\\_02-21.pdf](https://www.isealalliance.org/sites/default/files/resource/2021-02/Company-ratings-case-study_ISEAL_02-21.pdf)

<sup>18</sup> [https://www.isealalliance.org/sites/default/files/resource/2021-02/Youth-engagement-case-study\\_ISEAL\\_02-21.pdf](https://www.isealalliance.org/sites/default/files/resource/2021-02/Youth-engagement-case-study_ISEAL_02-21.pdf)

The following progress has been achieved throughout the Project:

- Completed journalist trips to palm oil plantation areas in the GGP focal district in Sintang (2018), South Tapanuli (2020) and Pelalawan (2021).
- Campaign materials (information package, infographic, static visuals) were completed and available for distribution as well as reference for further materials developments.
- Public events were completed in adjusted virtual formats involving partners and stakeholders like RSPO and Super Indo, aligning to the launch of RSPO-labeled cooking oil by Super Indo and publication of campaign materials, such as the campaign video.
- Media partnership with Kompas Radio Network to create content and publish articles to amplify delivery of campaign messages on sustainable palm oil in Indonesia.
- Coordination with the larger WWF Network to share lessons learned from palm oil-related campaign activities through the Asian region.
- Several WWF officers in the Asian region started to launch consumer awareness campaigns for sustainable palm oil in Singapore, China and India, through co-financing.
- ISEAL interviewed the WWF Indonesia team to glean insights on engaging consumers around sustainable demand for the Asia Learning & Exchange-funded South-South Learning project.

#### **Component 4: Advancing Supply Chain Transparency, Traceability & Decision Support Tools**

The progress of this component has been satisfactory and its outcomes have achieved their target. The following progress has been achieved throughout the Project:

- Support the growth of the Trase online platform, which covers 60% of global trade in forest risk communities.
- Publish the Trase Yearbook 2018<sup>19</sup> which focused on Brazilian soy.
- Publish the Trase Yearbook 2020<sup>20</sup> which focused on insights on Chinese and EU imports, and key deforestation actors in hotspots in Paraguay and Brazil.
- Instead of producing a 3<sup>rd</sup> Yearbook, Trase focuses on individual factsheets and webpages grouped around specific topics: Brazilian beef & soy, Paraguayan beef & soy, and Indonesian palm oil.

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<sup>19</sup> <https://yearbook2018.trase.earth>

<sup>20</sup> <https://insights.trase.earth/yearbook/summary/>

- Launch the Trase Insights sub-site<sup>21</sup> and expanded its content, including analysis on Brazilian soy and beef and a case study focused on the Produce, Conserve, Include (PCI)<sup>22</sup>.
- Produce and disseminate Commodity Market Intelligence Updates
- Develop a palm oil trader engagement strategy based on the studies developed and other market intelligence.
- Launch of Trase finance by the Trase team with co-financing.
- Launch of Palm Oil Buyers Scorecard case studies.

#### Assessment of Knowledge Products/Activities

A complete list of the Knowledge Products / Activities that have been developed throughout the project is included in Annex 5.12. Some of the main achievements are described in more detail below.

#### **Soy Toolkit**

The development of the Proforest’s Soy Toolkit for companies to implement their responsible sourcing commitments has been a successful outcome of the Project. Besides making it publicly available online, Proforest has been engaging and sharing the Soy Toolkit with some of the most relevant groups and initiatives in the soy/sustainability landscape including the Round Table on Responsible Soy (RTRS), and the Soft Commodities Forum (SCF), among others. The SCF alone is comprised of traders that account for more than half of all soy exported from Brazil. The Soy Toolkit is continuously being referenced by companies and relevant publications in the zero-deforestation agenda, and some companies with good action plans for responsible sourcing have recognized the important influence of this tool to achieve these results. In addition, Proforest has expanded the gender-focused content in the Soy Toolkit<sup>23</sup>, which is an important milestone to ensure the mainstreaming of gender-equity in the Project. The success of the Soy Toolkit has prompted the development of similar tools for beef and palm oil, making room for more collaboration and engagement outside of the GGP, which allowed to further the initial expected results.

#### **African Palm Oil Initiative (APOI)**

The Project supported Proforest Africa to engage in the Africa Palm Oil Initiative (APOI), and while it has not funded any work on African palm oil since after year 2, the Africa Palm Oil Initiative (APOI) has continued to make progress through co-financing. The first achievement of the APOI was to reach a shared regional agreement of the definition of sustainable palm oil in West and Central Africa. This definition was used as the framework

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<sup>21</sup> <https://insights.trase.earth>

<sup>22</sup> <https://insights.trase.earth/insights/creating-a-sustainable-jurisdiction-for-agriculture/>

<sup>23</sup> Proforest developed a discussion paper on [“Addressing gender considerations in the soy supply chain: tackling gender inequality through responsible sourcing”](#).

to develop national principles in all ten Africa Palm Oil Initiative (APOI) countries (Cameroon, Central African Republic, Ivory Coast, Democratic Republic of the Congo, Gabon, Ghana, Liberia, Edo State in Nigeria, Republic of the Congo, and Sierra Leone). In addition, the initiative allowed national platforms to be established to ensure the coordination and success of its implementation phase; in these national platforms a key factor contributing to success was the arrangement and engagement that equally involved government, private sector, and civil society representatives.

### **Trase**

One of the major achievements of the Project has been to support the Trase online platform, which started as a pilot project, and turned into a reliable, comprehensive, open-access tool and source of data and analytics on supply chain transparency and corporate linkages to deforestation. From the first year this portal has contributed to inform companies on their strategic decision and after year 2, new co-financing efforts allowed the platform to continue expanding data coverage beyond the GGP focal commodities and geographies, in addition to the launch of Trase Finance. In order to synthesize unique data, findings and insights provided by Trase, two yearbooks were published, where the first one focused on Brazilian soy and the second focused on key performance indicators for the supply chains linked to deforestation of Indonesian palm oil, Brazilian soy and beef, and Paraguayan soy and beef. In terms of gender-equity, Trase conducted a scoping of indicators related to gender inequalities in agricultural supply chain, resulting to relevant findings about the issue.

### **RESPOND tool**

This interactive tool is part of WWF-Singapore investor engagement on ESG, deforestation, and palm oil risks efforts. This tool allows to learn how leading asset managers are implementing responsible investment and understand opportunities in the area. The tool currently includes data of 30 asset managers across 8 countries (China, France, Germany, Japan, Singapore, Sweden, Switzerland, the Netherlands, and the UK). The RESPOND tool is very helpful and highlights the baseline level of information available for asset managers, asset owners, and other stakeholders who aim to learn how asset managers address and engage on ESG. In addition the RESPOND scorecard also included two sub-indicators related to gender-equity. Due to the success of this tool, there are signs of important opportunities to be expanded and replicated in many areas and with a greater diversity of actors involved.

### **Sustainable Sourcing guidelines**

Launched and co-financed by WWF-Indonesia, the Sustainable Sourcing Guidelines provide a successful entry point for companies and platforms in Indonesia to enter into the sustainability and reduced-deforestation discussion related to five commodities including palm oil, and start their path to sustainability. The Guidelines consist in a roadmap that

shows the steps towards having sustainability principles into the business strategy, information given on how to actually start sourcing sustainable commodities and a checklist to identify their position on the path of sustainable sourcing and sustainability. So far, 9 major companies have committed to practice sustainable sourcing, showing the success of this initiative. WWF-Indonesia is working closely with the Indonesian Business Council for Sustainable Development (IBCSD) to identify a group of leading companies that would agree to act as pioneers in implementing the guidelines and set the path for other companies. In this regard two workshops were conducted to build awareness among targeted businesses, including producers, hotels, and restaurants.

### **Palm Oil Buyer's Scorecard**

This initiative released in January 2020 analyzes the basic actions that companies can and should be taking to show commitment and support for a responsible palm oil industry. As a result, it indicates that while some companies are leading the path to promote sustainability along their palm oil supply chains, others are staying behind. A total of 132 companies responded to the scorecard and another 41 did not respond to it but were still scored in order to present their lack of transparency. Additionally, dozens of companies have been identified for inclusion in the 2021 scorecard, including several from India, Indonesia, Singapore, and the Philippines. The development of the scorecard involved direct outreach to every company included, together with productive discussions. In addition, the decrease of the score of some companies allowed to further useful discussions on WWF's stronger expectations on palm oil with some major multinational companies.

### **WWF-US Market Intelligence**

During these four years, not only the Project but also the whole GGP program have been able to benefit from the activities and products of market intelligence. These products provide up-to-date data and analysis about the three commodities beef, soy and palm oil production, consumption, trade flows, and current market dynamics. Market intelligence has also proved to be an important element for the development of palm oil trader engagement strategies as well as to support WWF's soy strategy for 2021-2025 which includes the Project activities. As market intelligence provides relevant information with the current context, it also supported the development of papers on how GGP can support a sustainable recovery from COVID-19 in Brazil, Indonesia, and Paraguay.

### **ISEAL**

In Year 4, ISEAL Alliance finalized the Asia Learning & Exchange-funded project: "South-South Learning from Efforts to Strengthen Demand for Reduced Deforestation Commodity Supply Chains". This one-year initiative aimed to understand key activities implemented in



key five Asian countries (Indonesia, Singapore, India, Malaysia and China) to boost demand for sustainable palm oil. As a result of a series of online consultative activities and desk analysis made in this project, four products were published compiling valuable information on experiences that have successfully worked in the region as well as the challenges that still exist to change the demand towards sustainable palm oil. These products are a synthesis report summarizing key reflection and findings, and three case studies, focusing not only in companies and the industry but also in consumers. Although gender approach was challenging to incorporate, balance in the participation of women and men during the events was considered.

#### M&E implementation, adaptive management and capacity

Since the Project has been able to navigate through various challenges including socio-political factors and the health crisis of the COVID-19 pandemic, among others, the adaptive capacity during implementation has proven to be a strength. The overall Project has been able to take advantage of situations to manage new and better ways of working, and in particular, proven to properly reallocate the available financial resources when needed.

The adaptive capacity seems to arise from a very committed Project Management Unit (PMU) that allows teams to adapt and collaborate in finding ways to overcome the challenges. In addition, the adaptive capacity process allows to incorporate changes following a series of steps in a very efficient and effective way. This process in summary may start at the executing level, passing to the teams to be discussed and corroborate their relevance, and to later be consolidated for approval by the funding agency. To maximize efficiency, a starting point could be to collect information using an online platform that allows all the actors involved in the process, from request to approval, of the change to be aware of the status of the same, which could reduce response and action times.

Executing partners' progress tracking at activity and output levels was a strong point in the Project, however this intense focus was not well balanced with understanding how these efforts contributed to the progress at outcome and impact level. To improve this aspect, during the last period outcome harvesting practices were promoted, but given the fact that the Project is coming to an end, this good practice will no longer be deepened beyond what is strictly necessary for the teams.

The main activities within the development of the Project Logic Model are related to outlining diagrammatically what the Project has been planned to achieve, agreeing on key strategic outcomes to monitor and evaluate that focus and to drive resource allocation and activities that correspond directly to the strategic priorities (goals) of the Project. Planning

for improvements requires setting realistic targets and recognizes that most outcomes are planned for the long-term, are complex, and cannot quickly be achieved. It could have been helpful to establish interim targets that specify how much progress towards an outcome was expected to be achieved each year (or other time period) and the resources needed. Measuring results against targets can involve both direct and proxy indicators and use of both quantitative and qualitative data. Ideally the Framework should have included formats and data collection tools that have been designed and developed for data collection and reporting. Finally the findings of outcome M&E can be used for different purposes:

- Learning: The results can lead to changes in the content, delivery, materials, and activities of the Project.
- Decision making: The results should have led to strategic or programmatic decisions in the organization.
- Accountability: The findings should have helped to account for received funding and support from donor organizations, government and other stakeholders.
- Dissemination of findings: Findings and lessons learned can be disseminated and shared within the organizations and other partners.
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Progress, experiences, challenges, lessons learned, and adaptive management plans were shared across multiple platforms, including written reports from the M&E System that were developed in great detail and were helpful for some stakeholders, but not necessarily for higher-ranking audiences whose information requirements may differ. Reports from executing partners could have incorporated, in addition to the information on activities compliance, a critical analysis of the situations to have a more integral approach.

Regarding the use of the information generated by the M&E System, it should have been an input for decision making at the highest hierarchical level, however it is perceived that its use in the PSC was more for the alignment of interventions and for status reporting rather than strategically.

Lastly, the Mid-Term Evaluation has been an important component of the M&E System that boosted partners to reconsider, improve and adapt their work, and most of the recommendations coming from this exercise were adhered to continue with the next half of the Project. However, the evaluation did not include new aspects to consider and could have been more strategically enhanced to further the impact of the expected results of the Project.

## COVID-19

The COVID-19 pandemic has impacted the progress of the Project; therefore an 8-month extension took place in order to achieve the expected results. While activities were delayed, partners developed a quick strategy and were able to adapt their activities, taking the necessary measures to mitigate the impacts and continue with the implementation of the activities.

There was a positive trade off in changing the organization's workstyle that affected the Project implementation. The adoption of technologies to carry out events that were initially planned to be in-person stands out, and several actors consider that despite the delays, they were strengthened by new skills and the possibilities of interaction without the need to be physically present.

### Partnership arrangements

The Project's activities were performed by the following primary subgrantees: Proforest's offices in Brazil and Africa, WWF-Brazil, WWF-Singapore, WWF-Indonesia, SEI and Global Canopy (Trase partnership), and UNDP Paraguay. Other subgrantees leading smaller pieces of work in the project included China Meat Association (via WWF China), Instituto Cerrados, and University Gadjah Mada. Additionally, local partners performed specific tasks in alignment with the project activities, such as Efeca, which established a partnership with Proforest to develop guidance for the members of the UK Roundtable on Sustainable Soy.

### WWF and Implementing Partner implementation / execution coordination, and operational issues

The overall quality of implementation and execution has been highly satisfactory, and the executing agency and partners have proven to be optimal for the Project.

Despite the complexity of the Project, there is consensus among partners that the role of WWF-US as the Executing Agency has been outstanding, and the management, coordination and communication have been effective. While WWF-GEF is still a relatively new agency, they have been very supportive and are continuously learning and improving their capacity. The work and collaboration of the executing partners has been highly satisfactory, and their vast experience and capacity have strongly contributed to the implementation of the Project.

In Paraguay, the Project included UNDP as a co-implementing agency in charge of the Project's work, since UNDP has longstanding ties with the Government and could assure the execution of the Project in the country. UNDP was a well-suited partner for this Project, and

while its inclusion as a co-implementing agency was the most viable approach due to the political context of the country, it contributed to a lack of involvement of WWF-Paraguay from the beginning. This involvement could have benefited and contributed to the progress of the activities in the country. In addition, since UNDP is leading the Production Project, its integration with the Project caused a loss of identity at the national level since it is only recognized as a minority part of the "Green Chaco" Program.

As outlined in the PRODOC, the Project adds significant value to the GGP program. With regard to collaboration among the child projects, the PMU has continuously supported the integrated GGP program, either through timely compliance and input into program reports or by contributing to the planning and implementation of other activities such as high-level virtual events that allowed the participation of important actors. Additionally, Project partners have benefited from GGP-led activities such as the Green Commodities Community gender workshop. However, given the diversity of activities performed by the various partners, it has been challenging for them to actively collaborate outside their own activities, and even more without a budget specifically allocated for coordination and communication purposes at the program level.

#### [Alignment with WWF, GEF, GGP and Country priorities](#)

The Project has an appropriate design and is very relevant to the GEF, GGP, WWF, the soy, beef and palm oil sector, and the countries of intervention. The Project objectives are aligned with the GEF's strategic priorities towards the sustainability of production and the integration of biodiversity into production systems, as well as issues related to climate change. The Project results are meaningful for stakeholders along the value chain, and share valuable lessons for continued efforts in all commodities identified by the GGP program. In addition, the Project fully aligns with WWF's mission to "conserve nature and reduce the most pressing threats to the diversity of life on Earth", and it is considered as very coherent with the actions being developed in each region of intervention.

In Paraguay, the Project provides an added value to the actions that were already being developed by the public and private sector and generated necessary information towards sustainable production, under the UNFCCC and the national strategy for beef.

In Brazil, the implementing partners demonstrated alignment to the Project's objective, ensuring continuity despite the obstacles. Efforts continue to be made by project partners, like Proforest, to strengthen stakeholder ability to promote a deforestation-free commodity market demand (i.e. by learning how to better use the Soy Toolkit and the soy road map). But ongoing capacity building and closer institutional guidance will be needed to attain

adequate levels of ownership. The Project strengthened and furthered the capacity of an existing network of partner institutions and stakeholders aligned to its objective, adding value by complementing and coordinating with initiatives and corporate efforts in Brazil's soy sector.

The Project in Indonesia is part of a bigger initiative towards achieving sustainable palm oil. It is directly linked to government's policies, such as the National Medium-Term Development Plan (RPJMN) 2015-2019 and 2020-2024, and Regulations from the Ministry of Agriculture. It is also aligned with other projects taking place in the country, focusing on the national consumers. In Singapore, the Project is aligned with the country's goal to become a financial hub, and it provides inputs into palm oil sustainability policies and strategies of several companies.

In the same sense, the Project is very important to the agricultural sector as it supports and organizes actions to address deforestation. It fitted well into the program and the work of Proforest, the partner organization, in Sierra Leone.

### Sustainability

Good work has been done around looking for external sources to sustain the Project outcomes. While many partners have secured external financial support, some mention potential funds that still need to be consolidated. In this last phase, the submission of consolidated documentation that supports the agreements reached and ensures the continuity of benefits should be discussed.

### Financial Sustainability

In general, from the financial pillar of sustainability, activities and results are most likely to be dependent on continued financial support from the private sector, other privately funded initiatives, or governments.

In Sierra Leone, since the search for new opportunities was considered from the beginning as part of the Tropical Forest Alliance (TFA) APOI initiative, there was no problem when the funding of the Project ended. In addition, the regional platform in West Africa that the funding of the Project helped to build is also a space to discuss with other initiatives on funding issues and how to keep the platform sustainable, and helps country members to continue with their commitments.

Among the interventions that have found a source of financial resources is the Chaco Beef Platform of Paraguay which will achieve its financial sustainability through the Payment for

Results (resources from the GCF). In addition, this platform is considered as a great contribution for the country, and its efforts will continue throughout other projects financed in the region that are under negotiation, such as the FOLUR project<sup>24</sup>.

In the case of Brazil, the implementation of a financial mechanism, like the proposed CCM, is an effective way to strengthen and connect corporate commitments to soy producer practices on the ground. WWF-Brazil is currently studying alternatives to develop a mechanism based on the Project's lessons learned, but it is too early to state whether funds will be available for it. Since Project partners require funds to continue developing, updating, and distributing the traceability, transparency and decision-making tools, there is an opportunity for financial resources to be available for this purpose. For the next few years, the Moore Foundation will continue funding the Conservation and Markets Initiative which is focused on similar objectives as the Project (for Brazil, Paraguay, and Argentina) and was considered co-financing.

For Indonesia, the Project fits into the strategic line of WWF-Indonesia that includes other projects that have funding from other organizations for their implementation. This means that some of the Project outputs will serve as inputs, and its results should continue without difficulty. On the other hand, WWF-Indonesia is looking for a company to sponsor the continuation of the consumer campaign throughout its own brand and products.

The team in Singapore has considered a very clear and well-established sustainability strategy to continue working on the Project's outputs and outcomes. They did this firstly because all the work done complements future projects with allocated financial funds. Secondly, the e-learning courses developed throughout the Project will be partially pay-for-use goods/services, hence generating revenue to be reinvested in the development of future courses, as well as ongoing platform maintenance and administration. Target audience for the courses are financial institutions that appreciate the value of the material and have funds to invest in the development of skills and capacity building of their staff.

When it comes to the Trase , they have already secured 96% of the funding to continue with their activities, due to the success of the platform and its catalytic initiative.

### **Socio political risks**

Impacts from socio-political factors have been identified during the implementation of the Project. Especially in Brazil, where a complex sociopolitical atmosphere continues to be a

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<sup>24</sup> <https://www.worldbank.org/en/topic/agriculture/brief/the-food-systems-land-use-and-restoration-folur-impact-program>

highly potential risk for the results of the Project and the benefits that are intended to be delivered, despite of adaptation efforts being made. However, successful corporate engagement at the national and international level, coupled with increased transparency and traceability of the value chain, do ensure resilience to socio-political external factors.

Government legal frameworks have also been an important factor when considering the Project sustainability. In Indonesia, new regulations could favor increasing the demand for reduced deforestation palm oil by making programs associated with this industry more effective and mandatory rather than voluntary as they are now. On the contrary, new regulations such as the Omnibus law, which today does not represent a risk, may become one, since it supports investors who do not always consider the necessary environmental or social safeguards.

Sustainability in Paraguay related to the socio-political factors also needs to consider some risks, such as laws that many of the actors classify as obsolete and that do not justify current conditions. In addition, the absence of work performed at the central government level, together with the fact that current ownership of the Project results is more at an individual rather than at an institutional level, could prevent continuity of the efforts made. Nevertheless, it is recognized that the Project has managed to open a dialogue with the public sector which serves to anticipate and take measures.

In Singapore, no socio-political risks were identified. In fact, WWF-Singapore collaboration with local and regional financial industry regulators and associations helped the WWF team to achieve more engagement with financial institutions than what was originally expected.

### **Institutional Sustainability**

Among all actors involved in the Project, the executing partners have proven to be the most interested and with greater ownership. Evidence of this is the institutionalization of the products and results of the Project in their own organizations as an input or baseline for other initiatives they manage within the same strategic line in the regions of intervention.

In the case of the African Palm Oil Initiative, the support and engagement of governments are strategic for achieving project success and sustainability in every country of West Africa. In addition, the arrangement and engagement set for the national platforms, where there is a good representation of the government, the private sector and civil society, is another key factor.

Despite the fact that some relevant actors have shown their interest, and some have formalized their commitment to promote the demand for deforestation-free commodities, the ownership of Project results among civil society, governments and companies is insufficient in some countries. The most concrete example is in Paraguay, where the beef platform has served as a means to integrate and involve numerous public and private actors, but without a legal personality that legally establishes responsibility in the members, it is at risk of being dissolved. Fortunately, the platform's steering committee is preparing its statute to avoid this risk.

### **Environmental sustainability**

Extreme droughts, forest fires and floods are the main environmental risks that could undermine the commitments made so far by different actors in terms of sustainability, however it is very unlikely to happen.

### **3.3 Gender Equality and Mainstreaming**

In October 2018, the Gender Mainstreaming Strategy and Action Plan (GAP) was introduced to better integrate women's rights and gender equality into the Project, and was updated at the Year 3 work planning workshop that took place in February 2019. Since the Project is part of the GEF 6, there are no formal requirements to develop a GAP; however, it established the following outcomes:

- Gender Outcome 1: Investors incentivize FMCG companies to integrate gender equality commitments into reduced-deforestation sourcing practices.
- Gender Outcome 2: Major buyers and traders implement gender sensitive reduced-deforestation sourcing policies.
- Gender Outcome 3: Supply chain transparency is increased to facilitate verification of sustainably produced commodities where gender equality has been prioritized in the supply chain.
- Gender Outcome 4: Consumers' demand reduced-deforestation products are aware of gender inequality issues in the supply chain.
- Gender Outcome 5: Policymakers develop and implement gender sensitive reduced-deforestation policies and action plans.

In this sense, the Project aimed to achieve the following Outputs:

- Output 1: Primary Project stakeholders have the capacity, commitment and tools to promote gender equality in dialogues and technical support processes, with policy makers, investors, buyers and traders, and in consumer campaigns.
- Output 2: Primary Project stakeholders promote learning and uptake of good practice in relation to addressing gender inequality issues in sustainable commodity



supply chains and ensure they are tracked through Monitoring, Evaluation and Learning (MEL) processes.

The implementation of the GAP presented challenges due to being highly ambitious with the outcomes, the lack of knowledge of the budget needed to develop the strategy in each country, and having a late implementation by not being integrated into the PRODOC. However, individual progress was made at different levels in terms of output-level achievements. To achieve the first Output, capacity building activities were performed to familiarize the concepts of gender with the Project partners, throughout a mandatory workshop with members of the Project in 2019. Moreover, WWF-Brazil has worked on promoting women in leadership roles and within their offices and other companies. WWF-Singapore included gender integration into their activities, by documenting and monitoring the number of women that attended the events.

The MarkPlus survey administered in Indonesia, in Year 3, helped to make companies aware that there is a market for sustainable products, where women are the main decision makers for household purchases. Therefore, WWF-Indonesia included women speakers and attempted to achieve a more balanced audience of women at their events.

Furthermore, with support from the Project, Proforest developed a Gender Discussion Paper as part of its initiative to address cross-cutting issues in the soy market. The paper provides rationale and recommendations for including gender considerations in the responsible sourcing of soy and ensuring that gender equality is built into all stages of the supply chain. The paper outlines key steps soy sourcing companies can take at different levels of the approach to implement their policies. Additionally, in 2021, RSPO launched a new Practical Guidance on Gender Inclusion and Compliance to the 2018 Principles and Criteria. This had a positive impact on the Project, specifically the palm oil components, in Africa, Indonesia and Singapore.

Regarding the second Output, some stakeholders have noticed the role that women play in the supply chain. For instance, Instituto Cerrados found that most of the local leaders in Brazil were women, as men are less interested in doing the job, and in Paraguay, the Project helped to make women's work more visible in the beef supply chain, allowing gender integration to be included in the Regional Action Plan to strengthen women's independence and to motivate them to develop their own projects in the livestock industry.

WWF recognizes gender equality has important implications for everyone, with women being the most vulnerable to the impacts of unsustainable practices and climate change. In this regard, the Project raised awareness among the partners, sparked a genuine interest in

the matter, and laid the foundation towards future works to mainstream gender and achieve gender equality. It is important to consider gender as part of the Project, and not as an isolated subject, and this could be achieved by expanding the WWF Gender team to guide the PMU from the Project design and planning stage throughout its implementation.

### 3.4 Stakeholder Engagement

Internally, involvement of the executing partners has been greatly supported by the constant communication, support, and coordination of the PMU, which, through regular meetings and calls, promoted a strong dialogue, allowing the sharing of experiences, concerns and creation of joint solutions.

WWF-GEF agency, who keeps the funding agency informed, showed a high level of involvement to understand and address the requirements and concerns of the stakeholders. This is also true for the PMU, which once again, showed strong commitment and coordination skills.

As an external stakeholder, the government of Sierra Leone highlighted the level of commitment reached, which was strategic towards achieving the objectives of the Project. In Brazil, the government was very reticent to support the Project's objectives, despite efforts to involve them. In Paraguay, the government was involved as a member of the beef platform. Additionally, the national project team kept them informed through verbal communication, and invited them to participate during the field visits.

Involvement of consumers, as anticipated from the outset, is more relevant in Indonesia. The Project worked directly with them in component 3, creating a perceptible level of awareness through social networks campaigns and interactions. Executing partners in Indonesia and other regions have considered it convenient that some Project products remain available to the public, allowing awareness of the issues addressed in this Project to grow.

Regarding companies' engagement, despite the practical issues related to the health crisis, their involvement was satisfactory in all the countries. The corporate sector had already shown interest in the Project's objectives, by having specialists on the matter in their execution teams, and were developing some strategies to tackle deforestation. In Brazil, corporate engagement was effective through platforms, such as the Cerrado Working Group or the Soft Commodities Forum, which aided to better collaborate and inform the sector towards sustainable sourcing. Relevant companies are interested in, and some have formalized their commitment to, promoting demand for deforestation-free soy.

Finally, when it comes to investors, the Singapore team engaged well this sector. Their ability to speak the same language as the investors, allowed the team to better understand their needs, and the challenges and barriers they face and, consequently, develop strategies to help them develop responsible practices.

### 3.5 Safeguards Review

From the beginning of the Project, experts on WWF's Safeguards Integrated Policies and Procedures worked to detect possible impacts through the analysis of activities and their location, resulting in a categorization “C” for the Project. This means that no documents, measures or field consultations are required. Likewise, during the implementation of the Project, experts were assured through the review of the biannual reports that the conditions had not changed and that no new risks had arisen.

### 3.6 Finance and Co-finance review

#### Finance

The Project has executed US\$ 7,681,357, equivalent to 96% of the GEF grant as of September 2021. Table 3 presents the details of the disbursements. With the 8-month extension the total grant will disburse the remaining amount by the closure of the Project.

Adaptive management practices allowed the Project to revise and re-allocate some of the funds, when necessary, in order to ensure the progress and funding until the end of the Project.

The financial team within the PMU operated and managed the Project finance efficiently, and was able to transfer the funds for the different activities in a timely manner, despite the delays in some activities throughout the Project. There is a common agreement that the Project has been cost-effective.

Due to COVID-19, some funds initially allocated to travel expenses and meetings were not used, which allowed to finance other activities of the Project. This could help for future projects to reassess the travel dynamics, which could be complemented with remote work.

**Table 3: Financial information by component**

Component	Expenditure to September 2021	Budgeted	Balance	% Execution
Component 1	US\$ 3,273,047	US\$ 3,212,159	US\$ (60,888)	102%
Component 2	US\$ 618,195	US\$ 682,392	US\$ 64,197	91%
Component 3	US\$ 512,522	US\$ 606,481	US\$ 93,959	85%
Component 4	US\$ 2,389,976	US\$ 2,440,332	US\$ 50,356	98%
Monitoring and Evaluation	US\$ 488,096	US\$ 675,121	US\$ 187,025	72%

Project Management Costs	US\$ 399,521	US\$ 416,575	US\$ 17,054	96%
<b>Total</b>	<b>US\$ 7,681,357</b>	<b>US\$ 8,033,060</b>	<b>US\$ 351,703</b>	<b>96%</b>

Source: GEF Demand financial report - PY5Q2 (October 2021).xlsx

In Paraguay, UNDP co-implemented the Project and had a budget of US\$ 650,000, as presented in Table 4. As of December 2021, UNDP has executed US\$ 610,155 (94%) from the total amount. The remaining amount is planned to be disbursed by the end of the Project.

Table 4: Paraguay Expenses Against Budget

Component	Expenditure to December 2021	Budgeted	Balance	% Execution
Component 1	US\$ 498,606	US\$ 474,714	US\$ (23,892)	105%
Component 2	US\$ 95,673	US\$ 145,864	US\$ 50,191	66%
Component 3	US\$ 15,876	US\$ 29,422	US\$ 13,546	54%
<b>Total</b>	<b>US\$ 610,155</b>	<b>US\$ 650,000</b>	<b>US\$ 39,845</b>	<b>94%</b>

Source: Informe de Ejecución Pyto 101020 al 17122021.xlsx

### Co-financing

The total amount of co-financing confirmed by the end of the Project is US\$ 130,308,741, surpassing the initial target of US\$ 42,334,902 that was included in the PRODOC.

The relevance of the work and strength of the partners allowed the Project to have extra funding. Most of the co-financing has been in the form of grants, and the increase of the co-financing is explained by the higher resources provided by the Gordon and Betty Moore, Proforest, Stockholm Environment Institute, Global Canopy Project, in addition to the efforts from WWF-US.

The Project was open from the beginning to add additional co-financing partners throughout the life of the Project. The following table shows the sources where the funds came from.

Table 5: Co-finance by source (PRODOC) and GEF Demand Financial Report PY5 Q2 (October 2021)

Source	Type of co-financing	Amount anticipated in Prodoc (US\$)	Co-financing at MTE	Co-financing at TE	Actual % of Expected Amount %
WWF-US (SIDA)	Grant	US\$ 1,491,109	US\$ -	US\$ -	0%
WWF-US (USAID)	Grant	US\$ 369,106	US\$ -	US\$ -	0%
WWF-US (Private Sector)	Grant	US\$ 1,400,000	US\$ 1,905,123	US\$ 8,814,530	630%

WWF-US (MacArthur)	Grant	US\$ 2,000,000	US\$ -	US\$ 359,000	18%
WWF-US (Crown Foundation)	Grant	US\$ 100,000	US\$ -	US\$ 224,000	224%
WWF-US Indirect	In-kind	US\$ 1,024,398	US\$ 870,677	US\$ 1,021,341	100%
WWF Brazil (via Netherlands)	Grant	US\$ 1,358,748	US\$ 654,655	US\$ 839,100	62%
Gordon and Betty Moore Foundation	Grant and in-kind	US\$ 34,000,000	US\$ 70,680,821	US\$ 91,727,364	270%
Proforest	Grant	US\$ 226,383	US\$ 539,844	US\$ 539,844	238%
Stockholm Environment Institute	Grant	US\$ 225,000	US\$ 4,190,000	US\$ 4,722,071	2099%
Global Canopy Programme	Grant	US\$ 140,158	US\$ 148,128	US\$ 1,786,930	1275%
<b>Estimated Total</b>		<b>US\$ 42,334,902</b>			
WWF-Germany	Grant	NA	US\$ 178,177	US\$ 510,065	-
WWF-Sweden (SIDA)	Grant	NA	US\$ 376,171	US\$ 376,171	-
WWF-China	Grant	NA	US\$ 55,000	US\$ 55,000	-
WWF-US (other grants)	Grant	NA	US\$ -	US\$ 232,568	-
WWF-US (Packard Foundation)	Grant	NA	US\$ -	US\$ 150,000	-
WWF-US (Summit Foundation)	Grant	NA	US\$ -	US\$ 150,000	-
WWF-US (Sall Family Foundation)	Grant	NA	US\$ -	US\$ 1,500,000	-
WWF-US (Moore Foundation, not included above)	Grant	NA	US\$ -	US\$ 16,044,031	-
WWF-Netherlands	Grant	NA	US\$ -	US\$ 40,875	-
WWF-US funds to WWF-Brazil	Grant	NA	US\$ -	US\$ 11,148	-
WWF Germany (WWF Indonesia)	Grant	NA	US\$ -	US\$ 275,359	-
WWF-International (WWF Brazil)	Grant	NA	US\$ -	US\$ 79,433	-
WWF-UK (WWF Brazil)	Grant	NA	US\$ -	US\$ 105,012	-
WWF-International (Finance Practice)	Grant	NA	US\$ -	US\$ 16,168	-
Deutsche Investitions- und Entwicklungsgesellschaft -DEG	Grant	NA	US\$ -	US\$ 59,867	-
HSBC (to WWF-SG via WWF-UK)	Grant	NA	US\$ -	US\$ 668,863	-
<b>Total Co-financing</b>				<b>US\$ 130,308,741</b>	<b>308%</b>

Source: GEF Demand financial report - PY5Q2 (October 2021).xlsx

## 4. Conclusions, Recommendations & Lessons

### 4.1 Conclusion

The overall progress of the Project is satisfactory. The Project was relevant to the efforts of strengthening demand for responsible and sustainable soy, palm oil and beef, and facilitated collaboration and discussion between actors of the value chain, on the demand side.

While the Project design was very ambitious for the available resources, most of the output targets have been achieved across all the components, and in several cases exceeded their initial targets, achieving the intended outcomes to a large extent, which are positively recognized by the partners.

- Soy: there are already some companies that benefited from the Soy Toolkit and the Trase online platform developed in the Project to revise their sourcing and upgrade their soy commitment action plan. The Soy Toolkit successful outcome triggered the development of similar tools for beef and palm oil.
- Palm oil: there are a variety of products that allow investors to benchmark their commitments and activities and improve them, even without having completed the Project these products are already giving signs of important opportunities to be expanded and replicated.
- Beef: information and debate have been facilitated through the establishment of a platform as a space to develop guidelines to steer the beef industry towards sustainability, where a shift in behavior is also demonstrated through the high commitment and engagement of participants.

The Project has been effective and efficient not only in achieving the expected results, but also in serving as a strong foundation to build on towards its main purpose. The PMU proved to be capable, committed, and took a partnership approach, interested in understanding each institution's context and to collaborate with partners.

The Project was well implemented with good coordination between the executing agency, and implementing agency. The choice of WWF-US as the executing agency had many advantages, including its vast experience working towards the conservation of the environment, having projects in more than 100 countries, and its experience shifting markets towards sustainable production.

## 4.2 Lessons learned

### Relevance

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

### Coherence

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

### Effectiveness

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

## Efficiency

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

## Adaptive Capacity

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

## 4.3 Recommendations

**Finding:** Objectives and expected results were inadequate given Brazil’s public and private sector scenarios. Causing rejection by the government and associated rural sectors and challenging effective implementation. In the case of Paraguay, there is some lack of local and national participation for the global definition that is amended with the national document. More involvement with executing teams could have also helped to understand better the country’s context and the industry in which the Project was going to operate.

Recommendation	Responsible Entity
During the preparatory phase of the Project design, it is recommended to carry out a more in-depth analysis of the local contexts of interventions, since possible collaboration agreements with stakeholders can be found, where governments and companies can represent a great support during the execution stages and grant sustainability to the results.	WWF- US WWF-GEF



<b>Finding:</b> Although value is recognized in the activities carried out and the results that the Project leaves behind, the integration of the Project with the Production Project caused a loss of identity at the national level since it is only recognized as a minor part of the "Green Chaco <sup>25</sup> " Program.	
<b>Recommendation</b>	<b>Responsible Entity</b>
Although coordination and synergy with projects in the same area of intervention or even from the same agencies is highly recommended, measures need to be taken to avoid the loss of identity of the Project. The Demand and Production projects having their own approach in the planning and implementation, should have always been seen as two sides of a coin. At some point a common and integrated dissemination strategy could have shown the complementarity of their actions to present a more strategic approach from the management level.	Executing partners WWF - US PMU
<b>Finding:</b> An attempt was made to solve the limitations of the Monitoring and Evaluation (M&E) system through the practices of Harvesting Outcomes. A risk associated with surveys as a collection method was manifested by not having the number of responses intended to reach. Although stakeholders recognized the valuable information contained in the Project Progress reports, their length made them difficult to read at times.	
<b>Recommendation</b>	<b>Responsible Entity</b>
The M&E function usually contains the set of indicators that make it possible to monitor progress and achievements from inputs, activities, outputs and outcomes. As a good practice the M&E strategy should take into consideration the different Project stakeholders and tailor the M&E reports for a better understanding for the stakeholders.	PMU WWF-GEF Executing partners
<b>Finding:</b> The project management has been successful in scaling the external sources of funding. External funding and future compromises for the sustainability of the activities with great feasibility were mentioned from each executing partner, but none of them were documented, nor was an integral approach assumed from the strategic level of the global Project on this issue.	
<b>Recommendation</b>	<b>Responsible Entity</b>
Commitments that will enable the Project sustainability for each intervention should be consolidated and documented as part of an exit strategy from the whole project. The evidence should tell the areas of investments related to the Project and confirm whether it is a direct result of what the Project achieved.	Executing partners PMU PSC
<b>Finding:</b> In February 2019, the Project's Gender Mainstreaming and Action Plan was introduced, at the same time, capacity-building activities were carried out to familiarize the concepts of gender with the Project partners. Despite the fact that this topic was integrated as much as possible it was often perceived as a separate issue that could not be addressed further with the actors, remaining essentially in the quantification of women who participate in the activities.	
<b>Recommendation</b>	<b>Responsible Entity</b>
To better contribute to gender integrated, it is recommended that strategies and action plans	WWF Executing partners

<sup>25</sup> <https://greencommoditiesparaguay.org/proyectogreenchaco/>

related to this aspect are incorporated from the beginning of the projects, since this could increase the understanding and commitment from partners and help to increase the positive gender impacts in the intervention sites.	PMU
<b>Finding:</b> The overall design of the logic of the Theory of Change (ToC) is consistent but the assumptions made at the global level are complex and were not necessarily applicable at local contexts, furthermore ToC required to be more specific and concrete to the amount of time and resources available.	
<b>Recommendation</b>	<b>Responsible Entity</b>
In addition to considering the characteristics of the different industries that projects work with, when designing a Theory of Change, attention should be given to its applicability at country level, since there may be complexities that cannot be perceived from a global perspective.	WWF-GEF WWF PMU
<b>Finding:</b> Partners found that not all events intended to share experiences were productive for specific activities they performed, and that resources could have been allocated in different means of communication.	
<b>Recommendation</b>	<b>Responsible Entity</b>
To help a more targeted knowledge sharing, future projects should develop a dissemination strategy where partners are connected with other experts in the same area to exchange and learn best practices from similar interventions.	PMU PSC

#### 4.4 Practices for other similar projects to replicate or avoid

Best practices emerging from the Project include:

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

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

Practices to improve include:

- Closer coordination and engagement with the most important private actors should be sought from the early stages of the Project, making them part of the Project design not only through consultations, but also by giving them the ownership of the products that will benefit them. This is especially important in places where the government is difficult to access or can even become an opposing actor.
- Good practices such as the outcome harvesting that was brought to the Project during its implementation could be considered from now on in the design of future projects, since it allows to make a more meaningful evaluation at the outcome level, capturing and disseminating the positive effects. Moreover, the institutionalization of results in the public and/or private sector could be considered in earlier stages to make them sustainable.
- Communication and knowledge exchange at the program level could also consider facilitating specialized events depending on the type of work carried out by the executing partners. In addition, considering the effort involved in organizing this type of exchanges, specific resources should be allocated for communication and dissemination.
- Elaboration of a gender analysis and action plan during the project development phase to ensure integration and proper mainstreaming of gender equality issues and women's empowerment, and to avoid gender equity to be seen as a separate issue opposed to one that is woven through the fibers of the project.

## 5. Annexes

### 5.1 TE ToR(excluding ToR annexes)

#### Cover Page

POSITION DETAILS	
Location	Flexible – ideal if location enables possibility for in-person interviews or site visits
Reporting to	Amelia Kissick, WWF-US
Starting Date	June or July 2021
Completion Date	October 2021
PROJECT DATA	
Project/Program Title	Generating Responsible Demand for Reduced Deforestation Commodities
GEF Project ID	9182 (Child Project ID); 9072 (Program ID)
WWF (Agency) Project ID	G0008
Implementing Agency(s)	WWF GEF Project Agency
Executing Agency	WWF Markets
Executing Partner(s)	TRASE, Proforest, WWF-Indonesia, WWF-Singapore, WWF-Brazil
Countries	Brazil, Sierra Leone, Indonesia, Paraguay
Focal Area(s)	BD, LD, SFM
GEF Operational Program	GEF-6
Total GEF Approved Budget	\$8,098,060
Total Co-financing Approved	\$42,334,902
RELEVANT DATES	
CEO Endorsement/Approval	1/27/2017
Agency Approval Date	3/27/2017
Implementation Start	4/1/2017
Midterm Evaluation	11/2019
Project Completion Date (proposed or actual)	09/2021

## INTRODUCTION AND PROJECT OVERVIEW

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World Wildlife Fund, Inc. (WWF) policies and procedures require all GEF financed projects to complete a terminal evaluation (TE) at the end of project implementation. The following terms of reference (TOR) set out the expectations for the TE of the project “Generating Responsible Demand for Reduced Deforestation Commodities,” hereafter referred to as the “Project.” The consultant selected to conduct this evaluation will be referred to as “evaluator(s)” throughout this TOR.

The Project seeks to strengthen the enabling environment and public and private sector commitment to and demand for reduced deforestation commodities in priority markets. The Project is organized into the following components:

- Component 1: Mainstreaming demand for reduced deforestation commodities with major buyers and traders
- Component 2: Strengthening the enabling environment for reduced deforestation commodities in demand markets
- Component 3: Promoting reduced deforestation commodities in major markets
- Component 4: Advancing supply chain transparency, traceability, and decision support tools
- Component 5: Monitoring and evaluation

## SCOPE AND OBJECTIVES FOR THE EVALUATION

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The scope of the TE covers the GEF financed components of the Project but may additionally examine its coordination with the Good Growth Partnership.

The objectives of this evaluation are to examine the extent, magnitude, and sustainability of any project impacts to date; identify any project design problems; assess progress towards project outcomes and outputs; and draw lessons learned that can both improve the sustainability of benefits from this project and aid in the enhancement of future related projects.

## EVALUATION APPROACH AND METHOD

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The evaluation will comply with the guidance, rules and procedures established by WWF<sup>26</sup> and as laid out in the GEF Terminal Evaluation<sup>27</sup> and Ethical Guidelines.<sup>28</sup> The evaluation must provide evidence-based information that is independent, transparent, and ethical. The evaluator(s) must be unbiased and free of any conflicts of interest with the Project. The evaluator(s) is expected to reflect all stakeholder views and follow a participatory and consultative approach. There should be close engagement with the Executing Agency Project Management Unit (PMU), partners and key stakeholders. Contact information will be provided.

The Evaluation process will include the following, with deliverables marked by “\*”:

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<sup>26</sup> For additional information on evaluation methods adopted by WWF, see the [WWF Evaluation Guidelines](#), published on our [WWF Program Standards](#) public website.

<sup>27</sup> For additional information on the GEF Terminal Evaluation Guidelines, see the [GEF Terminal Evaluation Guidelines](#), published on the [GEF Evaluation Office](#) website.

<sup>28</sup> Please see the GEF [Ethical Guidelines](#) as published on GEF website.

- A. Desk review consisting of, but not limited to:
- Project Document and CEO Endorsement Letter;
  - Midterm Review;
  - Relevant safeguards documents;
  - Annual Work Plan and Budget (AWP&B) documents;
  - Project Progress Reports (PPRs), including Results Framework and AWP Tracking;
  - Project Closure Report (PCR) (if available, GEF Agency reports, including Project Implementation Reports (PIRs) and Supervision Mission Reports;
  - Relevant financial documents, including financial progress reports and co-financing documentation;
  - Project Steering Committee (PSC) meeting minutes; and
  - Other relevant documents and deliverables provided by the Executing Agency and partners.
- B. Inception report\* that details evaluation methodology, including how evaluation/ratings will be assessed (indicators to be used, key questions, etc.);
- C. Site visits, if feasible given COVID-19 travel restrictions and safety measures, in Indonesia, Brazil and/or Paraguay in descending priority;
- D. Virtual interviews, discussions and consultations with executing partners, Project Steering Committee (PSC) members, WWF GEF Agency, and beneficiaries;
- E. Post-field visit debrief and presentation\* of initial findings;
- F. Draft report\* (30 page max. excluding annexes) shared with relevant parties for review and feedback. A sample outline will be provided; and
- G. Final TE report\* that has incorporated feedback and comments (same page limits as draft).

The evaluator is expected to evaluate the project based on seven (7) core criteria: relevance, coherence, effectiveness, efficiency, results/impact, sustainability and adaptive capacity. Particular emphasis is desired on results, impact, effectiveness and sustainability. A definition for each core criterion is included in Annex A.

## **EXPECTED CONTENT OF EVALUATION REPORT**

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The Terminal Evaluation report should include:<sup>29</sup>

- Information on the evaluation process, including when the evaluation took place, sites visited (if applicable), participants, summary of methodology and rating rubric, and feedback log showing how major comments on draft were incorporated;
- Assessment and rating of project objectives and outcomes
- Assessment of risks to the sustainability of project outcomes;
- Assessment of Monitoring and Evaluation systems;
- Assessment of knowledge activities and products;
- Assessment of replication and catalytic effects of the project;
- Assessment of relevance/coherence with WWF, GEF, GGP and country priorities;

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<sup>29</sup> See Annex B for a sample report outline.

- Assessment of stakeholder engagement and gender-responsive measures;
- Assessment of any environmental and social impacts and safeguards used for the project;
- Financial assessment of the project;
- Assessment of implementation and execution by WWF GEF Agency, PMU and project partners;
- Summary of key findings by core criteria<sup>30</sup> and ratings by GEF rating categories<sup>31</sup>, including justification and/or indicators for their determination;
- Lessons learned regarding: project design (theory of change), objectives, and technical approach; administration and governance arrangements; relevance; implementation of the work plan; achievement of impact; environmental and social safeguards, etc.; and
- Conclusions and recommendations that would be useful for project close and sustainability, and for other similar projects in order to improve on identified issues, replicate best practices or achieve better results.

## **EVALUATION TEAM QUALIFICATIONS**

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The evaluator shall have prior experience in evaluating similar projects. The evaluator selected should not have participated in the project preparation and/or implementation and should not have a conflict of interest with project related activities.

### **Required Qualifications and Experience**

- Minimum 7 years of relevant professional experience;
- Previous experience with results-based monitoring and evaluation methodologies; and
- Excellent written and oral communication in English.

### **Preferred Qualifications and Experience**

- Recent experience conducting Evaluations for GEF projects;
- Experience with both quantitative and qualitative evaluation methods;
- Technical knowledge in GEF Biodiversity, Land Degradation, and Sustainable Forest Management Focal Areas;
- Experience with agriculture and food production or commodity markets;
- Demonstrated experience or knowledge of technical area and Good Growth Partnership;
- Knowledge of GEF Monitoring and Evaluation Policy;
- Experience with WWF Project and Program Management Standards or Open Standards for the Practice of Conservation ([www.cmp-openstandards.org](http://www.cmp-openstandards.org));
- Knowledge and experience in implementing or reviewing application of social and environmental safeguards policies in GEF (or similar) projects;
- Experience with social assessments, participatory techniques and gender mainstreaming;
- Regional experience and/or language abilities (Spanish, Portuguese, Indonesian Bahasa); and

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<sup>30</sup> See Annex A

<sup>31</sup> See Annexes C and D

- Ability to conduct in-person evaluation site visits in Indonesia, Brazil, and/or Paraguay (if feasible, given COVID-19 travel restrictions and safety measures).

#### **PAYMENT MODALITIES AND SPECIFICATIONS**

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Payment, expense reimbursement (if necessary), and other contractual terms and conditions will be outlined in the consultant agreement made between WWF and the evaluator(s). Payments will be made according to deliverables submitted. Twenty-five percent of payment will correspond with completion and approval of Inception Report. Fifty percent of payment will correspond with completion and approval of debrief presentation and submission and approval of the Draft Report. The final twenty-five percent will be delivered with the submission and approval of the Final Report.

#### **APPLICATION PROCESS**

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Interested consultants are invited to submit a technical proposal and financial proposal with their *curriculum vitae*. The financial proposal should include fee and reimbursable expenses, such as travel costs, if applicable. The budget shall not exceed \$35,000. Technical and financial proposals will both be scored. Individual or team applications are welcome. Applicants are requested to email applications to [amelia.kissick@wwfus.org](mailto:amelia.kissick@wwfus.org) by May 7, 2021.



## 5.2 TE evaluation matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

Criteria / Evaluation Question	What to look for? / Possible indicators	Information sources	Information collection methods
<b>Relevance</b>			
The extent to which the project design, outcomes, indicators and targets remain valid and consistent with local and national development priorities and organizational policies, including the context of the changing circumstances of the country (e.g. political context);			
Is the current strategy, and the theory of change that it's based on, clear and is it still valid? Are the strategies and approaches still the most appropriate?	Level of coherence between project strategy and implementation approach. Analysis of the achievements by the interviewees.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project strategy</li> <li>- Project framework</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews with project staff and key stakeholders</li> </ul>
Are the objectives and expected results realistic and concrete?	Clarity, relevance and feasibility of the objectives and results.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project framework</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Are the components and results of the project clear, practical and feasible?	Clarity, practicality and feasibility within the Project time frame of the components and results of the Project.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project framework</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Was the inclusion and / or adjustment of some indicators proposed?	Indicators of the Project. Analyze modifications.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project framework</li> <li>- Mid-Term Evaluation report</li> <li>- Stakeholder interviews</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Were the lessons of other similar projects appropriately incorporated into the Project design?	Lessons learned about the design of similar projects. Integration of lessons from other Projects.	<ul style="list-style-type: none"> <li>- Project strategy</li> <li>- ProDoc</li> <li>- Project framework</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>

		- Lessons from other relevant projects	
Does the project's objective align with the priorities of the local government and local communities?	Alignment with local government and local communities' priorities.	- National and local development plans or strategies	- Document review - Interviews
Does the project's objective fit within the national environment and development priorities of the countries of intervention?	Alignment with each country's national environment and development priorities, strategies and legislation.	- ProDoc - National environment and development priorities as stated in government plans or legislation in each country	- Document review - Interviews
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Stakeholder engagement approach during the Project design and implementation.	- Reports on enquiries made - Inception Workshop Report - WWF Environmental and Social Safeguards compliance report - Actors interviewed	- Document review - Interviews
Is the project objective aligned with GEF strategic priorities?	Alignment / compliance of the Project with GEF's policies and strategies.	- ProDoc - GEF representatives / specialists	- Document review - Interviews
Was the project linked with and in-line with WWF priorities and strategies for the countries of intervention?	Alignment / compliance of the Project with WWF's policies and strategies.	- ProDoc - WWF representatives / specialists	- Document review - Interviews

Coherence			
The compatibility of a project intervention with other interventions (particularly policies) in a country, sector or institution. This can include internal coherence and external coherence. Internal coherence addresses the synergies and interlinkages between the project interventions and those carried about by the same sector or institution in the country. External coherence measures consistency and compatibility of the interventions among different sectors, but in the same context.			
To what extent is the project aligned with other interventions in the same focal area?	Alignment of the Project with other interventions.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Local and national strategies, actors, institutions participating in the same area</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Do the project interventions provide an added value and complement/coordinate with other sector' interventions in the same context/landscape?	Alliances and partnerships created. Additional Project impact not listed.	<ul style="list-style-type: none"> <li>- Local and national government, institutional actors</li> <li>- Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Effectiveness			
The extent to which the outputs, outcomes and project objectives have been or are likely to be achieved, taking into account their relative importance. Identify the major factors which have facilitated or impeded this achievement. Review the management structure of the project and determine whether the organizational structure of the project, the resources, the distribution of responsibilities and coordination mechanisms are appropriate for achieving progress towards project outcomes.			
Are the project objectives likely to be met? To what extent are they likely to be met?	Project indicators and objectives. Achievement of results.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Progress reports</li> <li>- Mid-Term Evaluation report</li> <li>- Actors interviewed</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
What are the key factors contributing to project success or underachievement?	Contributing factors to success or underachievement. Results achieved.	<ul style="list-style-type: none"> <li>- M&amp;E reports</li> <li>- Progress reports</li> <li>- Work plans</li> <li>- Mid-Term Evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>

<p>What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?</p>	<p>Barriers to achieve results. Main risks of the Project.</p>	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- M&amp;E reports</li> <li>- Progress reports</li> <li>- Work plans</li> <li>- Risk analysis (included in PIRs, PPRs, and PRODOC) and management documents</li> <li>- Mid-Term Evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<p>Has there been any unexpected / unintended negative / positive impacts and what are the reasons for this?</p>	<p>Unexpected results, both positive and negative. Contributing factors to unexpected results.</p>	<ul style="list-style-type: none"> <li>- M&amp;E reports</li> <li>- Progress reports</li> <li>- Actors interviewed</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<p>To what extent has coordination/communication been effective within and between the implementation team, stakeholders, partners and participants, as well as donor offices in the Network and external donors?</p>	<p>Stakeholders' engagement. Participation and inclusiveness tools. Level of participation/support of actors.</p>	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Progress reports</li> <li>- Work plans</li> <li>- Social Safeguards compliance report</li> <li>- Mid-Term Evaluation report</li> <li>- Actors interviewed</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<p>Which strategies are proving to be effective, and which are not? And what are the reasons for this?</p>	<p>Consistency between the Project strategy and the expected results. Analysis of the achievements by the interviewees. Alternative strategies for achieving objectives.</p>	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project strategy</li> <li>- Project framework</li> <li>- Theory of Change</li> <li>- Progress reports</li> <li>- Work plans</li> <li>- Mid-Term Evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<b>Efficiency</b>			

The extent to which results have been delivered with the least costly resources possible. This includes efficiency of funding availability, project management and human resources, coordination, and information flow among the project partners.			
Is the project cost-effective?	Efficiency of budget execution and its relation to product/outcome indicators. Budget deviations. Cash disbursements timing.	<ul style="list-style-type: none"> <li>- Project framework</li> <li>- Financial Progress Reports</li> <li>- Annual work plans</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Is the project implementation approach efficient for delivering the planned project results?	Efficiency in execution. Management mechanisms and tools. Management Arrangements. Use of the Results Framework as a management tool.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Operational plans</li> <li>- M&amp;E Reports</li> <li>- Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Is the project implementation delayed? If so, has that affected cost-effectiveness?	Effectiveness and efficiency in execution. Planned time frames. Change in timeline for the work plan.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Work plans</li> <li>- Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
What is the contribution of cash and in-kind co-financing to project implementation?	Relationship between co-financing and results. Level of Co-financing to date versus target.	<ul style="list-style-type: none"> <li>- Co-financing reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
To what extent is the project leveraging additional resources?	Efficiency of budget execution and its relation to product/outcome indicators. Changes to fund allocations as a result of budget revisions. Additional co-financing.	<ul style="list-style-type: none"> <li>- Financial Progress Reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Are human resources (project staff, coalition members, and via partnerships) appropriate, adequate, efficiently organized and operating effectively (e.g. include considerations of capacity needs and gaps, communications, division and clarity of roles and responsibilities, processes for evaluation and improvement)?	Clarity of organizational management. Effectiveness of communication and feedback.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Organizational manuals</li> <li>- Project team</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>

<p>Are there thorough, well founded work plans being implemented according to plan, monitored, and adapted as necessary?</p>	<p>Consistency between operational/ strategic plans and the project/results framework. Result based work plan. Monitoring tools. Adequacy of work and budget.</p>	<ul style="list-style-type: none"> <li>- Work plans</li> <li>- Results framework</li> <li>- Budget documents</li> <li>- M&amp;E plan and reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<b>Results/Impact</b>			
<p>The extent of intended or unforeseen effects that project interventions or strategies will have on the project objective, conservation targets and GEF global environmental benefits, whether positive or negative. Assess the project's logic or theory of change and the potential to scale up or replicate the project outcomes and impact.</p>			
<p>Are impact level results likely to be achieved? Are they likely to be at the scale sufficient to be considered Global Environmental Benefits?</p>	<p>Results achieved. Project indicators and objectives. Project impact.</p>	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Progress reports</li> <li>- Mid-Term Evaluation report</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<p>Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?</p>	<p>Results achieved. Project indicators and objectives.</p>	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Progress reports</li> <li>- Mid-Term Evaluation report</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<p>To what extent has the project attained its stated vision and goals, in terms of outcomes effecting positive change in biodiversity quality, ecosystem services and, in turn if relevant, human wellbeing?</p>	<p>Results achieved. Project indicators and objectives.</p>	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Progress reports</li> <li>- M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<p>Were there any unforeseen results/impacts (whether positive or negative)?</p>	<p>Additional Project results/impacts not listed in the Project Framework.</p>	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Progress reports</li> <li>- Mid-Term Evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>

Were the indicators in the Results Framework SMART (Specific, Measurable, Attributable, Relevant, Time-bound/Timely/Trackable/Targeted)?	"SMARTNESS" of indicators and objectives of the Project.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project framework</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<b>Theory of change</b>			
Were the outcomes and outputs consistent with the Theory of Change?	Alignment between the Theory of change and the outcomes, outputs and indicators in the Project Framework.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project framework</li> <li>- Theory of Change</li> <li>- Progress reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews with key stakeholders</li> </ul>
Was there a clearly defined and robust Theory of Change? Both, written and diagramed?	Clearness and robustness of the Theory of Change of the Project.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project strategy</li> <li>- Project framework</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews with key stakeholders</li> </ul>
Did the Theory of Change clearly explain the logical/causal pathways from intervention to expected results? Are there adequate incentives for behavior change? Is there anything that the Theory of Change has not considered or made explicit, in terms of assumptions or logic?	<p>Consistency of the Theory of Change of the Project.</p> <p>Clearness and consistency of the assumptions.</p> <p>Achievement of results.</p>	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project strategy</li> <li>- Project framework</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews with key stakeholders</li> </ul>
Was the Theory of Change supported by the project? Did M&E data support the logic or were there assumptions invalidated such that the project interventions did not have the intended results?	Alignment between the Theory of change and the outcomes, outputs and indicators in the Project Framework.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project strategy</li> <li>- Project framework</li> <li>- Theory of Change</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>

Was the projects' Theory of Change reviewed and refined during implementation?	Changes in the Theory of Change since the project started.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project strategy</li> <li>- Project framework</li> <li>- Theory of Change</li> <li>- Minutes of the Board meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<b>Sustainability</b>			
The likely ability of an intervention to continue to deliver benefits, progress and impact after external support has ended. Determine the degree of support and buy-in given to the project at the national and local level.			
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?	Main financial and economic risks for the execution of activities. Possible future financial resources.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- WWF/GEF representatives</li> <li>- Project team</li> <li>- Government institutions</li> <li>- Exit strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
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?	Opinions on the suitability of the continuity of the benefits of the Project. Country ownership in the different mechanisms of the Project. Beneficiary planning.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Actors interviewed</li> <li>- Organizational manuals</li> <li>- Exit strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Existence of necessary mechanisms for accountability, transparency and transfer of technical knowledge.	<ul style="list-style-type: none"> <li>- Legal frameworks</li> <li>- Public policies</li> <li>- Exit strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
To what extent are the project results dependent on sociopolitical factors?	Changes of national and local governments that could affect the Project results. Modifications of public policy agendas.	<ul style="list-style-type: none"> <li>- Project team</li> <li>- WWF/GEF representatives</li> <li>- Government institutions</li> <li>- Exit strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>



Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Environmental risks for the sustainability of activities.	<ul style="list-style-type: none"> <li>- Project team</li> <li>- Local and national institutions</li> <li>- Actor interviewed</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Is the project adequately anticipating and taking measures to ensure resilience to these external factors?	Main risks identified. Planning.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Risk analysis and management documents</li> <li>- Mid-Term Evaluation report</li> <li>- Project team</li> <li>- WWF/GEF representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Has a phase out strategy been prepared and implemented to ensure sustainability?	Existence of an exit strategy.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project team</li> <li>- WWF/GEF representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<b>Adaptive Capacity</b>			
The extent to which the use of M&E, lessons learned, and adaptive management are used to meet indicator targets and mitigate project issues (such as design flaws or any adverse impacts of the project).			
Did the team examine good practice lessons from other conservation/ development experiences and consider these experiences in the project design?	Integration of lessons/good practices from other experiences in the Project design.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project strategy</li> <li>- Project framework</li> <li>- Theory of Change,</li> <li>- Lessons from other relevant projects</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
What significant changes did the project undergo as a result of recommendations from the Mid-Term Evaluation?	Integration of lessons/recommendation from the Mid-Term Evaluation in the Project.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Result framework</li> <li>- Mid-Term Evaluation report</li> <li>- Lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>

To what extent is monitoring information, including risk monitoring, being appropriately recorded, stored, disseminated and used to inform future plans?	Effectiveness and frequency of use of monitoring tools. Dissemination mechanisms.	- M&E reports - Actors involved in M&E	- Document review - Interviews
Did the project establish a baseline status of conservation targets and key contextual factors? Is there ongoing systematic monitoring of these?	Project progress indicators. Baseline.	- ProDoc - Project framework - Progress reports	- Document review - Interviews
Did the project track intermediate results that are part of a theory of change (including results chains) that clearly lay out anticipated cause-effect relationships and enable definition of appropriate indicators?	Results achieved. Effectiveness and frequency of use of tracking tools.	- ProDoc - Project framework - Theory of Change - M&E reports - Actors involved in M&E	- Document review - Interviews
Is there ongoing, systematic, rigorous monitoring of output delivery, outcome attainment, and impact measurement, with plausible attribution to WWF's actions?	Effectiveness and frequency of use of monitoring tools. Results achieved. Effects of project interventions.	- M&E reports - Actors involved in M&E - Mid-Term Evaluation report	- Document review - Interviews
To what extent lessons are documented and shared in a manner that is promoting learning by the project management team and key stakeholders?	Documentation and management of lessons. Dissemination mechanisms.	- Project team - Reports	- Document review - Interviews
What are the lessons learned from the project, failures / opportunities, losses to date? What could have been done better or differently?	Lessons learned identified to date.	- Project team - WWF/GEF representatives - Mid-Term Evaluation report	- Document review - Interviews

### Safeguards

Assess if safeguards were adequately considered in design and implementation;	WWF & GEF safeguards reports.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- WWF Environmental and Social Safeguards compliance report</li> <li>- Project team</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews with key stakeholders</li> </ul>
Assess project activities for any additional adverse or unforeseen environmental or social impacts and include potential measures to address these	WWF & GEF safeguards. Main environmental or social risks. Additional environmental or social impact/risks not listed.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- WWF Environmental and Social Safeguards compliance report</li> <li>- Progress reports</li> <li>- Project team</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews with key stakeholders</li> </ul>
<b>Gender-equity</b>			
To what extent were gender issues addressed in the project design?	Gender strategy.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Gender representatives/ specialists</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
How has the project contributed to improving the status and position of women?	Gender strategy. Women participatory planning. Gender progress indicators. Opinions on the improved status of women.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Gender representatives/ specialists</li> <li>- Mid-Term Evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
Are financial resources / project activities explicitly allocated to allow women to benefit from project interventions?	Actors and roles chart. Women participatory planning. Percentage of funds allocated to women participation.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Organizational manuals</li> <li>- Budget documents</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Gender disaggregated indicators. Gender progress indicators.	<ul style="list-style-type: none"> <li>- ProDoc</li> <li>- Project framework</li> <li>- Progress reports</li> <li>- M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<b>COVID-19</b>			

<p>To what extent has the context generated by COVID-19 affected the execution of the project in terms of the activities planned?</p>	<p>Additional Project impacts not listed. Planned and actual time frames.</p>	<ul style="list-style-type: none"> <li>- Progress reports</li> <li>- Project team</li> <li>- M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>
<p>Have measures been taken to mitigate the risk posed by COVID-19 in the implementation of the project?</p>	<p>Decisions taken due to COVID-19 pandemic. Existence of COVID-19 mitigation plan.</p>	<ul style="list-style-type: none"> <li>- Progress reports</li> <li>- Project team</li> <li>- M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>- Document review</li> <li>- Interviews</li> </ul>

### 5.3 Questionnaire

Terminal Evaluation Consultancy		
Objective of the questionnaire: to collect data on the quality of the Project implementation		
		Answers
Name of interviewee		
Country		
Position		
Institution		
Could you describe your role within the Project?		
Relevance		
ALL	How relevant is the project to the commodities sector? (Palm oil, soy, beef)?	
	Were the objectives and expected results realistic and concrete?	
	Are the components and results of the Project clear, practical and feasible?	
WWF PMU & WWF GEF	Was the inclusion and/or adjustment of some indicators proposed? If so, what changes were implemented? Please specify them	
	Were the lessons of other similar projects appropriately incorporated into the Project design?	
ALL	Does the Project's objective align with the priorities of the local governments and local communities?	
	Does the Project's objective fit within the national environment and development priorities of the countries of intervention?	
WWF PMU & WWF GEF	Did the Project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in Project development?	
	Is the project objective aligned with GEF strategic priorities?	
	Was the Project linked with and in-line with WWF priorities and strategies for the countries of intervention?	
Coherence		
ALL	To what extent is the project aligned with other interventions in the same focal area?	
	Do the Project interventions provide an added value and complement/coordinate with other sector' interventions in the same context/landscape?	
Effectiveness		
ALL	Are the Project objectives likely to be met? To what extent are they likely to be met?	
	What are the key factors contributing to Project success or underachievement?	
	What are the key risks and barriers that remain to achieve the Project objective and generate Global Environmental Benefits (GEB)?	
	Has there been any unexpected/unintended negative/positive impacts and what are the reasons for this?	
	To what extent has coordination/communication been effective within and between the executing team, stakeholders, partners and participants, as well as donor offices in the Network and external donors?	

Partners	Which strategies are proving to be effective, and which are not? And what are the reasons for this?	
	What is your opinion on the quality of execution of the Project and the executing partners?	
	Is communication regular and effective? Are there key actors that are left out of communication?	
	Does communication with stakeholders and partners contribute to their understanding about Project results and activities and investment in the sustainability of Project results?	
	How do you rate the Project Management Unit (PMU)? Have you received all the necessary support from the PMU?	
	How much coordination, lessons sharing have you had with the other partners of the Project?	
	Did you have the opportunity to connect and learn from other projects that are part of the GGP Program?	
<b>Efficiency</b>		
WWF PMU, WWF GEF/ Finance	What is the Project cost-effectiveness relation in terms of invested resources and achieved results?	
ALL	Is the Project implementation approach efficient for delivering the planned Project results?	
WWF PMU, WWF GEF/ Finance	Is the Project implementation delayed? If so, has that affected cost-effectiveness?	
	To what extent is the Project leveraging additional resources?	
	Has the co-financing been used strategically to help the objectives of the Project?	
	Did the Project Team meet with all co-financing partners regularly in order to align financing priorities and annual work plans?	
	Were there any changes to fund allocations as a result of budget revisions? Was it appropriate and relevant?	
ALL	Are human resources (project staff, coalition members, and via partnerships) appropriate, adequate, efficiently organized and operating effectively?	
	Are there thorough, well founded work plans being implemented according to plan, monitored, and adapted as necessary?	
<b>Results / Impact</b>		
WWF PMU & WWF GEF	Are impact level results likely to be achieved? Are they likely to be at the scale sufficient to be considered Global Environmental Benefits (GEB)?	
ALL	Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the Project's objective?	
	Were there any unforeseen results/impacts (whether positive or negative)?	

WWF PMU, WWF GEF & M&E	Were the indicators in the Results Framework SMART (Specific, Measurable, Attributable, Relevant, Time-bound/Timely/Trackable/Targeted)?	
	What is your assessment of regional and international cooperation and knowledge management at national, regional, and international level? Could you give some recommendations for improvement?	
ALL	Have appropriate means been established for external communication about the progress of the Project and the expected impact to the public? Please indicate them	
<b>Theory of change</b>		
WWF PMU & WWF GEF	Were the outcomes and outputs consistent with the Theory of Change?	
	Was there a clearly defined and robust Theory of Change? Was it reviewed and refined during implementation?	
<b>Sustainability</b>		
ALL	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?	
	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?	
	To what extent are the Project results dependent on socio-political factors?	
	Are there any environmental risks that can undermine the future flow of Project impacts and Global Environmental Benefits (GEB)?	
	Is the project adequately anticipating and taking measures to ensure resilience to these external factors?	
	Has an exit strategy been prepared and implemented to ensure sustainability? How do you rate the exit strategy?	
<b>Adaptive Capacity</b>		
WWF PMU & WWF GEF	Did the team examine good practice lessons from other conservation/ development experiences and consider these experiences in the Project design?	
ALL	What significant changes did the Project undergo as a result of recommendations from the Mid-Term Evaluation (MTE)? Please explain	
	To what extent was the monitoring information, including risk monitoring, being appropriately recorded, stored, disseminated with key partners and inside teams?	
	How do you rate the M&E function of the Project?	
WWF PMU, WWF GEF & M&E	Are the M&E tools aligned or integrated with national systems?	
	Are the M&E tools efficient? Do you think additional tools were needed?	
	Have sufficient resources been allocated to monitoring and evaluation? Have these resources been allocated effectively?	
	Did the Project track intermediate results that are part of a Theory of Change (including results chains) that clearly lay out anticipated cause-effect relationships and enable definition of appropriate indicators?	

	Is there ongoing, systematic, rigorous monitoring of output delivery, outcome attainment, and impact measurement, with plausible attribution to WWF's actions?	
ALL	To what extent lessons are documented and shared in a manner that is promoting learning by the Project management team and key stakeholders?	
	What are the lessons learned from the Project, failures/opportunities, losses to date? What could have been done better or differently?	
<b>Safeguards</b>		
WWF PMU, WWF GEF & M&E	Were safeguards adequately considered in design and implementation?	
WWF PMU & WWF GEF	Were there any adverse or unforeseen environmental or social impacts caused by the Project? If so, how have they been addressed?	
<b>Gender-equity</b>		
ALL	To what extent were gender issues addressed in the Project design?	
Partners	What has been done to integrate the gender strategy in your activities?	
ALL	How has the Project contributed to improving the status and position of women?	
	Are financial resources/project activities explicitly allocated to allow women to benefit from Project interventions?	
WWF PMU, WWF GEF, Gender Specialist	In what ways did the Project's gender results advance or contribute to the Project's biodiversity outcomes?	
ALL	Are there lessons learned on gender equality?	
<b>COVID-19</b>		
ALL	To what extent has the context generated by COVID-19 affected the execution of the Project in terms of the activities planned?	
	Have measures been taken to mitigate the risk posed by COVID-19 in the implementation of the Project?	



## 5.4 Rating Scale for the TE

<b>Outcoming Rating Classification:</b>	
Highly satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were not shortcomings.
Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings.
Moderately satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
Moderately unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.
Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
Highly unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings.
Unable to assess (UA)	The available information does not allow an assessment of the level of outcome achievements.
<b>Sustainability/ Risk Rating Classification:</b>	
Likely (L)	There are little or no risks to sustainability.
Moderately likely (ML)	There are moderate risks to sustainability.
Moderately unlikely (MU)	There are significant risks to sustainability.
Unlikely (U)	There are severe risks to sustainability.
Unable to assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability.
<b>M&amp;E Rating classification:</b>	
Highly satisfactory (HS)	There were no shortcomings and quality of M&E design / implementation exceeded expectations.
Satisfactory (S)	There were no or minor shortcomings and quality of M&E design / implementation meets expectations.
Moderately satisfactory (MS)	There were some shortcomings and quality of M&E design / implementation more or less meets expectations.
Moderately unsatisfactory (MU)	There were significant shortcomings and quality of M&E design/ implementation somewhat lower than expected.
Unsatisfactory (U)	There were major shortcomings and quality of M&E design/ implementation substantially lower than expected.
Highly unsatisfactory (HU)	There were severe shortcomings in M&E design / implementation.
Unable to assess (UA)	The available information does not allow an assessment of the quality of M&E design /implementation.
<b>Implementation and Execution Rating Classification:</b>	
Highly satisfactory (HS)	There were no shortcomings and quality implementation / execution exceeded expectations.
Satisfactory (S)	There were no or minor shortcomings and quality implementation /execution meets expectations.
Moderately satisfactory (MS)	There were some shortcomings and quality of implementation /execution more or less meets expectations.
Moderately unsatisfactory (MU)	There were significant shortcomings and quality of implementation /execution somewhat lower than expected.

Unsatisfactory (U)	There were major shortcomings and quality of implementation /execution substantially lower than expected.
Highly unsatisfactory (HU)	There were severe shortcomings in quality of implementation/ execution.
Unable to assess (UA)	The available information does not allow an assessment of the quality of implementation / execution.

*Source: Based on TOR information*

## 5.5 List of stakeholders interviewed

Country	Organization	Name	Role
Global	WWF-US	Margaret Arbuthnot	PMU – Project Manager
		Gino Bianco	PMU – M&E Officer
		Adnan Hanif	Finance and Operations Manager
		Luis Iseppe	WWF-US PSC REP
		Karla Canavan	WWF-US VP of Commodity Markets
	WWF GEF Agency and WWF GEF Extended Team	Rachel Kaplan	WWF GEF Agency – Senior Program Officer (Demand project manager)
		Amelia Kissick	Lead Specialist, Results Based Management
		Nathalie Simoneau	Lead Specialist Gender
		Erika Drazen	Lead Specialist Safeguards
	ISEAL	Vidya Rangan	Senior Manager of Impacts and Evidence
SE Asia Regional	WWF Singapore	Marie Gauthier	Engagement Manager
		Lauren Lynch	E-learning consultant
		Aveline Chan	Engagement Manager
		Michael Guindon	Global Palm Oil lead
		Octyanto Bagus Indra Kusuma	Senior engagement manager
Indonesia	WWF Indonesia	Niki Nofari	Project Manager; Corporate Engagement Manager
		Margareth Meutia	Communications Manager
		Aditya Bayunanda	PSC; Director of food trade and market transformation
		Joko Sarjito	Palm Oil Supply Chain Manager
		Angga Prathama Putra	Palm Oil Supply Chain Responsible

		Elisabeth Diana Supit	M&E Specialist
LATAM Regional	Trase	Toby Gardner	PSC; Director
Brazil	WWF Brazil	Edegar Oliveira	PSC; Head of Food and Agriculture Program
		Frederico Machado	Zero Deforestation and Conversion manager
	Proforest - LATAM	Jane Lino	Deputy Director of Programs
		Isabella Vitalli	PSC; Director of Programs
		Pedro Zanetti	Cerrado beef protocol Project Manager
		Marcelo Posonski	Manager of the beef toolkit
	Conservation International	David McLaughlin	Coordinator with TRASE, SEI and Global Canopy for palm oil supply chain traceability
	Cerrados Institute	Camilla Thomaz	Financial Administrator
Africa	Proforest - Africa	Nadia Goodman	Program Manager
		Rhiannon Murgatroyd	Grants & Monitoring Manager
		James Parker	Project Manager
		Abraham Baffoe	PSC; Director of Programs
Paraguay	UNDP	Veronique Gerard	UNDP Program Officer
		Jorge Martinez	PSC; first UNDP Project Coordinator
		Oscar Gadea	Green Chaco project lead
		Cynthia Villabla	Green Chaco technical assistant
		Cesar Meden	Green Chaco Coordinator
		Marisol Jara	Especialista en comunicacion
		Ariana Leguiza	Technical assistant in Filadelfia
		Celeste Flores	
	UNDP Regional (Panama)	Jose Arturo Santos	UNDP Regional Representative (Panama)

	UN	Rudolf Hildebrand	UN Representative in the Chaco/Member Integrated Chaco
	WWF Paraguay	Fernando Díaz de Vivar	Project Manager
		Cristina Morales	WWF Paraguay Representative
	Ministry of Environment and Sustainable Development	Graciela Miret	Minister;Project Focal Point
	Investment and Exports Network REDIEX - MIC - Ministry of Industry and Commerce.	Jose Laneri	Director of REDIEX Business Platforms
		Rodolfo Silvero	Country Brand Director. REDIEX
	Vice-Ministry of Livestock	Claudia Gonzalez Medina.	Directorate of Sustainable Livestock and CC.
		Dalma Dominguez	
	Government of Boqueron	Rossana Ortiz	Director of Environment and Development
	Municipality of Philadelphia	Claudelino Rodas	Representative of the Municipality of Philadelphia
	Chaco Regional Platform	Edwin Pauls	President of the Chaco Regional Platform
		Milciades Pacce	Coordinator of the platform
		Francisco Mora	Indigenous People Representative
	Academy	Antero Cabrera	Academy Representative
	FECOPROD	Alfred Fast	President of FECOPROD
		Blas Cristaldo	Chaco producer
		Carlos Passerieu	Chaco producer
	ARP	Jazmín Tufari	Coordinator of the environmental commission
		Esteban Vasconsellos	Representative of ARP
	Trase	Enrique Molas	Trase – Paraguay lead
	Neuland Cooperative	Sebastián Bolt	

		Stephan Isaak	Representatives of the cooperative Neuland
		Norbert Dueck	Representative Pioneros Chaco
	SAP Chortitzer	Maiko Doerksen	
	ATF	Rosalia Goerzen	Representatives of the cooperative Fernheim
		Natalia Escobar	
		Elvin Rempel	

## 5.6 TE mission itinerary

Time (ET)	Country	Institution	Interviewed
Sunday, July 18, 2021			
22:00 -23:30	Indonesia	WWF Indonesia	Niki Nofari (Project Manager), and Margareth Meutia (Communications Manager)
Monday, July 19, 2021			
11:30 – 13:00	Brazil	WWF Brazil	Frederico Machado (Zero Deforestation and Conversion)
13:30 – 15:00	Brazil	Proforest	Jane Lino (Deputy Director of Programs), Isabella Vitalli (PSC, Director of Programs), Pedro Zanetti (Project Manager), and Marcelo Posonski (Deputy Director)
Tuesday, July 20, 2021			
11:00 – 12:00	Global	WWF US	Erika Drazen (Lead Specialist Safeguards)
12:00 – 13:30	Brazil	Conservation International	David McLaughlin (Senior Advisor)
23:30 – 00:00	Indonesia	WWF Indonesia	Aditya Bayunanda (PSC, Director), and Joko Sarjito (Palm Oil Supply Chain Manager)
Wednesday, July 21, 2021			
9:00 – 10:30	Africa	Proforest	Nadia Goodman (Project Manager), and Rhiannon Murgatroyd (Grants & Monitoring Manager)
18:00 – 18:45	Brazil	WWF Brazil	Edegar Oliveira (PSC, Head of Food and Agriculture Program)
Thursday, July 22, 2021			
7:00 – 8:30	Africa	Proforest	James Parker (Project Manager)
22:00 – 23:30	Indonesia	WWF Indonesia	Angga Prathama Putra (Palm Oil Supply Chains), and Elisabeth Diana Supit (Component 4)
Friday, July 23, 2021			

8:00 – 10:00	Paraguay	UNDP Paraguay	Oscar Rafael Gadea (Project Lead), Cynthia Viviana Villalba (Technical Assistant), and Cesar Meden (Technical Specialist)
10:00 – 11:00	Brazil	Instituto Cerrados	Camilla Thomaz (Director)
14:00 – 15:30	Paraguay	FECOPROD	Alfred Fast (President)
16:30 -18:00	Global Canopy	Trase	Enrique Molas (Paraguay Lead)
Sunday, July 25, 2021			
21:00 – 22:30	Singapore	WWF Singapore	Bagus Indra (Senior Engagement Manager), and Michael Guindon (Global Palm Oil Lead)
Monday, July 26, 2021			
8:00 – 9:30	Paraguay	FECOPROD	Blas Cristaldo (General Manager)
9:00 – 10:00	Global	WWF US	Nathalie Simoneau (Lead Specialist Gender)
9:30 – 10:30	Paraguay	UNDP	Rudolf Hildebrand (UN Representative)
11:00 – 12:30	Paraguay	Gobernación de Boquerón	Rossana Ortiz (Secretary of Environment and Development)
14:00 – 15:30	Paraguay	Municipalidad de Filadelfia	Claudelino Rodas (General Secretary)
Tuesday, July 27, 2021			
8:30 – 9:30	Paraguay	Academy	Antono Cabrera (Manager)
10:30 – 11:30	Paraguay	Pioneros del Chaco	Norbert Dueck (Manager)
14:00 – 15:30	Paraguay	Cooperativa Neuland	Sebastián Bolt (Manager), and Stefan Isaak (Manager)
16:30 – 17:30	Paraguay	UNDP	José Arturo Santos (Representative Panama)
Wednesday, July 28, 2021			
7:30 – 10:30	Paraguay	Macharety Community	Castor Miguel Saavedra (President Committee)



13:00 – 16:00	Paraguay	Virgen del Rosario Community	Ana Moreno (President)
14:00 – 15:30	Global	WWF US	Luis Iseppe (PSC, Senior Director)
19:00 – 20:00	Paraguay	Chaco Regional Platform	Edwin Pauls (President), and Milciades Pacce (Platform's Coordinator)
Thursday, July 29, 2021			
07:00 – 09:00	Paraguay	Cooperativa Fernheim	Elvin Rempel (Technical Assistant), Natalia Escobar (Engineer), and Rosalia Goerzen (Engineer)
10:00 – 11:30	Paraguay	Chaco Regional Platform	Francisco Mora (Indigenous Leader)
Friday, July 30, 2021			
13:00 – 14:30	Global	WWF US	Adnan Hanif (Senior Manager Finance & Operations)
14:00 – 15:00	Paraguay	Cooperativa Chortitzer	Maiko Doerksen (Manager)
Monday, August 2, 2021			
13:00 – 14:00	Paraguay	Ministry of the Environment and Sustainable Development	Graciela Miret (Manager)
14:00 – 15:00	Paraguay	Chaco Producer	Carlos Passerieu (Local Producer)
Tuesday, August 3, 2021			
8:00 – 9:00	Global	ISEAL Alliance	Vidya Rangan (Senior Manager Impacts and Evidence)
14:30 – 15:30	Paraguay	UNDP	Jorge Martínez (Former Lead)
16:00 – 17:00	Paraguay	UNDP	Oscar Rafael Gadea (Project Lead), Cynthia Viviana Villalba (Technical Assistant), and Cesar Meden (Technical Specialist)
20:30 – 22:00	Singapore	WWF Singapore	Anders Nordheim (PSC, Director of Sustainable Finance), Marie Gauthier (Program Manager), and Lauren Lynch (Engagement Manager)

Wednesday, August 4, 2021			
8:00 – 9:00	Paraguay	WWF Paraguay	Lucy Aquino (Director), Cristina Morales (Project Director), and Fernando Díaz de Vivar (Project Manager)
10:00 – 11:30	Paraguay	Vice Ministry of Livestock	Marcelo González (Ministry), Claudia González (Director), Dalma Domínguez (Technician)
15:00 – 16:00	Paraguay	Ministry of Industry and Commerce	Estefanía Laterza (National Director), Rodolfo Silvero (Country Brand Director), and José Laneri (Director of Business Platforms)
Thursday, August 5, 2021			
13:30 – 14:30	Paraguay	UNDP	Veronique Gerard (Program Officer Environmental Unit)
14:30 – 15:30	Paraguay	Asociación Rural del Paraguay	Esteban Vasconcelos (President Commission for the Environment and Sustainable Production), Jazmín Tufari (Engineer), and Delia Nuñez (Engineer)
Monday, August 9, 2021			
14:00 – 15:30	Global	WWF US	Rachel Kaplan (WWF GEF Agency Project Manager)
Tuesday, August 10, 2021			
9:00 – 10:30	Global	WWF US	Gino Bianco (PMU, Monitoring & Evaluation Officer)
14:00 – 15:00	Global	WWF US	Amelia Kissick (Lead Specialist, Results Based Manager)
Wednesday, August 18, 2021			
7:00 – 8:00	Latin America	Trase	Toby Gardner (PSC, Director)

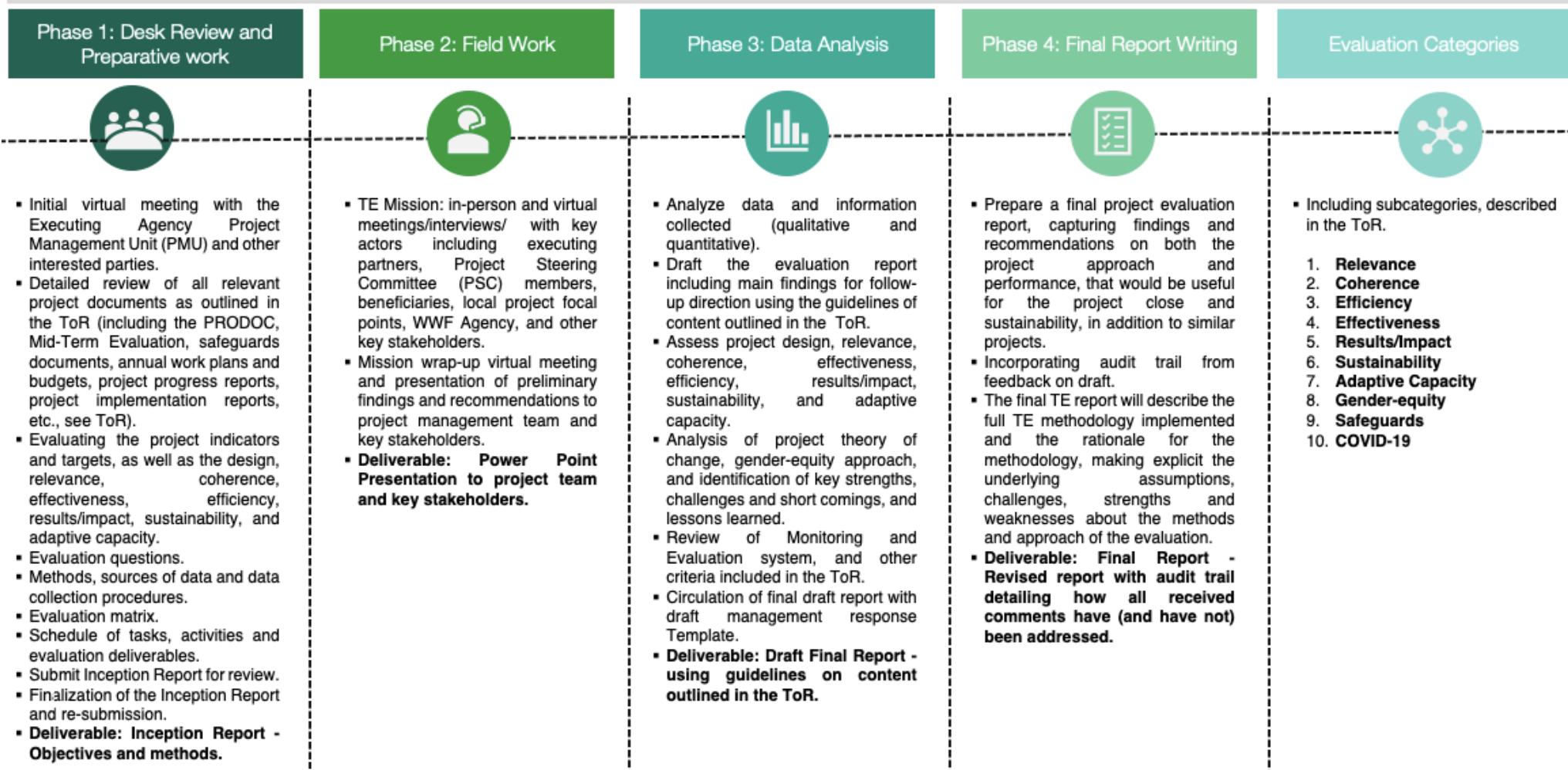
## 5.7 List of Documents reviewed

Document Name	Received (YES/NO)	Notes
Project contacts for TE	YES	
Project Document and CEO Endorsement Letter	YES	
WWF GEF Agency Memo	YES	
GEF Deforestation Document	YES	
Mid-Term Evaluation Final Report and TOR	YES	
GEF Demand Project Contacts for MTE	YES	
Relevant safeguards documents (Categorization and compliance)	YES	
Annual Work Plan and Budget (y1-y5) and Adaptive Management Proposal (y5)	YES	
Reports including Project Progress Reports (PPRs) and Project Implementation Reports (PIRs)	YES	
PMU GEF Agency discussion on 6 month PPR	YES	
Relevant financial documents, including Quarterly Reports and co-financing documentation (letters)	YES	
Project Steering Committee (PSC) meeting and workshops minutes	YES	
Project Steering Committee (PSC) members and TOR	YES	
Cross-Cutting Workshop Session, Steering Committee Meeting/Workshop Slides and Workshop report	YES	
Project Gender Strategy Action Plan	YES	
GEF Commodities gender integration opportunities into CM and RCs	YES	
GEF gender equality webinar facilitation notes	YES	
Summary of Thematic Working Group Discussion on Gender	YES	
WWF US Good Growth Webinar on women's rights and gender equality	YES	
GEF Monitoring and Evaluation Guidance	YES	
Monitoring and Reporting Process for GEF	YES	
Monitoring & Evaluation Plan (GEF Results Framework)	YES	
Expanded RF with activities and Results framework tracker	YES	
Tracking Tool for GEF 6 Commodities IAP Child Projects	YES	
Adaptive management Workshops	YES	

Guidelines for harvesting outcomes, key resources, case studies	YES	
Outcome harvesting summary and timeline	YES	
Communication and workshops presentations, workshop survey results	YES	
WWF GS Demand Project Impact Assessment Interim Report 2020	YES	
Agenda for Demand Project Partners Meeting with GlobeScan	YES	
Africa Palm Oil Initiative's Documents	YES	
Sierra Leone Draft Action Plan	YES	
WWF-Paraguay POA 2018,2019	YES	
Soy and Beef Production- 2016 Report	YES	
Soy Toolkit Documents	YES	
Results Chain diagram: Indonesia communication campaign, government, finance, corporations and consumers	YES	
Important links related to the Project outputs or information available on platforms	YES	

## 5.8 Flowchart of the Terminal Evaluation of the project

**Objective:** Strengthen the enabling environment and public and private sector commitment to and demand for reduced deforestation commodities in priority markets support



## 5.9 Annual Operative Plan (AOP) analysis model



*Source: Quorsus Consulting team own elaboration*

### 5.10 Progress towards results framework<sup>32</sup>

Component / Outcome / Output	Indicator	Baseline Level	Final Target	Level Achieved	Comments on milestones and deliverables
<b>Project Objective:</b> To strengthen the enabling environment and public and private sector commitment to and demand for reduced deforestation commodities in priority markets	Number of companies engaged in project activities that are making new commitments to source reduced deforestation palm oil, soy, and/or beef	0	18	88	The number of companies engaged in project activities that are making new commitments to source reduced deforestation palm oil, soy, and/or beef amounts to 88 (duplicates between these commitments have been removed), surpassing the initial target: <ul style="list-style-type: none"> <li>● Through co-financing 70 buyers signed up as Signatories for the Cerrado Manifesto as of March 2021.</li> <li>● The Cerrado Manifesto was issued by WWF-Brazil and 59 cosigners (local and global civil society organizations).</li> <li>● 7 French consumer goods companies committed to including non-deforestation clauses in their contracts with soy suppliers, and a similar market declaration was issued by 7 German supermarket chains.</li> <li>● 9 companies committed to implement reduced deforestation commitments and track progress through the Indonesian Business Council for Sustainable Development (IBCS) Platform , and Unilever</li> </ul>
	Number of countries with improved policy frameworks in place to	0	6	10	The number of countries with improved policy frameworks in place to support reduced

<sup>32</sup> Source: GEF Demand\_Year 5 Results Framework\_11.30.21

<p>support reduced deforestation commodity markets, due to project activities</p>				<p>deforestation commodity markets, due to project activities amounts to 10, surpassing the initial target:</p> <ul style="list-style-type: none"> <li>As of 2020, all ten Africa Palm Oil Initiative (APOI) countries (Cameroon, Central African Republic, Ivory Coast, Democratic Republic of the Congo, Gabon, Ghana, Liberia, Edo State in Nigeria, Republic of the Congo, and Sierra Leone) have reached the implementation phase. Paraguay is measured as APOI equivalent 2 (Development) representing an improvement from baseline; however, it is not sufficient to count toward this indicator since it needs to be into the APOI equivalent 3 (implementation).</li> </ul>
<p>Percentage of consumers who state they are willing to change their purchasing habits to sustainable palm oil</p>	<p><i>Overall – 87%.</i>  <i>Cities:</i>            Jakarta 87%, Medan 89%.  <i>Gender:</i>            Male 86%, Female 89%.  <i>Socioeconomic Status:</i>            Middle 97%, Upper 88%.</p> <p>Of those</p>	<p>85%</p>	<p>90.6%</p>	<p>The Y4 measurement has been postponed to Year 5 to capture the overall progress, including extension period.</p> <p>The overall percentage of consumers who state they are willing to change their purchasing habits to sustainable palm oil amounts to 90.6% (average across regions weighted for participants (200 in Jakarta; 150 in both Medan and Pekanbaru)), surpassing the original target:</p> <ul style="list-style-type: none"> <li>Jakarta: 90.5%</li> <li>Medan: 96.6%</li> </ul>



		who don't currently use eco-friendly products: <i>Overall – 70%.</i>			<ul style="list-style-type: none"> <li>• Pekanbaru 98%</li> <li>• Gender: female 90.4%, Male 90.8%.</li> <li>• Targets were established after consumer perceptions survey methods were finalized in Year 3. Due to data irregularities across the cities, a decision was made to focus on the average across the three cities.</li> </ul>
	Number of countries where supply chain transparency is increased using version three of the SEI-PCS method and made available to global supply chain actors through project activities	0	60	190	<p>The number of countries where supply chain transparency is increased using version three of the Spatially Explicit Information on Production to Consumption Systems (SEI-PCS) method and made available to global supply chain actors through project activities amounts to 190 (duplicates were removed), surpassing the initial target.</p> <ul style="list-style-type: none"> <li>• 83 countries and territories for Paraguay beef</li> <li>• 136 for Brazilian soy</li> </ul>
<b>Component 1: Mainstreaming demand for reduced deforestation commodities with major buyers and traders</b>					
Outcome 1.1: Key buyers and traders make commitments and have increased capacity to implement commitments to source reduced deforestation commodities.					

<p><b>Output 1.1.1</b></p> <p>Learning exchanges, workshops, webinars, research and dissemination, trainings, and tools for key palm oil, beef, and soy traders and buyers to drive reduced deforestation commitments</p>					<p>This outcome has surpassed its original target, having a total of 69 companies that have increased capacity to make and implement commitments to source reduced deforestation commodities.</p>				
<p><b>Output 1.1.2</b></p> <p>Workshops, guidance notes, and learning trips to mobilize and engage buyers in the beef sector to generate demand for reduced deforestation beef produced in the Chaco</p>	<p>Number of companies that have increased capacity to make and implement commitments to source reduced deforestation commodities</p>	<p>0</p>	<p>16</p>	<p>69</p>	<p>32 companies were identified through the outcome harvesting exercise (including 3 companies in Paraguay: Neuland, Fernheim, and Chortizer), and 2 additional companies were identified through the Year 4 GlobeScan survey. In addition, GlobeScan added a question in its final survey wave "How has your capacity to make and implement commitments changed over the past 3—4 years?". 42 companies engaged with at least 1 Demand Project partner indicated that capacity has somewhat or greatly increased (of these 42 companies, 5 were duplicate from the outcome harvest amounting to a total of 69 companies).</p>				
<p><b>Output 1.1.3</b></p> <p>Responsible Sourcing: Soy Roadshow delivered</p>									
<p><b>Output 1.1.4</b></p> <p>Meetings to engage Indonesian companies including brands, retailers and traders to facilitate sustainable palm oil sourcing and sales within domestic markets</p>									
<p>Outcome 1.2: Increased investor capacity to incentivize fast-moving consumer goods (FMCG) companies towards reduced deforestation sourcing</p>									

<p><b>Output 1.2.1</b></p> <p>Workshops and trainings to educate investors on best practice for sustainable investing criteria for their portfolio companies and internal practices</p>	<p>Number of investors that have increased capacity to engage companies on reduced deforestation sourcing and disclosure</p>				<p>The number of investors that have increased capacity to engage companies on reduced deforestation sourcing and disclosure amounts to 144, surpassing the original target of 16.</p>
<p><b>Output 1.2.2</b></p> <p>1:1 meetings with investors to mobilize collective engagement by investors towards Asian corporate palm oil buyers on issues of performance and transparency in Asian palm oil supply chains</p>	<p>Number of investors who disclose in their annual/ sustainability reports/ corporate webpage the consideration of ESG factors in their client or credit approval processes</p>	<p>0</p>	<p>16</p>	<p>144</p>	<p>WWF-Singapore was able to tell which financial institutions participated in the training, but post-training investor surveys were anonymous, thus it was not technically possible to determine which specific financial institutions have increased capacity. WWF-Singapore provided an estimate of duplicates and used it to provide an estimate of the number of financial institutions with increased capacity.</p>
<p><b>Output 1.2.3</b></p> <p>Annual scorecard of investors exposed to palm oil supply chains, to assess how well investors address deforestation risks through their ESG integration and policies</p>	<p>Number of investors who disclose in their annual/ sustainability reports/ corporate webpage the consideration of ESG factors in their client or credit approval processes</p>	<p>0</p>	<p>6</p>	<p>6</p>	<p>The number of investors who disclose in their annual/ sustainability reports/ corporate webpage the consideration of ESG factors in their client or credit approval processes amounts to 6, meeting the initial target.</p>
<p><b>Component 2: Strengthening the enabling environment for reduced deforestation commodities in demand markets</b></p>					
<p>Outcome 2.1: Capacity strengthened to inform policy dialogue around reduced deforestation in project demand markets</p>					

<p><b>Output 2.1.1</b></p> <p>Learning exchanges, workshops, and technical support for project demand country governments to increase their capacity to meet SDG 12.7 on reduced deforestation demand</p>	<p>Number of step changes in policy frameworks to incentivize demand or remove barriers for reduced deforestation commodities in project countries</p>	<p><b>Sierra Leone:</b> Gov't: 2.5 Civil Society: 2 Corporate: 2.3</p> <p><b>Paraguay:</b> Gov't: 1.5 civil society: 0.7 Corporate: 1</p>	<p>5</p>	<p>5</p>	<p>This outcome has achieved its target. 1 step in Sierra Leone and 4 in Paraguay were completed.</p> <p>Since UNDP China cancelled their Asia Learning &amp; Exchange project due to reassessment of priorities during the COVID-19 pandemic, the PMU has requested ideas from the Demand PSC to reallocate the funds.</p> <p>Activities planned by the China Meat Association were delayed, the grant was held up for administrative reasons and the work will take place in Year 5.</p>
<p><b>Output 2.1.2</b></p> <p>Recommendations and technical support to increase government capacity within the policy process to remove barriers to demand for sustainable, reduced deforestation palm oil</p>					
<p><b>Output 2.1.3</b></p> <p>National principles to incentivize demand</p>					

**Component 3: Promoting reduced deforestation commodities in major markets**

**Outcome 3.1: Increased consumer awareness to drive demand for reduced deforestation products in key demand markets**

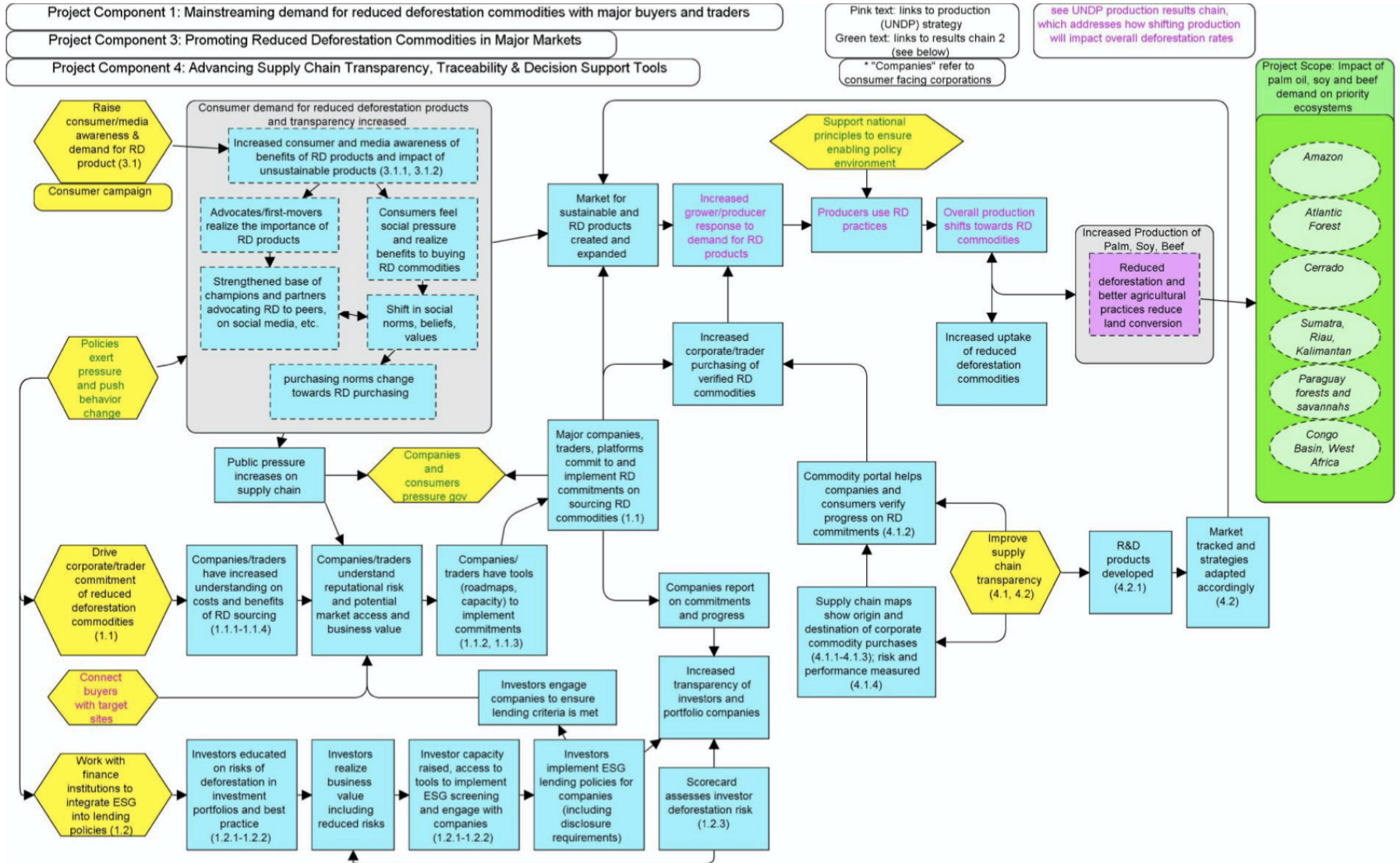
<p><b>Output 3.1.1</b></p> <p>Press events, media briefings, workshops and field visits to inform Indonesian media on impacts of oil palm</p>	<p>Percentage of consumers who associate palm oil with negative environmental impacts related to deforestation</p>	<p><i>Overall – 44%. Cities: Jakarta 42%, Medan 50%. Gender: Male 44%, Female 42%.</i></p>	<p>60% (Male: 61%, Female: 61%)</p>	<p>49% overall</p>	<p>The percentage of consumers who associate palm oil with negative environmental impacts related to deforestation was of 49%. The progress of this outcome had delays, and while the initial target was not met, there has been a significant progress in the outcome.</p>
<p><b>Output 3.1.2</b></p>					

<p>Media campaigns in three major cities in Indonesia to expose consumers to links between unsustainable palm oil production and the products they purchase</p>		<p>SES: Middle 42%, Upper 45%.</p>		<p>The result of the final consumer perceptions survey conducted in 2021 revealed slow but steady progress in consumer awareness about sustainable palm oil issues. The findings of the survey helped to inform a revised communications strategy focused on increasing basic awareness among target audiences. WWF-Indonesia also worked on simultaneous efforts to increase the media coverage around sustainably produced palm oil and sustainable production and consumption.</p> <p>WWF-Indonesia had challenges working with Edelman Indonesia on a strategic and creative level because the assigned consultant team are yet insufficient capacity to handle a complex issues such as sustainable palm oil, and of unclear expectations, and some lack of coordination between headquarter and country offices of the firm, therefore quarterly reporting from them was also delayed.</p> <p>Due to the COVID-19 pandemic, production of the reusable panel for events was not suitable, therefore Edelman suggested an interactive webpage, which will allow a user to experience the “journey” for sustainable palm oil usage through a person’s daily life.</p>
<p><b>Component 4: Advancing supply chain transparency, traceability &amp; decision support tools</b></p>				
<p>Outcome 4.1: Increased supply chain transparency to facilitate verification of sustainably produced commodities.</p>				

<p><b>Output 4.1.1</b></p> <p>Supply chain actors identified for pilot regions to link commodity purchases from geographical origin to destination</p>					<p>The first indicator has surpassed its target, where 16 buyers and 8 investors/banks have increased capacity to use decision-relevant information developed by the Transparency portal to inform their strategies.</p>	
<p><b>Output 4.1.2</b></p> <p>Publicly available commodity portal developed to increase transparency along the supply chain and raise awareness of supply chain actors' risk exposure in different production geographies</p>	<p>Number of companies with increased capacity to use decision-relevant information developed by the Transparency portal to inform their strategies</p>	<p>0</p>	<p>20</p>	<p>23</p>		
<p><b>Output 4.1.3</b></p> <p>Four case studies on Brazilian soy and Paraguayan beef completed to validate and test the usefulness of the data offered in the commodity portal</p>	<p>Number of jurisdictions of origin where exported beef and soy are mapped from origin to destination using version three of the SEI-PCS method</p>	<p>2016: 0</p>	<p>5,570 (soy) 17 (beef)</p>	<p>5,570 (soy) 17 (beef)</p>		<p>The second indicator has achieved its target.</p> <p>Certain activities have been refocused in Year 5, including the collaboration between CI and Trase, the Paraguay beef case studies, the social indicators in Trase, and the platform under development by WWF-Brazil.</p>
<p><b>Output 4.1.4</b></p> <p>Transformative Transparency Yearbook to present aggregate measures of risk and performance for both key territories and commodity traders</p>						

Outcome 4.2: Global demand and finance projections for palm, soy, and beef support project and program knowledge management.					
<p><b>Output 4.2.1</b></p> <p>R&amp;D products developed through market intelligence to provide strategic insights on market demand, trade flows, consumption trends, and finance trends</p>	<p>Number of market intelligence memos and annual watch briefs produced and shared publicly</p>	<p>0</p>	<p>12</p>	<p>23</p>	<p>This outcome has achieved its target, where 9 commodity market intelligence updates and 13 knowledge products on specific commodities/markets/themes (2 new, and 6 shared with the Project Partners) were produced and shared.</p>

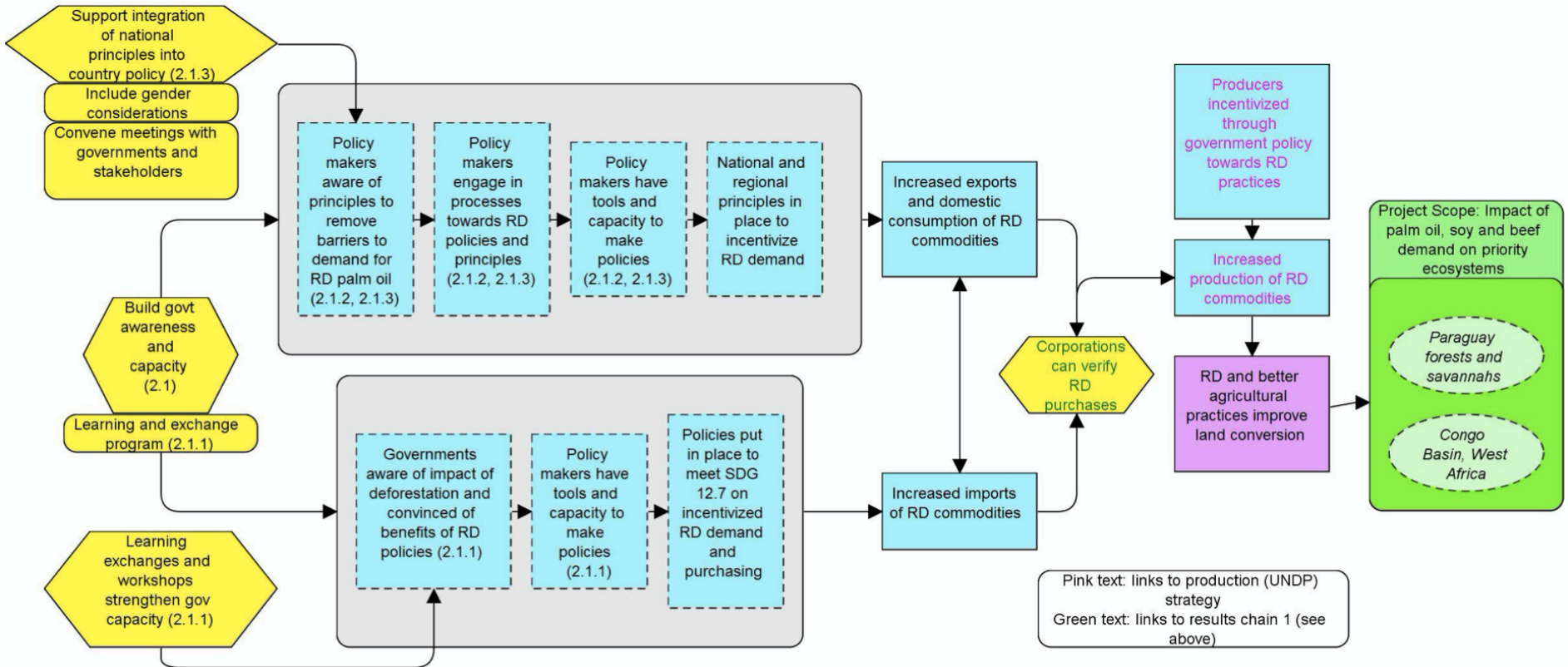
## 5.11 Results Chains (from PRODOC)





Component 2: Strengthening the enabling environment for reduced deforestation commodities in demand markets

Component 4: Advancing Supply Chain Transparency, Traceability & Decision Support Tools



## 5.12 Knowledge Activities / Products<sup>33</sup>

1. Proforest Africa
  - a. [Moving towards sustainable production: the Africa Palm Oil Initiative impact report](#) (available in English and French)
  
2. Proforest Latin America
  - a. [Soy Toolkit website](#)
  - b. [Portuguese](#), [Mandarin](#), and updated [English](#) versions of the Soy Toolkit website
  - c. [Briefing Note 1: Assessing and planning the implementation of soy sourcing commitments](#)
  - d. [Discussion Paper: Working at scale to implement soy sourcing policies](#)
  - e. [Briefing Note 2A: Soy traceability and supply chain transparency](#)
  - f. [Briefing Note 2B: Soy risk analysis: Prioritization for positive engagement](#)
  - g. [Briefing Note 3: Engaging suppliers: Working with suppliers to implement responsible sourcing commitments for soy](#)
  - h. [Briefing Note 4: Incorporating responsible sourcing policies in purchase control systems](#)
  - i. [Briefing Note 5: Soy sourcing commitments: Monitoring and reporting progress](#)
  - j. [“Programa permite ao mercado comprar soja produzida de forma responsável”](#) (article on page 22, a respected online magazine focusing on sustainability in Brazil)
  - k. [“The Brazilian animal protein industry: The role of investors in addressing deforestation and human rights issues”](#) (LinkedIn article)
  - l. [“How much soy is hiding in your supply chain?”](#) (LinkedIn article)
  - m. [Drivers of child labour, forced labour, inadequate health & safety, and land rights abuses and disputes in agriculture and forestry](#) (published in English)
  - n. [Using social risk assessment in approaches to responsible sourcing of agricultural commodities](#) (published in English)
  - o. [Addressing gender considerations in the Soy supply chain: tackling gender inequality through responsible sourcing](#) (discussion paper, published in English, Portuguese, and Mandarin)
  - p. [Palm Oil Toolkit](#) website (published in English and Mandarin)
  - q. [Beef Toolkit](#) website (published in English, Portuguese, Mandarin, and Spanish)
  - r. [Understanding the Beef Supply Chain: Beef Traceability and Supply Chain Transparency](#) (Beef briefing note #2, published in English, Portuguese, Mandarin, Spanish)
  - s. [Establish a beef purchase control system](#) (Beef briefing note 4, published in English, Portuguese, Mandarin, Spanish)
  - t. [Assess and plan implementation](#) (Palm oil briefing note #1, published in English and Mandarin)
  - u. [Engage within and beyond supply chains](#) (Palm oil briefing note #3)
  - v. [Estimating the embedded soy footprint in animal-based products](#) (Discussion paper, published in English)

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<sup>33</sup> Source: Demand Project Closeout Report\_11.30.21.docx

- w. [Deforestation risk in the Brazilian soy supply chain](#) (Discussion paper, published in English)
- x. [The case for responsible sourcing of soy in China](#) (discussion paper, published in English)
- y. [Introduction to Soy 1: What is soy, and why should companies in the UK explore their soy supply chains?](#) (with Efeca, published in English)
- z. [Introduction to Soy 2: Where can companies in the UK start?](#) (with Efeca, published in English)
- aa. [Assessing and planning the implementation of soy sourcing commitments](#) (published in English, Portuguese and Mandarin)
- bb. Recorded webinar - [Soy traceability and supply chain transparency](#) - (published in English)
- cc. Recorded webinar - [Soy risk analysis: prioritisation for positive engagement](#) (published in English)
- dd. Recorded webinar - [Engaging suppliers: working with suppliers to implement responsible sourcing commitments for soy](#) (published in English)
- ee. Recorded webinar - [Incorporating responsible sourcing policies in purchase control systems](#) (published in English)
- ff. Recorded webinar - [Soy sourcing commitments: monitoring and reporting progress](#) (published in English)
- gg. Online training module - [Element 1 - Assessing and developing an implementation plan](#) (English)
- hh. Online training module - [Element 2A - Soy traceability and supply chain transparency](#) (English)
- ii. Online training module [Element 2B - Soy risk analysis - prioritisation for positive engagement](#) (English)
- jj. Online training module - [Element 3A - Engaging suppliers to implement responsible sourcing commitments](#) (English)
- kk. Online training module [Element 4 - Incorporating responsible sourcing policies in purchase control systems](#) (English)
- ll. Online training module - [Element 5 - Soy sourcing commitments: monitoring and reporting](#) (English)
- mm. Briefing Note Element 1 revised - [Assessing and developing an implementation plan](#) (published in English, Portuguese, Mandarin and Spanish)
- nn. Beef BN 1. [Implementation plan](#) (published in English, Portuguese, Mandarin, Spanish)
- oo. Beef BN 2B. [Risk analysis](#) (published in English, Portuguese, Mandarin, Spanish)
- pp. Beef BN 3. [Engage within and beyond supply chain](#) Engage within and beyond supply chain (published in English, Portuguese, Mandarin, Spanish)
- qq. Beef BN 5. [Monitoring, verifying, and reporting](#) (published in English, Portuguese, Mandarin, Spanish)

### 3. Trase

- a. Updated [Trase.earth](#) website
- b. [Trase Yearbook 2018: Sustainability in forest-risk supply chains: Spotlight on Brazilian Soy](#) (website)

- c. [Trase Yearbook 2018: Sustainability in forest-risk supply chains: Spotlight on Brazilian Soy](#) (executive summary)
  - d. [Trase Yearbook 2018: Sustainability in forest-risk supply chains: Spotlight on Brazilian Soy](#) (full report)
  - e. [Infobrief 1: Who dominates the trade in Brazilian soy?](#)
  - f. [Infobrief 2: Who is buying soy from MATOPIBA?](#)
  - g. [Infobrief 3: Deforestation commitments and Brazilian soy](#)
  - h. [Infobrief 4: Exploring Brazilian soy supply chains for the Amsterdam Declarations' signatories](#)
  - i. [Infobrief 5: Exploring the export market for South America's forest-risk commodities](#)
  - j. [Infobrief 6: China's Brazilian soy supply chains](#)
  - k. [Infobrief 7: New insights on Indonesian palm oil exports, 2013-2018](#)
  - l. [Infobrief 8: Mapping the deforestation risk of Brazilian beef exports](#)
  - m. [Infobrief 9: Corporate ownership and dominance of Indonesia's palm oil supply chains](#)
  - n. [Issue Brief 1: Eliminating deforestation from supply chains by 2020: A review of the Amsterdam Declaration countries](#)
  - o. [Issue Brief 2: Soy and environmental compliance in Brazil: An undervalued risk for global markets](#)
  - p. [Trase Insights](#) sub-site
  - q. [Trase Finance](#) sub-site (developed with co-financing)
  - r. [Trase Yearbook 2020](#)
  - s. [Trase data can help tackle the global extinction crisis](#) (Trase Insights)
  - t. [China's imported deforestation risk from Brazilian beef imports](#) (Trase Insights)
  - u. [Spotlight on Brazilian soy exports to France](#) (Trase Insights)
  - v. Lifting of import bans increases deforestation risk (Trase Insights – link temporality disabled)
  - w. [A breakthrough in carbon footprinting for agricultural commodities](#) (Trase Insights)
  - x. [New entrants challenge ABCD traders in Paraguayan soy export trade](#) (Trase Insights)
  - y. [Indirect land-use change deforestation linked to soy threatens prospects for sustainable intensification in Brazil](#) (Trase Insights)
  - z. [Coronavirus drives US beef imports from the Amazon](#) (Trase Insights)
  - aa. [How Brazil's soy traders can identify climate risks](#) (Trase Insights)
  - bb. [Creating a sustainable jurisdiction for agriculture](#) (Trase Insights)
4. WWF Singapore
- a. Palm Oil Buyers Scorecard website [website](#) & [summary report](#) (2021)
  - b. [Palm oil trade from key landscapes in Asia: risks and opportunities for action](#)
  - c. [Sustainable palm oil uptake in Asia: where do we go from here?](#)
5. WWF-Singapore investor engagement on ESG, deforestation, and palm oil risks
- a. [Keep Palm...: Edible-oil sustainability in Asia](#) (palm oil primer for investors)
  - b. [Resilient and Sustainable Portfolios: A Framework for Responsible Investment](#) (report)
  - c. [RESPOND – Resilient and Sustainable Portfolios](#) (2020 report)

- d. [RESPOND \(Resilient and Sustainable Portfolios that Protect Nature and Drive Deforestation\)](#) (2020 updated online tool)
  - e. [“Investors turning of the heat on Asia’s palm oil buyers,”](#) (blog post)
  - f. [“Existing business case for integration of gender issues into risk considerations”](#) (internal paper)
  - g. [RESPOND 2021 update](#) (website)
  - h. [RESPOND 2021 update](#) (report, published in English and Japanese)
6. Palm oil buyers engagement
- a. [Palm Oil Buyers Scorecard website](#)
  - b. [Palm Oil Buyers Scorecard: Measuring the Progress of Palm Oil Buyers. January 2020 edition: summary](#) (report)
  - c. [Understanding the journey: shared experiences from companies on their transition to 100% sustainable palm oil](#)
7. WWF-Indonesia
- a. [Sustainable sourcing guidelines](#)
  - b. [Public Dialogue of Palm Oil Plantations Moratorium in Indonesia](#)
  - c. Laporan: Pemetaan Petani Kelapa Sawit Mandiri di Desa Binjai Hilir, Dak Jaya dan Sungai Risap Kecamatan Binjai Hulu Kabupaten Sintang (Sintang Smallholder Mapping)
  - d. Policy Paper: Gender and Human Rights Issues in Indonesian Palm Oil Sector
  - e. [Why should you care about sustainable palm oil?](#) (Jakarta Post blog)
8. WWF-US Market Intelligence
- a. [Commodity Market Intelligence Update No.1: Beef](#)
  - b. [Commodity Market Intelligence Update No.2: Palm Oil](#)
  - c. [Commodity Market Intelligence Update No.3: Soy](#)
  - d. [Commodity Market Intelligence Special Report: US-China Trade Uncertainties Shift Market Signals for Soy](#)
  - e. [Commodity Market Intelligence Update No.4: Palm Oil and the Finance Sector](#)
  - f. [Commodity Market Intelligence Update V: Trends in Food Commodities and Bioenergy](#)
  - g. [Commodity Market Intelligence Update VI: Asia’s Consumer Goods Sector](#)
  - h. [Commodity Market Intelligence Update VII: Covid, Animal Feed, and China’s Protein Industry](#)
  - i. [Commodity Market Intelligence Update VIII: Covid, Trade Agreements, and Palm Oil in Latin America](#)
  - j. [Commodity Market Intelligence Update IX: The State of Palm Oil Markets](#)
  - k. [Malaysian Retail Market Analysis](#)
  - l. [Agribusiness Strategy: An Updated Reality](#)
  - m. [China’s Role in Commodity Supply Chains](#)
  - n. [Indonesian Palm Oil Market Update](#)
  - o. [Thai Palm Oil Market Analysis](#)
  - p. [Soy Trader Volumes from Cerrado, Extrapolated from SCF Data](#)
  - q. [Overview of Global Animal Feed Landscape](#)

- r. [Paraguay Beef Traceability](#)
9. ISEAL
- a. [Synthesis report](#) from the South-South learning project
  - b. [Collective voices guiding companies to source sustainable palm oil](#) (case study from the South-South Learning project)
  - c. [A race to the top – Company benchmarks and ratings](#) (case study from the South-South Learning project)
  - d. [Putting power in the hands of young people](#) (case study from the South-South Learning project)
10. China Meat Association
- a. Afi+Specification introduction Will Green Development become the new trend of 2021?
  - b. Afi+Specification introduction -Sustainable progress management
  - c. Afi+Specification introduction- Green Trade accelerate the DCF progress
  - d. Afi+ Specification introduction- Together with the Forrest, Win in the Eco-biology
  - e. Introduction of Forrest annual report from WWF- Sustainable Forestry Cultivate Our Life
  - f. Interview China Meat Association President Mr. Gao- Green Trade in China meat industry
  - g. The Application of DCF Tools on Argentina Beef Production
  - h. Minimize Environmental Costs and Promote the Sustainable Development in Beef Industry
  - i. DCF Tools: Optimize the Deforestation and Conversion Free Process and Make Impacts on Supply Chain Transformation
  - j. Introduction and Analyzation of DCF Assessment Tool Abstracts
  - k. Role of Traders: How to Achieve Ecosystem Conversion Free in Soy Industry-- Introduction of Soy Trader Scorecard
  - l. Empowering Industry, Go for Green Development--Mapping on Sustainable Development Projects in China Meat Industry
  - m. [Online video training program for Chinese beef companies](#) (Mandarin)
11. WWF-China
- a. WWF DCF Guiding Principles (Chinese version)
  - b. Palm Oil Buyers Scorecard (Chinese version)
12. Universitas Gadjah Mada
- a. [Tata Keloa Sawit Indonesia Dan Tantangan Pasca Omnibus Law UU Cipta Kerja](#) (Bahasa version)
  - b. Indonesian Palm Oil Governance and Challenges After the Omnibus Law on Job Creation (English version)
13. Instituto Cerrados
- a. [Mapping of traditional communities](#) blog post (Portuguese)

- b. Final report: Povos do Cerrado: Mapeamento de Comunidades Tradicionais (Portugues)

14. WWF-US

- a. Carbon footprint of soy & palm feed ingredients on EU and Asian market: Methodology & interpretation
- b. Corporate Capacity Building for Reduced Deforestation Sourcing
- c. Reduced-deforestation Sourcing: Corporate Views on Mandatory Due Diligence Obligations