

6. ANNEXES

Annex 1. Terms of Reference

Terminal Evaluation (TE) Terms of Reference

1. INTRODUCTION

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

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

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

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

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

PROJECT BACKGROUND AND CONTEXT

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

It consists of 5 *child projects* working across production, financing, and demand in Brazil, Indonesia, Liberia, and Paraguay (integrated supply chain approach). Working with a full range of stakeholders, from small-scale producers to national governments and global corporations, the GGP promotes a holistic approach to sustainability that encompasses entire commodity supply chains and looks at where the layers of the supply chain integrate and overlap to enhance financial incentives and demand for sustainably produced agricultural commodities. By combining forces, the Good Growth Partnership aims to provide a model of wide-scale systemic reform that capitalizes on the strengths of each partner.

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

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

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

Component 2 covers farmer extension services and trainings on good agricultural practices (GAPs).

Component 3 is on improved land-use planning, zoning, and set-asides, resulting in increased legal protections and reduced carbon emissions.

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

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

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

The Production project is organized into two UNDP project documents:

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

In both cases, the project is implemented following UNDP's direct implementation modality (DIM), with the following governance and management arrangements:

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

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

The Liberia portion of the project has been executed by UNDP Liberia, in partnership with the Ministry of Agriculture, the Forest Development Authority, and the Environmental Protection Agency, and with CI

acting as responsible party for landscape-level work in the North-West Liberian/MANCO landscape (across the counties of Grand Cape Mount, Bomi, Gbarpolu, and Bong).

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

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

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

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

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

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

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

Component 3, also implemented by UNDP Regional Hub for LAC, is on knowledge management, partnership development and communications aimed at maximizing learning, fostering synergies and promoting replication and upscaling of actions to address deforestation in commodity supply chains. This includes supporting an active community of practice – the Green Commodities Community –

through which practitioners from the GGP child projects, countries, and partners as well as the broader sustainable commodities community share knowledge and learn from each other.

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

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

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

TE PURPOSE

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

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

TE APPROACH & METHODOLOGY

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

For each of the two projects, the TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluations. For the Production project,

the TE team will review the baseline and midterm GEF focal area Core Indicators submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators that must be completed before the TE field mission begins.

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

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

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

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

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

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

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

The specific design and methodology for the TEs should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that

gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

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

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

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

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

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

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

DETAILED SCOPE OF THE TE

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

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

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

iii. Project Design/Formulation

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

iv. Project Implementation

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

v. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment

- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

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

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

ToR Table 2: Evaluation Ratings Table for Reducing Deforestation from Commodity Production and Adaptive Management and Learning for the Commodities IAP

Monitoring & Evaluation (M&E)	Rating ⁵
M&E design at entry	
M&E Plan Implementation	

Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

⁵ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale:
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= Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

TIMEFRAME

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

Timeframe applicable to both projects.

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

For the Production project.

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

Options for site visits should be provided in the TE Inception Report. For the A&L project.

Timeframe	Activity
By June 15 th 2021 (5 days)	Document review and preparation of TE Inception Report
By June 30 th 2021 (1 day)	Finalization and Validation of TE Inception Report
July 1 st – August 31 st 2021 (6 days)	TE work: stakeholder interviews, etc.
Between August 15, 2021 (5 days)	Preparation of draft TE report
September 15, 2021 (1 day)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE
Between October 15 and November 15 ^h 2021	Circulation of draft TE report for comments
By November 30 2021 (2 days)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
October 15 th – December 15 th 2021	Preparation and Issuance of Management Response
December 31 st 2021	Expected date of full TE completion

TE DELIVERABLES

Applicable to both TEs.

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

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

TE ARRANGEMENTS

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

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

contact details, and support setting-up stakeholder interviews (in person, or remotely) and arranging field visits.

TE TEAM COMPOSITION

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

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

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

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

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

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

Organization Experience:

- At least 3 years of experience in conducting international development projects reviews and/or evaluations;
- Experience conducting evaluations of GEF-financed projects (at least 3 years/evaluations)

will be considered as an asset);

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

Key Personnel Experience:

1. Team leader

- A Master's degree in international affairs, agriculture, forestry, environmental studies, natural

sciences, social sciences, or other closely related field;

- At least 10 years of experience in project design, monitoring and/or evaluation in sustainable development;
- Experience leading remote evaluations will be considered an asset;
- Experience in adaptive management, as applied to agriculture, sustainable forest management, ecosystems and biodiversity, climate change mitigation, gender and agriculture or multi-focal area projects and demonstrated understanding of these issues;
- Experience working with the GEF and/or the evaluation of GEF-financed projects;
- Demonstrated understanding of issues related to gender and agriculture, commodities, value chains, deforestation, or climate change mitigation; experience in gender sensitive evaluation and analysis;
- Excellent report writing and analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- Experience working in Latin America, West or Central Africa, and/or Asia will be considered an asset;
- Mastery of Bahasa Indonesia and/or Spanish will be considered an asset.
- Mandatory requirement: Mastery of the English language.

2. International Agricultural Commodities Expert

- A Master's degree in business administration, international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field;
- At least 5 years of experience working on sustainable agricultural commodities;

- Experience working on palm oil and/or beef will be considered an asset;
- At least 2 years of experience supporting project evaluations;
- Demonstrated understanding of issues related to gender and agriculture, commodities, value chains, deforestation, or climate change mitigation; experience in gender sensitive evaluation and analysis;
- Experience working in Latin America, West or Central Africa, and/or Asia;
- Project evaluation/review experiences within United Nations system will be considered an asset.
- Experience working with GEF-financed projects will be considered an asset;
- Mastery of Bahasa Indonesia and/or Spanish will be considered an asset.
- Mandatory requirement: Mastery of the English language.

3. Evaluation Experts (Indonesia, Liberia, Paraguay)

- A Bachelor's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field;
- At least 2 years of experience in project design, monitoring and/or evaluation; At least 2 years of experience working in the agricultural commodities sector of relevance to the country (palm oil for Indonesia and Liberia, beef for Paraguay) and excellent understanding of the local context especially related to commodities production and deforestation;
- Experience working with GEF-financed projects will be considered an asset;
- Experience of engaging with the private sector, government and civil society;
- Mandatory requirement: Mastery of the English and relevant national languages (Bahasa Indonesia for Indonesia national evaluation expert, Spanish for Paraguay national evaluation expert).

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

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

EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. These evaluations will be conducted in accordance with the principles

outlined in the UNEG 'Ethical Guidelines for Evaluation' (Annex E). The evaluators must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluators must also ensure security of collected information before and after the evaluations and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluations and not for other uses without the express authorization of UNDP and partners.

PAYMENT SCHEDULE

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

Criteria for issuing the final payments of 15% for the A&L TE and 30% for the Production TE⁷:

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

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

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

APPLICATION PROCESS

The technical proposal should include the following:

- a) Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) Composition of the team and summary of key personnel competences with CV Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- c) Implementation timelines
- d) Subcontracting and Partnership (if any)
- e) One or two samples demonstrating the Team Leader's report writing skills Incomplete applications will be excluded from further consideration.

⁷ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters.

TOR ANNEXES

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

Annex 2. Guidelines and Rating Scales for The Terminal Evaluation

The TE assessed qualitative markers for adaptive management, safeguards, sustainability and others according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects⁴⁶ and with consultation to the following GEF guidance⁴⁷ on Monitoring including but not limited to the following:

- Environmental and Social Safeguards (SD/PL/03)⁴⁸ and Guidelines⁴⁹
- Gender Equality Policy (SD/PL/02)⁵⁰ and Guidelines⁵¹
- Stakeholder Engagement (SD/PL/01)⁵² and Guidelines⁵³
- Principles and Guidelines for Engagement with Indigenous Peoples (GEF/C.42/Inf.03/Rev.1)⁵⁴
- Minimum Fiduciary Standards (GA/PL/02)⁵⁵.

Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations

46 UNDP-GEF. Guidance for TEs of UNDP-supported GEF-financed Projects

47 Global Environment Facility. June 2019. Policy on Monitoring, GEF/C.56/03/Rev.01 URL:

https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf ; accessed 02 February 2021.

48 Global Environment Facility. GEF/C.54/11/Rev.02 URL: http://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.11.Rev_02_Results.pdf ; accessed 02 February 2021.

49 _____. December 2019. Guidelines on GEF's Policy on Environmental and Social Safeguards. GEF/SD/GN/03 URL: https://www.thegef.org/sites/default/files/documents/guidelines_gef_policy_environmental_social_safeguards.pdf ; accessed 02 February 2021.

50 Global Environment Facility. November 2017. Policy on Gender Equality URL:

https://www.thegef.org/sites/default/files/documents/Gender_Equality_Policy.pdf ; accessed 22 January 2021.

51 _____. June 2017. Guidelines on Gender Equality. URL:

https://www.thegef.org/sites/default/files/documents/Gender_Equality_Guidelines.pdf; accessed 22 January 2021.

52 _____. November 2017. Policy on Stakeholder Engagement. GEF/SD/PL/01. URL:

https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Policy_0.pdf; accessed 26 January 2021.

53 _____. December 2018. Guidelines on the Implementation of the Policy on Stakeholder Engagement. URL:

https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Guidelines.pdf ; accessed 26 January 2021.

54 _____. October 2012. Principles and Guidelines for Engagement with Indigenous Peoples. URL:

https://www.thegef.org/sites/default/files/publications/Indigenous_Peoples_Principle_EN.pdf accessed 19 January 2021.

55 _____. December 2019. Minimum Fiduciary Standards for GEF Partner Agencies. GEF/GA/PL/02. URL:

https://www.thegef.org/sites/default/files/documents/gef_minimum_fiduciary_standards_partner_agencies_2019.pdf ; accessed 05 February 2021.

4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

Implementation/Oversight and Execution Ratings Scale

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

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

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

Development Objective Rating

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

Implementation Progress Rating

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

Sustainability Ratings Scale

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

Traffic lights color Rating Scale

Completed	On track for completion	Completion unlikely
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Annex 3: Implemented Evaluation Methodology

The evaluation is an independent technical and financial Terminal Evaluation (TE) of a GEF full-sized project (GEF ID 9180) which is split into two UNDP Project documents: the *Reducing Deforestation from Commodity Production Integrated Approach Pilot (IAP)* focused on palm oil production in Indonesia and Liberia, and the *Apoyo a la Reducción de la Deforestación en la Producción de Commodities en Paraguay* focused on beef. The former was signed in June 2017 and will close in June 2022. The later was signed in June 2018 and closed in December 2021. Following the contracting of AAE, the TE period began August 2021 and was completed with the submission of the final report in March 2022. In adherence to GEF requirements⁵⁶, UNDP the GEF Implementing Agency (IA), contracted *Asesoramiento Ambiental Estratégico -AAE-* an independent consulting firm to execute the TE.

The objective of the evaluation is to determine whether the project has realized its outcomes and ultimately its objective. The TE provides GEF Agencies and partners with a systematic account of a project's performance by assessing its design, implementation, results and the likelihood of long-term impacts. The evaluation promotes accountability and transparency and facilitates the synthesis of lessons learned. The feedback provided allows the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio and contribute to GEF IEO databases for aggregation and analysis.

This TE Report is the principal product that assesses the Project's accomplishments against expectations as outlined through the indicators established in the Project's Results Framework and draws lessons aimed to improve the sustainability of project benefits and enhances GEF and UNDP programming by informing future project design and implementation. The Report also promotes accountability, transparency and the effective management of GEF resources including adaptation to the effects of the COVID-19 pandemic.

The TE adheres to UNDP guidance for Terminal Evaluations of GEF-financed Projects^{57 58}. The Findings are presented as per the established categories and criteria: (i) Relevance, (ii) Effectiveness, (iii) Sustainability; (iv) Social and Environmental Safeguards, (v) the overall Progress to Impact and (VI) Conclusions, Recommendations and Lessons Learned per the specifications outlined in the Terms of Reference (TOR) for the TE consultancy presented in [Annex 1](#). The findings are presented in Section 4 based on UNDP-GEF guidance in the following categories: (a) Project Design; (b) Project Implementation and (c) Project Results. The terms and rating scales utilized to rank project achievements, sustainability, etc. are standard for TEs and are presented in [Annex 2](#).

The Evaluation Methodology

TE Coordination/Kick-off meeting: The TE process began with a joint discussion between AAE and UNDP's Regional Hub for Latin America (UNDP RH LAC) the Implementing Agency's (IA) Project Management Unit (PMU). The evaluation process was defined and presented in an Inception Meeting on 8 August 2021 to (i) establish a collaborative relationship between actors; (ii) confirm the objectives and scope of the

⁵⁶ Global Environment Facility. June 2019. Policy on Monitoring, GEF/C.56/03/Rev.01 URL: https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.56.03.Rev_.01_Policy_on_Monitoring.pdf ; accessed 02 February 2021

⁵⁷ United Nations Development Programme, 2020. UNDP-GEF. Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects.

⁵⁸ Global Environment Facility. June 2019. Policy on Monitoring, GEF/C.56/03/Rev.01 URL: https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf ; accessed 02 February 2021.

evaluation and evaluation questions; (iii) introduce team members, roles, and responsibilities; (iv) review of overall approach and evaluation phases; (v) coordinate information for the desk survey; and (vi) identify possible members of the reference group and steps to establish and engage the stakeholder groups in the evaluation process. During the meeting, the deliverables and timeframe were agreed based-on the TOR for the evaluation consultancy, an Evaluation Matrix demonstrating the alignment between key evaluation questions, the evaluation categories and criteria and Means of Verification was submitted in an Inception Report to UNDP RH LAC on 29 August 2021.

The Data Collection and Analysis process is summarized as follows:

Desk Review: UNDP RH LAC provided AAE the relevant available documents and data from the project for a desktop survey and gap analysis including organizational documents, charts, and management structures, GEF Project documents and tracking tools, toolkits and guidance, etc. The list of documents and resources reviewed is presented. A SharePoint was established between the IA and consultants and updated with new documents as they developed until the end of the analysis period. Project reports were analyzed up to and including the first quarter of 2022.

The desk review of the quarterly and annual workplans and reports informed the effectiveness in terms of completion of the outputs and the achievement of outcomes. Completion of the actions were compared with the progress towards results as reported with reference to the indicators in the approved Results Framework. AAE analyzed the project's Context, Theory of Change, Strategy and key assumptions, to validate the project's internal logic as well as the project Results Framework with indicators, baselines and targets, the established monitoring benchmarks. AAE used the financials of the project to analyze the quarterly trends in project execution as a proxy for efficiency. To gauge risks, a literature review of online information tested for any current events or recent developments that affect the project as risks or in terms of sustainability. The management and oversight of Social and Environmental Safeguards were triangulated with site-visit reports with information from the Project Implementation Reports (PIR). The results of the desk survey were triangulated through Key Informant Interviews (KIIs).

Key Informant Interviews (KIIs): Key informants from pertinent stakeholder groups were interviewed, based-on the relevance and amount of information the interviewee could offer. The KIIs are both a primary data source and a mechanism to triangulate and compliment the information gleaned from the Desk Review, a Semi-structured Interview Guide from which questions were drawn prior to each interview. A six-person evaluation team conducted 195 interviews between September to December 2021. Of these, 10 persons at global level, 115 in Indonesia, 43 in Paraguay and 27 in Liberia. Almost 47% of interviews were at national level and the remainder at the local level during site visits. Twenty-six percent of those interviewed were female. Forty-eight percent of those interviewed were beneficiary organizations, 24% from local organizations, 24% from government, 16% from other organizations, 24% from UNDP implementation units and 12% from implementing partners. The stakeholder consultation list is presented.

Site visits: Missions were implemented by national consultants in Paraguay, Indonesia, and Liberia. Despite Covid-19 international travel restrictions, national evaluators were able to conduct face-to-face meetings with key local stakeholders and beneficiaries as well as validate project actions on-site. The Indonesia mission involved three visits to Riau, Pelelawan (19-25 Sept.), South Tapanuli (27-29 Sept.), Medan (29 Sept. – 2 Oct.) and Sintang, West Kalimantan (4-6 Oct.). Site visits to the Gran Chaco region in Paraguay were implemented between 17 September and 4 October and in Liberia between 12-14 October to the Sinje District, NW.

Presentation of Preliminary Findings: Presentations of Preliminary Findings were delivered to the respective Country-level UNDP Project Execution Units (PMU) on 28 October for Paraguay, 25 November

for Indonesia and 12 January for Liberia. The presentations initiated a feedback loop consisting of a comment phase to this Draft Terminal Report and ultimately into the Final Termination Evaluation Report.

The TE Report follows a structure indicated in the UNDP-GEF guidelines and is presented in the following three categories: (a) Project Design/Formulation, (b) Project Implementation, and (c) Project Results with required criteria e.g., Relevance, Effectiveness, Efficiency, Sustainability, Gender Equality, Progress to Impact and a list of Conclusion, Recommendations and Lessons Learned. The responses to comments are tracked in an “Audit Trail” document.

Ethics:

The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) ‘Ethical Guidelines for Evaluations⁵⁹’ and in accordance with the norms, standards, ethical, and conduct as defined in the UNDP-GEF guidance and policy stating, among others, that evaluations must abide by professional and ethical guidelines and codes with respect to research on human subjects as described in UNDP’s human research ethics policy and be mindful of differences in culture, language, customs, religious beliefs, and practices of all stakeholders. The evaluation made judgements on their participation in the definition/design, implementation and achievements based on accountability and learning. The requisite signed declaration is presented in [Annex 8](#).

Limitations to the Evaluation:

The TE consultants faced time delays due to the following factors:

- Virtual interviews required more time to manage and process and schedule than anticipated. UNDP country units (PEUs) insisted on coordinating meetings with national government KIs. Interviews with key actors, such as the Minister of Agriculture and GEF Focal Points in Liberia and the Deputy Minister for Palm Oil Development and the GEF Focal Point in Indonesia did not materialize. The Evaluators point out that GEF Focal Points are standard interviews that should be reasonably coordinated.
- During the Indonesian mission, some planned face to face interviews were conducted by phone due to local flooding in Sintang which prohibited travel.
- The COP26 summit, November 2021, caused UNDP Project Execution Units to divert their attention affecting the coordination of high-level government stakeholders at a critical part of the evaluation. Vacation season affected the availability of global level contacts. The interview process took longer but was eventually completed to the satisfaction of the evaluators.
- UNDP Liberia was logistically ineffective in coordinating many of the key meetings requested during the implementation period of the evaluation. The Liberian mission started one month later than planned. AAE eventually took the initiative and reached-out directly to local stakeholders through CI, who facilitated a two-day mission for AAE’s Liberian evaluator. Most interviews were conducted virtually by the international team. The mission was completed to the satisfaction of the evaluators.
- Two members of the evaluation team succumbed to COVID-19 causing a significant delay in the Evaluation process. The team is grateful to UNDP RH LAC and all country units for their kind support,

⁵⁹ United Nations Evaluation Group (UNEG), Ethical Guidelines for Evaluations. URL: <http://www.unevaluation.org/document/detail/100> accessed 10 July 2021.

understanding and solidarity.

Despite the challenges mentioned, evaluators were able to address the issues with the mentioned parties to the satisfaction of the evaluation team.

Annex 4. Terminal Evaluation Matrix

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?									
Was the project intervention aligned with GEF priorities and the environment and development priorities and strategies at the local, regional and national level in the three target countries?	R11 Did the project adapt throughout implementation to the evolving priorities and agenda at the local, regional and national level in the three target countries? To what extent?	Analysis of Results Framework: project logic and strategy, indicators	Project documentation; GEF-6 programming directions; national policies and/or strategies; UNDP CPD; UNDAF/UNSDCF; relevant stakeholders.	DR KII	UNDP- GGP M&E				1
	R12 How were such priorities impacted by the outbreak of the COVID-19 pandemic? Ex. increased sector economic stimulus that could lead to more deforestation, etc.	Social and Environmental Safeguards Risk Management, including Social and Environmental Standards	Annual Work Plans 2020 2021	KII DR	UNDP- GGP		1		
	R13 How have country strategies evolved, especially in lieu of post COVID-19 economic stimulus	Analysis of Results Framework: project logic and strategy, indicators	Annual Work Plans 2019 2021	DR KII	UNDP	1	1	1	1

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	What was the level of stakeholder engagement in the design of the project	Analysis of the representativity of stakeholder groups in the design of the project.	Project document KIIs	DR KII	UNDP EAs	1	1	1	1
Effectiveness: Project Strategy and Design: Was the project design effective in producing the expected results									
Was the Project Strategy effective in responding to the stated problems?	Was the Theory of Change validated by the results of the project?	Validated link between policy, standards, and avoidance of deforestation. Validated impact between demand, transaction, production and tools	Evidensia	DR, KIIs	National Platform	1	1	1	1
Was the internal logic of the project validated?	Did the achievement of the Outcomes contribute to the achievement of the Project Objective?	Outcome indicators	M&E system	DR, KIIs	PMU	1	1	1	1
	Were the components sufficient to realize the project objective?		M&E System documents Debriefing of missions	DR KIIs	PMU Site Visits	1	1	1	1
	Were there other opportunities or options for achieving the project objective?	Assessment of options	PIRS KIIs	DR KIIs		1	1	1	1
Effectiveness: Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved?									

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
Did responsible government authorities, along with private sector & civil society organizations, build consensus and reduce conflict related to target commodity production and growth at national and sub-national levels, due to UNDP's intervention?	E11 What was the role of the project partners in engaging Private sector, and CSO?	# of private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue under national and sub-national platforms	Project Reports; Beneficiaries Response,	EE KII	CSO GOV	1	1	1	
	E12 Has UNDP aligned other programs to support dialogue for Sub National Platforms?	Planned and Actual stakeholder participation and partnerships	Project Reports and informants Responses	KII DR	PLATFORM	1	1		
	E13 What is the current situation of the national and sub national platforms? are there any barriers to implement accorded plans?	# of national and sub-national commodity platforms; # of district/target landscape forums established and fully operational	Project documentation; relevant stakeholders.	KII EE DR	GOV	1	1	1	
Was practical alignment achieved among the above stakeholders, with following implementation of public and private investments and other actions related to target commodities?	E21 Are the different stakeholders satisfied with the practical alignment achieved and formalized through national and/or subnational action plans?	# of national and sub-national <u>Commodity Action Plans</u> finalized and adopted by national and sub-national governments	National policies and/or strategies; project documentation; relevant stakeholders.	KII FV	BENEF CSO	1		1	
					GOV		1		

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	E22 To what extent all different stakeholders feel that their interests were taken into consideration in the development of national or subnational action plans?	Planned and Actual stakeholder participation and partnerships	Survey response	KII	PLATFORM	1		1	
	E23 To what extent did national and/or subnational action plans lead to concrete actions related to the improved sustainability of target commodity production?	Management arrangements	Project Reports KI Responses	KII DR	CSO GOV		1		
					PS CSO	1		1	
				KII DR	PS PLATFORM				1
Did national and subnational policies, regulations, and programmes related to <u>commodity production practices</u> improve due to UNDP's intervention in the three target countries? To what extent?	How many priority policies and regulations have been drafted and proposed that address systemic barriers to government oversight of support for sustainable, reduced deforestation commodity production practices?	Problems addressed Project design/Formulation	National policies and/or strategies; project documentation; relevant stakeholders.	KII DR	PS PLATFORM	1	1	1	1
		# of priority policies and regulations drafted and proposed that address systemic barriers to government oversight of and support for sustainable, reduced-deforestation commodity production practices, with priorities		EE KII	M&E UNDP IMP				1

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
		identified in Table 7 of the CEO Endorsement request as well as through national and sub-national commodity platforms and project global support services. See below							
Did national and subnational policies, regulations and programmes related <u>to land use allocations</u> for commodity production and set asides improve due to UNDP's intervention in the three target countries? To what extent?	E41 Have these new policies, regulations and programmes already led to concrete and demonstrable changes related to land use allocation in the three target countries? If not, why?	Catalytic Role / Replication Effect # of new or revised national and sub-national policies, regulations and programmes drafted, proposed, and adopted that are related to land use allocation for commodity production	National policies and/or strategies; project documentation; relevant stakeholders.	KII	UNDP IMP CSO	1		1	
	E42 How many new or revised national and sub-national policies, regulations and programmes were drafted, proposed, and adopted that are related to land use allocation for commodity production?	Progress to Impact # of national and sub-national policies, regulations and programmes established or endorsed that increase protection for and conservation of HCV and HCS areas.	National policies and/or strategies; project documentation; relevant stakeholders	KII DR	CSO	1	1	1	

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	<p>E43 How many national and sub-national policies, regulations and programmes were established or endorsed that increase protection for and conservation of HCV and HCS areas?</p> <p>How many Hectares of HCV and HCS forest areas in commodity producing landscapes have been protected through zoning?</p> <p>What is the size of the area of high conservation value forest (HCVF), or equivalent, identified and set aside within commodity production landscapes for conservation of globally significant biodiversity and associated ecosystem goods and services (%)?</p>	<p>Area of high conservation value forest (HCVF), or equivalent, identified and set aside within commodity production landscapes for conservation of globally significant biodiversity and associated ecosystem goods and services (%)</p>	<p>Document, GIS, KI Reports. M&E reports.</p>	<p>KII DR</p>	<p>GEF FP UNDP</p>	<p>1</p>	<p>1</p>		<p>1</p>

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
Has monitoring of land use change improved in the three target countries, and particularly within the target landscapes, due to UNDP's intervention? To what extent?	E51 How many land-use change reports have been published and disseminated in Indonesia, Liberia and Paraguay?	Improved land-use change monitoring systems in target landscapes, as measured by the # of land-use change reports on target landscapes published and disseminated in the countries	Land-use change reports; project documentation; relevant stakeholders.	DR EE KII	CSO GOV	1	1	1	1
Have national and subnational systems for supporting sustainable, reduced deforestation commodity production and intensification improved due to UNDP's intervention? To what extent?	E61 Has the improved system already yielded any results in terms of capacities to support sustainable commodity production and intensification? If not, why?	Existence of national and sub- national farmer support strategies emphasizing: (i) reduced deforestation, (ii) sustainable intensification, (iii) biodiversity conservation and (iv) elimination of gender gap in agricultural productivity	National policies and/or strategies; project documentation; relevant stakeholders.	EE KII DR	GOV SCO	1	1	1	
	E62 Do national and sub-national farmer support strategies exist emphasizing: (i) reduced deforestation, (ii) sustainable intensification, (iii) biodiversity conservation and (iv) elimination of gender gap in			DR KII	UNDP IMP				1
					UNDP IMP GOV	1	1	1	

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	agricultural productivity?								
Have effective approaches to smallholder support been demonstrated (via public-private partnership) through UNDP's intervention?	E71 Were the selected approaches indeed effective? What should be changed/amended?	Catalytic Role / Replication Effect # of smallholder farmers trained in, and employing sustainable agriculture practices	Project documentation (including training content and monitoring reports); relevant stakeholders.	KII EE DR	UNDP IMP CSO	1	1	1	
	E72 How many farmers have been trained in and employing sustainable agriculture techniques? Are smallholders satisfied by the level of support received through UNDP's intervention?			KII FV	PS PLATFORM	1	1		
Did UNDP's intervention contribute to generate knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land?	E81 To what extent is the new knowledge generated providing valuable insights for future project interventions.	Progress to Impact Understanding of landscape- level dynamics of change towards reduced-deforestation commodity production in each target landscape	Project documentation; relevant stakeholders.	KII	GGP UNDP M&E				1
	E82 Are these insights generalizable			KII DR	UNDP IMP CSO	1	1	1	

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	beyond the project's intervention areas? To what extent?	<p>the # of reports generated from the application of a landscape assessment tool that:</p> <p>(i). Assesses the political, economic, social, and environmental drivers of deforestation related to commodity production and expansion;</p> <p>(ii). Scores and compares the enabling environment readiness towards deforestation-free commodity production of multiple landscapes within the Production child project; and</p> <p>(iii). Evaluates the effectiveness of interventions targeting the drivers of deforestation with a landscape.</p>							
Was the project successful in promoting uptake, adaptation, and replication of demonstrated lessons and knowledge within and beyond the targeted landscapes? To what extent?	E91 Was the project successful in promoting uptake, adaptation, and replication of demonstrated lessons and	<p>Cross-cutting Issues</p> <p># of documented examples of specific lessons shared via Community of Practice being applied in other sub-national</p>	<p>Project documentation; relevant stakeholders.</p> <p>Community of Practice Survey...Ex post contact with</p>	KII DR	PLATFORM	1	1		

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	knowledge within and beyond the targeted landscapes? To what extent?	and national situations	respondents to qualify responses						
Effectiveness: Project Implementation and Adaptive Management									
Were the management structures effective in planning and coordination for an achieving project Outcomes?	Was the monitoring and evaluation function effective in supporting integration of data, information and lessons learned to facilitate decision-making?	Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*) Proposed theoretic documents on expected effects over Value Chain (experiences) Adaptive management changes to the project design and project outputs during implementation)	Baseline M&E plans Reports List of organizations participating action plans, interview responses	SUR KII DR	PLATFORM	1			
Was there stability, and establishment of a productive workplace and environment?	How were the upstream, downstream and lateral lines of communication?	Responsiveness to downstream users' needs. Provision of materials upstream for decision-making Productive relationships with project partners.	Quality of relationships	AWP, PIR, KIIs	PIU	1		1	
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?									

1

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
Was the project implemented efficiently, in line with international and national norms and standards?	EF11 Were the project's assets efficiently (inputs to outputs) deployed within the indicated timeframes? Was there consistency in deployment?	Budget execution per quarter per component.	Quarterly budget execution totals by component. Interviews with Administrative staff.	DR, KIIs	PS UNDP PIU, UNDP Paraguay PIU				1
	EF12 Did the project efficiently leverage co-financing??	The amount of cofinancing leveraged v. the amount proposed.	Project documentation; relevant stakeholders.	DR, KIIs	GGP UNDP M&E				1
Were there other opportunities or options for achieving the project objective?	Do the outcomes of the program represent value for money? To what extent is the relationship between inputs and outputs timely, cost-effective and to expected standards?								
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?									
To what extent are there financial, institutional, socio- political, and/or environmental risks to sustaining long- term project results?	S11 What is the likelihood of financial and economic resources not being available once the GEF assistance ends?	Financial and overall likelihood Alignment of project deliverables with national priorities for next planning cycle	Project documentation; relevant stakeholders; any external sources as relevant.	KII DR	UNDP IMP CSO	1	1	1	
	S12 Are there any social or political	SOCIAL POLITICAL	Country socio-economic	KII	UNDP IMP CSO	1		1	

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	risks that may jeopardize sustainability of project outcomes?		reports Palm oil sustainability reports Beef sustainability reports Market						
	S13 Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Institutional	Project Finance and Co-finance	reports on Palm oil, beef	EE KII	PS CSO	1	1	1	
	S14 Is sufficient public / stakeholder awareness and participation support available for the long-term objectives of the project?	Stakeholders Engagement		KII EE DR	UNDP IMP CSO	1	1	1	
	S15 Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?	Institutional framework and governance		KII	UNDP IMP	1	1	1	

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	<p>S.17 Was a Gender Approach mainstreamed through all relevant project activities in a qualitative way?</p> <p>Did the project contribute to advancing gender equality and women's empowerment?</p>	<p>Cross referencing inclusion of gender aspects in all components and products; Gender disaggregated data.</p> <p>Execution/Performance against Gender Mainstreaming Plan</p>	PIR, M&E data, Gender Mainstreaming Plan						
Gender equality and women's empowerment									
Was a gender approach mainstreamed through all relevant project activities in a qualitative way? To what extent?	Did the project contribute to advancing gender equality and women's empowerment within its sphere of possibilities?	<p>Cross referencing inclusion of gender aspects in all components and products; Gender disaggregated data.</p> <p>Execution/Performance against Gender Mainstreaming Plan</p>	PIR, M&E data, Gender Mainstreaming Plan		PS CSO	1		1	
Impact									
<p>Was the Theory of Change validated by the results of the project?</p> <p>Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?</p>	<p>Was the Theory of Change validated by the results of the project?</p> <p>Are there indications that the project has contributed to, or</p>	Contributions to changes in policy/legal/regulatory frameworks, including observed changes in capacities (awareness, knowledge, skills, infrastructure,	PIR, M&E data, WP Plan Baseline M&E plans Reports plans, interview responses	KII DR					

Evaluative Criteria Questions	Evaluative Criteria Sub-questions	Project Indicators	Sources of Info.	Methodology	Main Contact	IND	LIB	PAR	GLO
	enabled progress toward reduced environmental stress and/or improved ecological status?	monitoring systems, etc.) and governance architecture, including access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc.);							

Annex 5: List of Documents Reviewed

Number	Document	Status
1	PIF	√
2	UNDP Initiation Plan	√
3	Final UNDP-GEF Project Document with all annexes	√
4	CEO Project Endorsement Request	√
5	UNDP Social and Environmental Screening Procedure (SESP)	√
6	Project Inception Report	√
7	Project Mid-Term Review Report	√
8	All Project Implementation Reports (PIR's)	2018, 2019, 2020, 2021
9	Annual Reports to UNDP Annual Work Plans Combined Delivery Reports Quarterly Project Reports	2017, 2018, 2019, 2020, 2018, 2019, 2020, 2021 2017, 2018, 2019, 2020 2018, 2019, 2020, 2021, 2022
10	Oversight mission reports	2017, 2018, 2019,
11	Minutes of the Project Board meetings and other meetings (i.e. Steering Committee meetings)	2017, 2018, 2019, 2020, 2021
12	GEF Tracking Tools (from CEO Endorsement)	√
13	GEF Core Indicators	√
14	Financial data	√
15	Co-financing data	√
16	Audit reports	√
17	Electronic copies of project outputs	See folder 27
18	Project communication materials (fact sheets, highlights, brochure, branding guidelines)	√
19	Project meetings and workshops	To be requested
20	Relevant socio-economic monitoring data	N/A
21	Contracts and procurement	√
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval	N/A
23	Project website activity data	√

24	UNDP Country Programme Document (CPD) for each country	√
25	List/map of project sites, highlighting suggested visits	√
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted	√
27	Project deliverables that provide documentary evidence of achievement towards project outcomes	√
28	Other relevant documents: Lessons Learnt	√

Annex 6. Semi-structure Interview Questionnaire

For Project stakeholders (Government partners, NGOs, private sector) of the Project

Date	
Interviewer	
Name	
Position	
Contact info.	

Introduction:

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

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

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

Thank you very much!

DETAILED LIST OF QUESTIONS PER TYPE OF ACTOR AND TYPE OF INTERACTION

Project Board Members

1. How has the project added value to your organization?
2. Looking back from where we are now, has the project fulfilled your expectations? Elaborate.
3. If you were to go back in time and do something different, what would it be?
4. How is the quality of information you are receiving? Sufficient to make decisions?

5. How would you describe the relationship with the PMU? Fluid? Complicated? Expand?
6. What new opportunities have become available to your organization as a result of your association with the project?
7. As you see it, what are the next logical steps in the evolution of the GGP?

National Project Teams:

1. (S15) Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?
2. (G12) Did the project contribute to advancing gender equality and women's empowerment within its sphere of possibilities? how?
3. (EF11) Do the outcomes of the program represent value for money? (Was the project administered in an efficient way? Were funds available when they were needed?)
4. (E91) Was the project successful in promoting uptake, adaptation, and replication of demonstrated lessons and knowledge within and beyond the targeted landscapes? To what extent?
5. (S14) Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project?
6. (E32) What solutions were consistent to Project Objectives besides PRODC?
7. (E12) Has UNDP aligned other programs to support dialogue for Sub National Platforms?
8. (E13) What is the current situation of the national and sub national forums, are there any barriers to implement accorded plans?
9. (E43) How NAPs were aligned to GEF projects Objectives?
10. (PI12) Were project's implemented actions derived from tackling a clear road path to a theory of change
11. (EF11) Do the outcomes of the program represent value for money?
12. (S11) What is the likelihood of financial and economic resources not being available once the GEF assistance ends?
13. (E41) Have these new policies, regulations and programs already led to concrete and demonstrable changes related to land use allocation in the three target countries?
14. (S15) Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Partner organizations

1. (E81) To what extent is the new knowledge generated providing valuable insights for future project interventions?
2. (E11) What was the role of the project partners to engage Private sector, and CSO?
3. (E23) To what extent did national and/or subnational action plans lead to concrete actions related to the improved sustainability of target commodity/ies production?

4. (S11) What is the likelihood of financial and economic resources not being available once the GEF assistance ends?
5. (I13) Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?
6. (S12) Are there any social or political risks that may jeopardize sustainability of project outcomes?
7. (E51) Did the monitoring tools provide the needed information? Do you consider those monitoring tools are sufficient or accurate to tackle the pressures over agriculture expansion? Is there any recommendation for ameliorating the monitoring of forest loss or agricultural expansion?

Government Counterparts:

General

1. (E91) Was the project successful in promoting uptake, adaptation, and replication of demonstrated lessons and knowledge within and beyond the targeted landscapes? To what extent?
2. (E23) To what extent did national and/or subnational action plans lead to concrete actions related to the improved sustainability of target commodity/ies production?
3. (E12) Has UNDP aligned other programs to support dialogue for Sub National Platforms?
4. (E13) What is the current situation of the national and sub national *fora*? Are there any barriers to implement accorded plans?
5. (E43) How are NAPs aligned to GEF, national or sector objectives?
6. (E61) Have the improved system already yielded any results in terms of capacities to support sustainable commodity production and intensification?

Indonesia Government

1. What are the next steps for the NAP?
2. The NAP has several Programs, could you provide for each of its Program the activities that your Ministry is implementing, the next steps and the challenges that may be faced.
3. Basic Program
4. Improving Smallholders Capacity
5. Environment Management & Monitoring (Directorate of Mo E & F)
6. Governance and Conflict Mediation
7. ISPO Certification and Market Access of ISPO certified Palm Oil products
8. Is there a NAP under implementation?
9. How do you describe the coordination among Ministries for the implementation of the NAP?
10. What has been the benefit of dialogue to support the Sustainable Palm Oil Initiative? How did it contribute to policy change?
11. How is the commitment of the various stakeholders in the platform?
12. Are companies changing to provide support for smallholders? How do you anticipate them to implement the regulation?
13. How do farmers receive the necessary technical support?
14. Do you think there is more awareness of the farmers to implement best practices that preserve forests, peatlands, and high biodiversity areas?
15. Does the Improved land use planning/zoning help to shift targeting and conversion to commodity production from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise more suitable lands?
16. How can the Land Use Planning tool support this?
17. What is the value of UNDP support?

18. Any particular words, recommendation that you would like to relay to funding agencies/UNDP.

Paraguay Government

1. Is the project relevant to the beef sector?
2. How relevant is the beef sector to Paraguay? Is it part of the national priority? How relevant is it to focus on sustainable beef production for the Chaco region?
3. Are the objectives and components of the project clear, practical and the best alternative given your country's priority?
4. What is the status of the National Meat Platform?
5. What is the status of the Chaco Meat Platform? How does it link to work at the national level?
6. Have new organizations recently joined the platform?
7. What is the status of the national action plan (and that of the Chaco)? Are there specific problems?
8. How committed are the various stakeholders (including other ministries, companies, NGOs) to the National Action Plan (Chaco) and its implementation?
9. How has the dialogue been that has supported the policy change so far?
10. What are the priority policies that the Government is expected to change (e.g. land-use planning, others)?
11. What would the Environmental Legal Code cover in terms of environment and forest laws? Are there other policies and regulations that need to be amended and/or drafted to support sustainable practices and deforestation reduction at the national and subnational levels?
12. What is the status of adoption of the CVA and HCS methodology?
13. What do you anticipate will be the impact of applying the CVA and HCS methodology in terms of identifying and designating CVA and HCS areas within privately owned concessions and lands?
14. What is the status of land-use change monitoring systems in Paraguay (see INFONA work)?
15. What is the government's strategy in terms of supporting producers towards sustainable beef intensification, biodiversity conservation and eliminating the gender gap in livestock productivity? What do you anticipate are the key changes for its implementation?
16. Does the government already have special programs (e.g., fertilizer support, extension services)? What training do producers receive?
17. What are the key lessons of this project?
18. What have been the main challenges?
19. How will the implementation of the Action Plan and platform be financed in the future after the completion of the project?
20. Any particular words, recommendation that you would like to relay to funding agencies?

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Private Sector Partners

1. How has your participation made your business stronger? Explain.
2. What opportunities have arisen because of your participation in the project?
3. Are you a member of a Platform? To which platform are you a member?

4. 4.(E13) What is the current situation of the national and sub national forums, are there any barriers to implement accorded plans?
5. (E12) Has UNDP aligned other programs to support dialogue for Sub National Platforms?
6. (E61) Has the improved system yielded results in terms of capacities to support sustainable commodity production and intensification?
7. (S14) Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project?
8. (E22) To what extent do all different stakeholders feel that their interests were taken into consideration in the development of national or subnational action plans?
9. (E91) Was the project successful in promoting uptake, adaptation, and replication of demonstrated lessons and knowledge within and beyond the targeted landscapes? To what extent?
10. Key presentation of activities
11. What are your views on the National Action Plan?
12. Views on Provincial/District/Forum landscape Action Plan
13. To whom are you sourcing your FFB?
14. What are the challenges that your mill faces to source from independent small holders?
15. Does your company have agronomists to train the farmers? How do target them for training?
16. INDONESIA: Can you see a difference in term of productivity and techniques between the Plasma and smallholder farmers.
17. INDONESIA: How compliant are the producers to IPSO? What are the challenges for being RSPO certified?
18. INDONESIA: With the District Action Plan for the Palm Oil sector, there will be the requirement to set partnership agreement. How do you foresee its implementation? Which challenges?
19. INDONESIA: High conservation areas need to be protected. Are there identified within your plantation? Any specific comment or recommendation for better protecting these HCV?
20. Typically, to whom do you sell your Fruits the CPO?
21. Any specific recommendation to the project to promote sustainable palm oil production?
22. PARAGUAY: Is the project relevant to the beef sector?
23. PARAGUAY: Is the beef sector a priority sector for the government of Paraguay (and/or for the Chaco region)?
24. PARAGUAY: What are your expectations of the project?
25. PARAGUAY: Has your company participated in the national / Chaco platform?
26. PARAGUAY: What is the status to finalize the national action plan (Chaco)? Are there specific problems?
27. PARAGUAY: How do you foresee the implementation of the Action Plan, and what impact does it have on the future for your company?
28. PARAGUAY: What are the priority policies that the Government plans to change (e.g. land use management, others)? What impact do you foresee?
29. PARAGUAY: Has your company been involved in the definition of AVC and HCS? ¿Has your company already identified the AVC and HCS within the concession (or your private lands)?
30. PARAGUAY: What key lessons have you gained from being part of the platform's dialogues so far?
31. PARAGUAY: How your organization sources livestock? Is it directly with the producers?

32. Does your company already buy RSPO-certified or sustainable beef (according to GRSB)? If yes, does the price include a premium?
33. Is your company facing challenges in obtaining sustainable products? Which ones?
34. What kind of services does your company offer to producers? What do you do to support them to produce sustainably?
35. What is the support that producers receive from the government for sustainable production?
36. Can you access extension services?
37. Do you plan to provide more direct support to smallholders through a public/private partnership in the future?
38. Who do you sell to? Who are your customers who demand sustainable beef? Are there domestic customers?
39. What are your key lessons on the project's contribution so far? Do you see risks that could compromise your bottom line?

Community Based Organizations

1. (E42) Did national and subnational policies, regulations and programmes related to land use allocations for commodity production and set asides improve due to UNDP's intervention in the three target countries? Can you provide an example?
2. (E71) Were the selected approaches indeed effective? What should be changed/amended?
3. (G12) Did the project contribute to advancing gender equality and women's empowerment within its sphere of possibilities?
4. Has any policy or legal changes on land use regime or investments from private sector have impacted on the areas identified from project as to be conserved or set aside?
5. What type of incentives are considered relevant to your organization for reducing land use change or the expansion of agriculture?

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Beneficiary Organizations

1. (E22) To what extent all different stakeholders feel that their interests were taken into consideration in the development of national or subnational action plans?
2. (E61) Have the improved system already yielded any results in terms of capacities to support sustainable commodity production and intensification?
3. (E82) Are these insights generalizable beyond the project's intervention areas? To what extent?
4. (E91) Was the project successful in promoting uptake, adaptation, and replication of demonstrated lessons and knowledge within and beyond the targeted landscapes? To what extent?
5. (S14) Is there any sufficient public / stakeholder awareness in support of the long-term objectives of the project?

6. (E51) Do you consider the monitoring tools are useful or applicable to your organization activities?

Palm Oil Farmers

1. How big is the farm? When did you start the plantation?
2. Which techniques did you learn during the training that were different from what you do in practice?
3. Are you applying these techniques? What are the challenges to implement them?
4. How do you finance?
5. How is the production of your farm? To whom do you sell your production?
6. Do you know the mill that sells your fruits at the end?
7. Have you seen any changes in your farm from changing techniques?
8. With which mill could you become a partner to obtain support? Do you have an agreement?

Paraguay Cattle Ranchers/Beneficiaries

1. How many heads of cattle do you have? How many heads per hectare?
2. What techniques did you learn during training that were different from what you do in practice?
3. Are you applying these techniques?
4. What are the challenges in implementing them?
5. What is the productivity on your farm?
6. Do you already see an impact on your farm from changing techniques? Has the number of cattle/hectares intensified?
7. Do you apply fertilizers on the pasture? Do you supplement the feeding of livestock? Where do you buy the supplies?
8. How is it financed? where do you borrow? (For how long, what is the fee for reimbursement)
9. What did you learn during the training about how to protect forests, peatlands, water?
10. Has the management of your farm changed since training?
11. Do you know where your cattle are slaughtered and processed?
12. What is the role of women on your farm? Are they also trained?

Annex 7. TE Stakeholder Consultation List

Date	Country	Name	Gender	Mode	Location	LEVEL	Institution	Type
3-sep-21	Indonesia	Fitri Hasibuan ,CI,	F	Virtual	Jakarta	Nat	CI	P. PMU
3-sep-21	Indonesia	Joko Sarjito and Munawir	M	Virtual	Jakarta	Nat	WWF	P. PMU
3-sep-21	Indonesia	Mulyadi ,UNDP Liaison	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
3/9/2021	Global	Dorsla Farcathy,	M	Virtual	Jakarta	Global	UNDP	UNDP RR
3/9/2021	Liberia	Galah Toto, Platform Manager UNDP-Liberia	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
13-sep-21	Indonesia	Rini Indrayanti ,UNDP Indonesia,	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU
13-sep-21	Indonesia	Anselma Faustina, Landscape coordinator ,UNDP,	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU
13-sep-21	Indonesia	Tri Widjayanti ,UNDP,	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU
14-sep-21	Indonesia	Andreas Buti Rahutomo, Platform Manager ,UNDP,	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
14-sep-21	Indonesia	Nugraha Satriyaputra, Budget Management Associate ,UNDP,	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
14-sep-21	Indonesia	Anselma Faustina, Landscape coordinator ,UNDP,	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU
15-sep-21	Indonesia	Risnauli Gultom, Project Associate, UNDP	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU

15-sep-21	Indonesia	Tri Widjayanti ,UNDP,	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
15-sep-21	Indonesia	Rini Indrayanti, National Platform Manager ,UNDP,	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU
16-sep-21	Indonesia	Agus Hekso Proklamanto, Comms SPOI, UNDP	M	Virtual	Jakarta	Nat	SPOI	UNDP PMU
16-sep-21	Indonesia	Iwan Kurniawan ,program manager NRM, UNDP Indonesia,	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
17-sep	Paraguay	Cesar Meden	M	Virtual	Asuncion	Nat	UNDP	UNDP PMU
17-sep	Paraguay	Fernando Diaz	M	Virtual	Asuncion	Nat	WWF	P. PMU
17-sep-21	Indonesia	Afroh Manshur, Environment and Policy Officer, UNDP	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
20-sep	Paraguay	Alfonso Fernández Veronique Gerard	M	Virtual	Asuncion	Nat	UNDP	UNDP PMU
20-sep	Paraguay	Graciela Miret	F	Virtual	Asuncion	Nat	MESD	Gov. rep
20-sep	Paraguay	Deisy Gill	F	Virtual	Asuncion	Nat	INFONA	Gov. rep
20-sep	Paraguay	Guido Cubilla,	M	Virtual	Asuncion	Nat	WWF	P. PMU
20-sep	Paraguay	Karim Musalem,	M	Virtual	Asuncion	Nat	WWF	P. PMU
20-sep	Paraguay	Alberto Esquivel,	M	Virtual	Asuncion	Nat	WWF	P. PMU
20-sep	Paraguay	Patricia Roche	F	Virtual	Asuncion	Nat	WWF	P. PMU
20-sep	Paraguay	Oscar Ferreiro	M	Virtual	Asuncion	Nat	RPSBC	B. Platform

20-sep	Paraguay	Edwin Pauls	M	Virtual	Asuncion	Nat	RPSBC	B. Platform
20-sep	Paraguay	Lenard Dyck	M	In person	Filadelfia	Sub Nat	COOPERATIVE FERNHEIM	B. organization
20-sep	Paraguay	Elvin Rempel	M	In person	Filadelfia	Sub Nat	COOPERATIVE FERNHEIM	B. organization
20-sep	Paraguay	Natalia Escobar	F	In person	Filadelfia	Sub Nat	COOPERATIVE FERNHEIM	B. organization
20-sep	Paraguay	Rosalia Goerzen	F	In person	Filadelfia	Sub Nat	COOPERATIVE FERNHEIM	B. organization
20-sep	Paraguay	Zenaida y Amalia	F	Virtual	Filadelfia	Sub Nat	Plataforma de Mujeres Lideres (Academia-Chaco)	B. Platform
20-sep	Paraguay	Rudolf Hildebrandt	M	In person	Filadelfia	Sub Nat	Enlace Iniciativas	B. organization
20-sep-21	Indonesia	Mulyadi ,UNDP Ind.liaison,	M	In person	Pelalawan	Sub Nat	UNDP	UNDP PMU
20-sep-21	Indonesia	Heri, FOKSBI Pelalawan-	M	In person	Pelalawan	Sub Nat	FOKSBI	B. Platform
20-sep-21	Indonesia	Ekoryna Dian PUPR	M	In person	Pelalawan	Sub Nat	PUPR	GOV SN
20-sep-21	Indonesia	Davis, Environment Office Pelalawan-	M	In person	Pelalawan	Sub Nat	Environment Office Pelalawan-	GOV SN
21-sep	Paraguay	Edwin Pauls	M	Virtual	Filadelfia	Sub Nat	RPSBC	B. Platform
21-sep-21	Indonesia	Arizon, Bappeda	M	In person	Pelalawan	Sub Nat	Bappeda	GOV SN
21-sep-21	Indonesia	Muklis Sekda, FOKSBI Pelalawan	F	In person	Pelalawan	Sub Nat	FOKSBI	B. Platform
21-sep-21	Indonesia	Rekky Koem & Syahrul	M	In person	Pelalawan	Sub Nat	FOKSBI	B. Platform
21-sep-21	Indonesia	Vera Virgianty	F	In person	Pelalawan	Sub Nat	FOKSBI	B. Platform
21/9/2021	Liberia	Ronald Cumberbatch, Former Project Manager UNDP Liberia	M	Virtual	Guyana	Int'l	UNDP	UNDP PMU

22-sep	Paraguay	Claudelino Rodas	M	In person	Filadelfia	Sub Nat	FILADELFIA MUNICIPALITY	GOV SN
22-sep	Paraguay	Holger Bergen	M	In person	Filadelfia	Sub Nat	FILADELFIA MUNICIPALITY	GOV SN
22-sep	Paraguay	Maiko Doerksen	M	In person	Loma Plata	Sub Nat	Pioneros del Chaco, Fundación IDEAGRO y Chortitzer	O. INITIATIVE
22-sep	Paraguay	Norbert Dueck	M	In person	Filadelfia	Sub Nat	Pioneros del Chaco, Fundación IDEAGRO y Chortitzer	FINANCIAL
22-sep	Paraguay	Ricky Penner	M	In person	Filadelfia	Sub Nat	Pioneros del Chaco, Fundación IDEAGRO y Chortitzer	B. organization
22-sep	Paraguay	Sebastian Bolt y Stephan Isaack	M	In person	Neuland	Sub Nat	Neuland Cooperative	B. organization
22-sep	Paraguay	Antero Cabrera	M	In person	Boqueron	Sub Nat	Facultad de Ciencias Agrarias Sección Chaco	B. organization
22-sep	Paraguay	Rosa de Castro	F	Virtual	Boqueron	Sub Nat	Secretaria de la Mujer, Gobernación de Boquerón	GOV SN
22-sep	Paraguay	Francisco Mora	M	In person	Neuland	Sub Nat	B. COMM	B. organization
22-sep	Paraguay	Ma. Del Carmen Fleytas,	F	Virtual	Asuncion	Nat	WCS	P. PMU
22-sep	Paraguay	Laura Villalba	F	Virtual	Asuncion	Nat	WCS	P. PMU
22-sep-21	Indonesia	FGD with Amanah - Ukui - 10 smallholders	M	In person	Pelalawan	Sub Nat	FGD	B. organization
22-sep-21	Indonesia	Farmers at Ukui - 5 smallholders GGP	M	In person	Pelalawan	Sub Nat	FGD	B. organization
22-sep-21	Indonesia	Harry Prathama	M	In person	Pelalawan	Sub Nat	UNDP	UNDP PMU

23-sep	Paraguay	Darío Medina	M	In person	Boqueron	Sub Nat	Boqueron Governature	GOV SN
23-sep	Paraguay	Rossana Ortiz	F	In person	Boqueron	Sub Nat	Boqueron Governature	GOV SN
23-sep	Paraguay	Miguel Saavedra	M	In person	Macharety	Sub Nat	B. COMM	B. organization
23-sep	Paraguay	Ubaldo Ríos	M	In person	Pirizal	Sub Nat	B. COMM	B. organization
23-sep-21	Indonesia	Zulfadli	M	In person	Pekanbaru	Sub Nat	UNDP	UNDP PMU
23-sep-21	Indonesia	Mariantio GAPKI Riau	M	In person	Riau	Sub Nat	GAPKI	GOV SN
23-sep-21	Indonesia	Ambar FOKSBI - 2 PM?	F	In person	Riau	Sub Nat	FOKSBI	B. Platform
23-sep-21	Global	Sophie Kemkhadze ,UNDP DRR,	F	Virtual	Riau	Global	UNDP	UNDP RR
23-sep-21	Indonesia	Sutoyo ,ASPEKPIR Riau,	M	Virtual	Riau	Sub Nat	ASPEKPIR	B. organization
24-sep	Paraguay	Jorge Martínez	M	Virtual	Asuncion	Nat	UNDP	UNDP PMU
24-sep	Global	Enrique Molas	M	Virtual	Asuncion	Global	TRASE	O. INITIATIVE
24-sep-21	Indonesia	Agus Prabowo, Team Leader – Environment ,UNDP,	M	Virtual	Riau	Sub Nat	UNDP	UNDP PMU
24-sep-21	Indonesia	Prof. Dr. Ir. Lilik Budi Prasetyo, M.Sc ,IPB,, Dr. Yudi Setiawan, SP, M.Env.Sc ,IPB,	M	Virtual	Riau	Sub Nat	IPB	O. INITIATIVE
24-sep-21	Indonesia	Nunik Maharani, Nardiyono PT ANJ	F	Virtual	Riau	Sub Nat	PT ANJ	O. INITIATIVE
24-sep-21	Indonesia	Bernard Riedo, Ivan Novaldi ,Asian Agri,, Putu Asian Agri	M	Virtual	Riau	Sub Nat	Asian Agri	B. organization
27-sep	Paraguay	Esteban Vasconsellos Delia Nunez	M	Virtual	Filadelfia	Sub Nat	Asociación Rural del Paraguay	B. organization

27-sep	Paraguay	Marcos Medina	M	Virtual	Filadelfia	Sub Nat	Asociación Rural del Paraguay	B. organization
27-sep	Paraguay	Carlos Passeriu	M	Virtual	Filadelfia	Sub Nat	Asociación Rural del Paraguay	B. organization
27-sep-21	Indonesia	Isner Manalu, CI	M	In person	South Tapanuli	Sub Nat	CI	P. PMU
27-sep-21	Indonesia	Ronni Oktario, Bappeda South Tapanuli	M	In person	South Tapanuli	Sub Nat	Bappeda	GOV SN
27-sep-21	Indonesia	Mulkan Effendi, Plantation Office South Tapanuli	M	In person	South Tapanuli	Sub Nat	Plantation Office	GOV SN
27-sep-21	Indonesia	Herman Siregar &, Environment Office South Tapanuli	M	In person	South Tapanuli	Sub Nat	Plantation Office	GOV SN
27-sep-21	Indonesia	Dakal	M	In person	South Tapanuli	Sub Nat	Plantation Office	GOV SN
27-sep-21	Indonesia	Yeni Lubis FOKSBI South Tapanuli	F	In person	South Tapanuli	Sub Nat	FOKSBI	B. Platform
28-sep	Paraguay	José L. Laneri	M	In person	MIC REDIEX	Nat	MIC REDIEX	O. INITIATIVE
28-sep-21	Indonesia	Boy Tarigan	M	In person	South Tapanuli	Sub Nat	FOKSBI	B. Platform
28-sep-21	Indonesia	Isner Manalu	M	In person	South Tapanuli	Sub Nat	CI	P. PMU
29/9/2021	Liberia	Monique Liverpool, Independent Platform Facilitator	F	Virtual	Monrovia	Nat	UNDP	B. Platform

29/9/2021	Liberia	Winston Benda Henries, former SDI Exec. Director; SAMFU	M	Virtual	Monrovia	Nat	SDI	FINANCIAL
30-sep-21	Indonesia	Timbas Ginting, GAPKI North Sumatra	M	In person	North Sumatra	Sub Nat	GAPKI	B. organization
30-sep-21	Indonesia	Gunawan Ginting, Lies Handayani Siregar, Plantation Office North Sumatra	M	In person	North Sumatra	Sub Nat	Lies Handayani Siregar	B. organization
30-sep-21	Indonesia	Herianto, Forestry Office North Sumatra	M	In person	North Sumatra	Sub Nat	Forestry Office North Sumatra	GOV SN
30-sep-21	Indonesia	Megi ,UNDP Provincial Platform Associate,	M	In person	North Sumatra	Sub Nat	UNDP	UNDP PMU
30-sep-21	Indonesia	Fitri Hasibuan, Terrestrial Program Senior Director and Project Manager, CI	M	In person	North Sumatra	Sub Nat	CI	P. PMU
1-oct	Paraguay	Rafael Gadea	M	Virtual	Asuncion	Sub Nat	UNDP	O. INITIATIVE
1-oct	Paraguay	Rita Samudio	F	Virtual	Asuncion	Nat	IFC	FINANCIAL
1-oct-21	Indonesia	Popo Dedi Iskandar, CI	M	In person	North Sumatra	Sub Nat	CI	P. PMU
1-oct-21	Indonesia	Risma, North Sumatra	F	In person	North Sumatra	Sub Nat	CI	P. PMU
1-oct-21	Indonesia	Diana Chalil, USU	F	In person	North Sumatra	Sub Nat	USU	B. organization
1-oct-21	Indonesia	Laksmi Dewanti ,GEF Focal Point Indonesia,	M	Virtual	North Sumatra	Sub Nat	GEF	Gov. rep

1/10/2021	Liberia	Peter Mulbah, Country Director, CI	M	Virtual	Monrovia	Sub Nat	CI	P. PMU
1/10/2021	Liberia	George Ilebo, Technical Director Africa Division, CI	M	Virtual	Monrovia	Sub Nat	CI	P. PMU
4-oct	Paraguay	Claudia González	F	Virtual	Asuncion	Nat	VMG	Gov. rep
4-oct	Paraguay	Dalma Domínguez	F	Virtual	Asuncion	Nat	VMG	Gov. rep
4-oct-21	Indonesia	Munawir, Anas, Joko Sarjito ,WWF Sintang,	M	In person	Sintang	Sub Nat	WWF	P. PMU
4-oct-21	Indonesia	Junaidi, ATR/BPN Sintang + Mulyadi	M	In person	Sintang	Sub Nat	ATR/BPN Sintang + Mulyadi	Gov. rep
4-oct-21	Indonesia	Widian, Bappeda Sintang	M	In person	Sintang	Sub Nat	Bappeda	GOV SN
4-oct-21	Indonesia	Gunardi & Subarjo Plantation Office Sintang +	M	In person	Sintang	Sub Nat	Plantation Office	GOV SN
4-oct-21	Indonesia	Subarjo	M	In person	Sintang	Sub Nat	Plantation Office	GOV SN
4-oct-21	Indonesia	Arief Setiabudi	M	In person	Sintang	Sub Nat	Plantation Office	GOV SN
4-oct-21	Indonesia	Elisa Gultom	F	In person	Sintang	Sub Nat	Plantation Office	GOV SN
4-oct-21	Indonesia	Ricardo, Environment Office Sintang	M	In person	Sintang	Sub Nat	Environment Office	GOV SN
5-oct-21	Indonesia	Arif, FOKSBI Sintang/FKPKSB Sintang	M	In person	Sintang	Sub Nat	FOKSBI /FKPKSB	B. Platform
5-oct-21	Indonesia	Ade, FKMS Sintang	M	In person	Sintang	Sub Nat	FKMS Sintang	O. INITIATIVE
5-oct-21	Indonesia	Yustus SPKS	M	In person	Sintang	Sub Nat	SPKS	O. INITIATIVE
5-oct-21	Indonesia	Junlien SAM	M	In person	Sintang	Sub Nat	SAM	O. INITIATIVE
6-oct	Paraguay	Alfred Fast	M	In person	Asuncion	Nat	Mesa Paraguaya de Carne Sostenible	O. INITIATIVE

6-oct-21	Indonesia	Ajet Telaga Dua smallholder	M	In person	Sintang	Sub Nat	smallholder	B. organization
6-oct-21	Indonesia	Debriefing with WWF Sintang	M	In person	Sintang	Sub Nat	WWF	P. PMU
7-oct-21	Indonesia	Cici, GAPKI West Kalimantan	F	In person	West Kalimantan	Sub Nat	GAPKI	GOV SN
7-oct-21	Indonesia	Heronimus ,no longer,, Plantation Office West Kalimantan + Dewi + Mayasari	M	In person	West Kalimantan	Sub Nat	Plantation Office	GOV SN
7-oct-21	Indonesia	Dewi	F	In person	West Kalimantan	Sub Nat	Plantation Office	GOV SN
7-oct-21	Indonesia	Mayasari	F	In person	West Kalimantan	Sub Nat	Plantation Office	GOV SN
7-oct-21	Indonesia	Adiyani, Forestry and Environment Office West Kalimantan + Yenny	M	In person	West Kalimantan	Sub Nat	Forestry and Environment Office	GOV SN
7-oct-21	Indonesia	Yenny	F	In person	West Kalimantan	Sub Nat	Forestry and Environment Office	GOV SN
7-oct-21	Indonesia	Jumtani Solihin, GIZ West Kalimantan + Yuliana Sulyanti	M	In person	West Kalimantan	Sub Nat	GIZ	O. INITIATIVE
7-oct-21	Indonesia	Yuliana Sulyanti	F	In person	West Kalimantan	Sub Nat	GIZ	O. INITIATIVE
7-oct-21	Indonesia	Lorens, IDH West Kalimantan	M	In person	West Kalimantan	Sub Nat	IDH	O. INITIATIVE
8-oct-21	Indonesia	Mansuetus Darto, SPKS	M	Virtual	Jakarta	Nat	SPKS	O. INITIATIVE
8-oct-21	Indonesia	Gus Dalhari, APKASINDO	M	Virtual	Jakarta	Nat	APKASINDO	O. INITIATIVE

8-oct-21	Indonesia	Mukti Sarjono, GAPKI	M	Virtual	Jakarta	Nat	GAPKI	GOV SN
8-oct-21	Indonesia	Debby Ferdiany, Operations Director, CI,	F	Virtual	Jakarta	Nat	CI	P. PMU
8-oct-21	Indonesia	Setiyono, ASPEKPIR	M	Virtual	Jakarta	Nat	ASPEKPIR	B. organization
11-oct-21	Indonesia	Gunawan M, ATR/BPN	M	Virtual	Jakarta	Nat	ATR/BPN	Gov. rep
11-oct-21	Indonesia	Putri Jauhar Manikam, Dewi Sulastriningsih, KLHK	M	Virtual	Jakarta	Nat	KLHK	O. INITIATIVE
11-oct-21	Indonesia	Dewi Sulastriningsih	M	Virtual	Jakarta	Nat	KLHK	O. INITIATIVE
11-oct-21	Indonesia	Mahatma Windrawan,YKAN	M	Virtual	Jakarta	Nat	YKAN	O. INITIATIVE
11-oct-21	Indonesia	Irfan Bachtiar, KEHATI	M	Virtual	Jakarta	Nat	KEHATI	O. INITIATIVE
11-oct-21	Indonesia	Puspita, BAPPENAS	M	Virtual	Jakarta	Nat	BAPPENAS	GOV SN
12-oct-21	Indonesia	Ita Munardini,	M	Virtual	Jakarta	Nat	MOA	Gov. rep
12-oct-21	Indonesia	Prasetyo Djati,	M	Virtual	Jakarta	Nat	MOA	Gov. rep
12-oct-21	Indonesia	Antarjo Dikin,	M	Virtual	Jakarta	Nat	MOA	Gov. rep
12-oct-21	Indonesia	Dedi Junaedi,	F	Virtual	Jakarta	Nat	MOA	Gov. rep
12-oct-21	Indonesia	Siti Munifah, MoA	M	Virtual	Jakarta	Nat	MOA	Gov. rep
12-oct-21	Indonesia	Edi Yusuf, M. Syaifullah, Khadikin, Edwin Mahatir, CMEA	M	Virtual	Jakarta	Nat	CMEA	Gov. rep
12-oct-21	Indonesia	M. Syaifullah	M	Virtual	Jakarta	Nat	CMEA	Gov. rep
12-oct-21	Indonesia	Edwin Mahatir	M	Virtual	Jakarta	Nat	CMEA	Gov. rep

12-oct-21	Indonesia	Musdalifah Machmud, Coordinating Ministry Econ.	M	Virtual	Jakarta	Nat	CMEA	Gov. rep
12-oct-21	Indonesia	Eva Novianti, MoHA	F	Virtual	Jakarta	Nat	MoHA	Gov. rep
12-oct-21	Global	Lise Melvin	M	Virtual	Panama	Global	UNDP	UNDP RR
12-oct-21	Global	Leif Pedersen	M	Virtual	Panama	Global	UNDP	UNDP RR
12-oct-21	Global	Charles O'Mailey	M	Virtual	Panama	Global	UNDP	UNDP RR
12-oct-21	Global	Nicolas Petit	M	Virtual	Panama	Global	UNDP	UNDP RR
12/10/2021	Liberia	Silas Siakor, IDH	M	Virtual	Monrovia	Nat	IDH	O. INITIATIVE
12/10/2021	Liberia	Ms. Toushi Itoka, CI	M	Virtual	Monrovia	Nat	CI	P. PMU
12/10/2021	Liberia	Edmond Greeener	M	In person	Sinje	Sub Nat	North West Oil Palm Forum	B. Platform
12/10/2021	Liberia	Ruth Barney	M	In person	Sinje	Sub Nat	North West Oil Palm Forum	B. Platform
12/10/2021	Liberia	Edwin Balo	F	In person	Sinje	Sub Nat	North West Oil Palm Forum	B. Platform
12/10/2021	Liberia	Hawa Gray and	F	In person	Sinje	Sub Nat	North West Oil Palm Forum	B. Platform
12/10/2021	Liberia	Moses s SAH	M	In person	Sinje	Sub Nat	North West Oil Palm Forum	B. Platform
12/10/2021	Liberia	Hawa Kemel	M	In person	Sinje	Sub Nat	North West Oil Palm Forum	B. Platform
13-oct-21	Indonesia	Eka Widjayanti ,IDH,	F	Virtual	Jakarta	Nat	IDH	O. INITIATIVE
13-oct-21	Indonesia	Helen Lumbangaol, IFC	F	Virtual	Jakarta	Nat	IFC	FINANCIAL
13-oct-21	Indonesia	Triyanto Fitriyardi, IFC	M	Virtual	Jakarta	Nat	IFC	FINANCIAL
13-oct-21	Indonesia	Mariana Sidabutar, UNDP	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU

13-oct-21	Indonesia	Anwar Sunari, BPDP KS	M	Virtual	Jakarta	Nat	Palm Oil Plantation Fund Management Agency (BPDPKS)	FINANCIAL
13/10/2021	Liberia	Kahtleen Wood, Commodities Advisor UNDP	F	Virtual	Monrovia	Nat	UNDP	UNDP PMU
13/10/2021	Liberia	Anthony B. Samabh	M	In person	Grand Cape Mount County	Sub Nat	Zodua Land Management Committee (ZLMC)	B. organization
13/10/2021	Liberia	Hawa Gray and	M	In person	Grand Cape Mount County	Sub Nat	Zodua Land Management Committee (ZLMC)	B. organization
13/10/2021	Liberia	Edwin Balo	M	In person	Grand Cape Mount County	Sub Nat	Zodua Land Management Committee (ZLMC)	B. organization
13/10/2021	Liberia	Philip A. Zodu	M	In person	Grand Cape Mount County	Sub Nat	Zodua Land Management Committee (ZLMC)	B. organization
14-oct-21	Indonesia	Danang Aditya Nizar, Stakeholder Engagement Officer, UNDP	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
14-oct-21	Indonesia	Aditya Bayunanda, WWF	F	Virtual	Jakarta	Nat	WWF	P. PMU
14-oct-21	Indonesia	Niki Nofari, WWF	F	Virtual	Jakarta	Nat	WWF	P. PMU
14-oct-21	Indonesia	Imam Santoso, National Focal Point, CI	M	Virtual	Jakarta	Nat	CI	P. PMU

14-oct-21	Indonesia	Agus Purnomo, Ismu Zulfikar, Golden Agri Resources	M	Virtual	Jakarta	Nat	Golden Agri Resources	B. organization
14/10/2021	Global	Stephen Rodriques, UNDP RR	M	Virtual	Monrovia	Global	UNDP	UNDP RR
14/10/2021	Global	Dorsla Farcarthy, Inclusive Growth and Sustainable Development UNDP	M	Virtual	Monrovia	Global	UNDP	UNDP PMU
14/10/2021	Liberia	Thabani Mabodoko, UNDP	M	Virtual	Monrovia	Nat	UNDP	UNDP PMU
18-oct-21	Indonesia	Rini Indrayanti, UNDP Indonesia	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU
18-oct-21	Indonesia	Tri Widjajanti, UNDP Indonesia	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU
18-oct-21	Indonesia	Anselma Faustina, Landscape coordinator, UNDP	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU
18-oct-21	Indonesia	Nugraha Satriyaputra. Budget Management Associate, UNDP	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
18-oct-21	Indonesia	Andreas Buti Rahutomo, Platform Manager, UNDP	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
18-oct-21	Global	Sophie Kemhcadze, UNDP DRR	F	Virtual	Jakarta	Global	UNDP	UNDP RR
18-oct-21	Indonesia	Danang Aditya Nizar, Stakeholder Engagement Officer, UNDP	F	Virtual	Jakarta	Nat	UNDP	UNDP PMU

18-oct-21	Indonesia	Afroh Manshur, Environment and Policy Officer, UNDP	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
18-oct-21	Indonesia	Risnauli Gultom, Project Associate, UNDP	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
18-oct-21	Indonesia	Agus Prabowo, Team Leader – Environment UNDP	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
18-oct-21	Indonesia	Agus Hekso Proklamanto, Comms SPOI, UNDP	M	Virtual	Jakarta	Nat	UNDP	UNDP PMU
25/10/2021	Liberia	James Parker, Proforest	M	Virtual	Jakarta	Nat	PROFOREST	O. INITIATIVE
26/10/2021	Liberia	Cyrus Saygbe (Solidaridad)	M	Virtual	Jakarta	Nat	SOLIDARIDAD	O. INITIATIVE
27/10/2021	Liberia	James Otto (SDI)	M	Virtual	Jakarta	Nat	Sustainable Development Institute (SDI)	O. INITIATIVE
28/10/2021	Liberia	Edwin Dennis, NBC	M	Virtual	Jakarta	Nat	NBC	O. INITIATIVE
28/10/2021	Liberia	Mr. Konikay, FDA	M	Virtual	Jakarta	Nat	FDA	Gov. rep
5/11/2021	Liberia	Gradih Bou-Hussein, former Communications Analyst, UNDP Liberia	M	Virtual	Grand Cape Mount County	Sub Nat	UNDP	UNDP PMU
5/11/2021	Liberia	Galah Toto, National Platform Manager, UNDP Liberia	M	Virtual	Monrovia	Sub Nat	UNDP	UNDP PMU

Annex 8: UNEG Code of Conduct for Terminal Evaluation Consultants

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at _____ (Place) on __ (Date)

Signature: _____

Annex 9: Barrier Analysis

The PRODOC identified persistent barriers to systematic change at the global-level including the following:

- Conflicts in laws and regulations that ignore or even encourage deforestation.
- A minimum capacity for monitoring land-use changes and applying current legislation.
- Lack of clarity in the expansion of agricultural products and absence of *fora* to identify and discuss equitable and environmental solutions to problems of productive sustainability.
- Support and dissemination programmes for producers are weak and chronically insufficient, making it difficult to disseminate knowledge, techniques, and tools for the application of sustainable practices.
- The general absence of land use planning, zoning and implementation of use considerably considers the loss of forest ecosystems.
- Production expands faster than careful planning and analysis of expansion processes.

Additional national-level barriers not identified in the Project's documentation were determined through KIIs and desk survey and are outlined by country in the following table:

Table 9.1: Additional Barriers Identified by Country

	INDONESIA	PARAGUAY	LIBERIA
Political:	Will to act on land use varies greatly between National agencies and Provincial and Municipal level authorities and across geographies. Upstream – downstream dynamics unpredictable overlapping land categories, cartography impedes legalization.	Conflicts in laws and regulations that ignore or even encourage deforestation Very strong economic and political interests resistant to change	Ill-defined requirements, roles and responsibilities between parties in concession agreements Ambiguity in environmental requirements Upstream – downstream dynamics unpredictable
Financial:	Smallholder access Budget constraints to implement policy	Sustainable financing for awareness and training programs is chronically low for the Chaco Region leading to little continuity. Financing available for the status quo.	Limited budgets for the development of out-grower programs budget-constrained to monitor & implement policy
Social	Smallholder trust	Little trust in government and NGOs by producers, Resistance to traceability at the point of origin	Complexities surrounding FPIC processes and land rights for smallholders

		<p>Chronic lack of awareness that the BAU scenario is damaging to the productive base of the Chaco.</p> <p>No ecological research to demonstrate the long-term trends of the status quo to residents.</p>	Companies without experience with smallholders
Economic/Market	<p>Spatial planning and production management need to include smallholders in forests.</p> <p>Project focused on non-forest zone.</p> <p>Smallholders in forests cannot receive benefits or technical assistance.</p> <p>No policy on how to deal with smallholders in forest lost.</p> <p>High price of FFBs might drive expansion under weak enforcement</p>	<p>Production expansion is usually faster than careful planning and analysis of expansion processes</p> <p>Chaco does not have "Premium" meat for high value markets that reward sustainable production or "0" Deforestation.</p> <p>Current markets reward volume and health (Russian, Chile, China)</p>	<p>Social and labour requirements to compliance with RSPO are new for accessing key markets</p> <p>Distrust from private sector and smallholders to implement negotiations.</p>

The barriers identified are all responsive to the suite of components presented for the project. The barriers were effectively recognized, as risks in some cases, and managed by the PMU and country teams. Regardless, in terms of time and resources, the Trust barrier was the costliest to address in all countries in terms of time and effort.

Annex 10: Results Framework Analysis

Project Results Framework

Note: The following Results Framework is from the Original Template revised at the Inception Workshop, **Note that changes made at inception are printed in Red.** Subsequent changes noted in the Results Framework received for the Terminal Evaluation are illustrated in **Blue.**

Intended Outcome as stated in the UNDAF/Country Programme Results and Resources Framework: x					
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: x					
Applicable Outputs from the 2014 – 2017 UNDP Strategic Plan:					
Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.					
Applicable Output Indicators from the UNDP Strategic Plan Integrated Results and Resources Framework:					
Output 1.3 indicator 1.3.1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level.					
	Objective and Outcome Indicators	Baseline ⁶⁰	Mid-term Target ⁶¹	End of Project Target	Assumptions
Project Objective:	Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	Two national green commodity platforms (in Indonesia and Paraguay)	At least 40 private sector, civil society, and donor organizations newly connected and engaged in broad-based	At least 60 private sector, civil society, and donor organizations newly connected and engaged in broad-based	Platforms and action plans fully incorporate the objective of, and provide effective support for, reduced

⁶⁰ Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and need to be quantified. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation

⁶¹ Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities		One national green commodity platform (in Indonesia). [Baseline was corrected to remove erroneous reference to Paraguay national green commodity platform that will be established under a different project].	dialogue under national and sub-national platforms	dialogue under national and sub-national platforms	deforestation commodity production
	Number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities (disaggregated by gender)	NA	At least 1,500 farmers benefitting [Targets will be defined once gender studies completed; expected by 30 April 2018.] At least 2,500 households benefitting	At least 6,000 households benefitting	
	Area of high conservation value forest (HCVF), or equivalent, identified and set aside within commodity production landscapes for conservation of globally significant biodiversity and associated ecosystem goods and services	<10% of total HCVF within the landscapes is set aside	At least 25% of total HCVF is set aside	At least 50% of HCVF is set aside	The type of set aside utilized (planning, regulation, etc.) is adequate to ensure long-term protection
Component 1 Dialogue and public private partnerships; production	Outcome 1.1 Responsible Governmental authorities, along with private sector & civil society organizations, build consensus and reduce conflict related to target commodity production and growth at national and sub-national levels				The airing of grievances and concerns enabled by dialogue under the Platforms has the desired outcome of reducing conflict.

policies and enforcement	<p>Outcome Indicator 1.1.1</p> <p>Number of national and sub-national commodity platforms, and number of district district/target landscape forums established and fully operational</p>	<p>Baseline 1.1.1</p> <p>1 national commodity platform (Indonesia = INPOP), 1 sub-national commodity platform (Indonesia = JSSPO)</p>	<p>Mid-term Target 1.1.1</p> <p>2 national commodity platforms; 3 sub-national platforms; and up to 4 district/target landscape forums</p> <p>2 national commodity platforms; 4 sub-national platforms; and up to 4 district/target landscape forums.</p> <p>[Baseline was corrected to remove erroneous reference to Paraguay national green commodity platform that will be established under a different project. The mid-term target has been corrected to remove reference to same].</p>	<p>End of Project Target 1.1.1</p> <p>2 national commodity platforms; 3 sub-national platforms; and up to 4 district/target landscape forums</p> <p>2 national commodity platforms; 4 sub-national platforms; and up to 4 district/target landscape forums. [Baseline was corrected to remove erroneous reference to Paraguay national green commodity platform that will be established under a different project. The mid-term target has been corrected to remove reference to same].</p>	
	<p>Outcome 1.2 Practical alignment and implementation of public and private investments and other actions related to target commodities</p> <p>Outcome Indicator 1.2.1</p> <p>Number of national and sub-national Commodity Action Plans finalized and</p>	<p>Baseline 1.2.1</p> <p>0 national and sub-national Commodity</p>	<p>Mid-term Target 1.2.1</p>	<p>End of Project Target 1.2.1</p> <p>3 national-level and four</p>	

	adopted by national and sub-national governments	Action Plans finalized and adopted	1 national level action plan finalized, adopted and implemented under implementation	sub-national level action plans finalized, adopted and implemented under implementation 2 national-level and 4 sub-national level action plans finalized, adopted and under implementation	
	<p>Outcome 1.3 Improved national and sub-national policies, regulations and programmes related to commodity production practices in three target countries</p> <p>Outcome Indicator 1.3.1</p> <p>Number of policy and regulatory priorities achieved through technical co-operation, analysis and advocacy support</p> <p>Number of priority policies and regulations drafted and proposed that address systemic barriers to government oversight of and support for sustainable, reduced- deforestation commodity production practices, with priorities identified in Table 7 of the CEO Endorsement request as well as through national and sub-national commodity platforms and project global support services.</p>	<p>Baseline 1.3.1</p> <p>0 policy and regulatory priorities realized</p>	<p>Mid-term Target 1.3.1</p> <p>3 policy and regulatory priorities achieved (including at least 1 of the priority policies and practices listed in Table 7)</p> <p>3 policy and regulatory priorities drafted and proposed</p>	<p>End of Project Target 1.3.1</p> <p>5 policy and regulatory priorities achieved (including at least 3 of the priority policies and practices listed in Table 7)</p> <p>5 policy and regulatory priorities drafted and proposed</p>	

	<p>Outcome 1.4 Improved national and sub-national policies, regulations and programmes related to land use allocations for commodity production and set asides in three target countries</p> <p>Outcome Indicator 1.4.1</p> <p>Number of improved national and sub-national policies, regulations and programmes related to land use allocation for commodity production</p> <p>Number of new or revised national and sub-national policies, regulations, and programmes drafted, proposed, and adopted that are related to land use allocation for commodity production</p> <p>Outcome Indicator 1.4.2</p> <p>Number of improved national and sub-national policies, regulations and programmes related to the identification and designation of areas of HCV and HCS, particularly within concessions and on privately owned lands</p> <p>Number of new or revised national and sub-national policies, regulations, and programmes established or endorsed that</p>	<p>Baseline 1.4.1</p> <p>0 improved policies, regulations and programmes related to land use allocation for commodity production</p> <p>Baseline 1.4.2</p> <p>0 improved national and sub-national policies, regulations and programmes related to the identification and designation of areas of high conservation value within target landscapes</p>	<p>Mid-term Target 1.4.1</p> <p>3 improved national or sub-national policies, regulations and or programmes</p> <p>Mid-term Target 1.4.2</p> <p>3 improved national and sub-national policies, regulations and or programmes</p>	<p>End of Project Target 1.4.1</p> <p>5 improved national or sub-national policies, regulations and or programmes</p> <p>End of Project Target 1.4.2</p> <p>6 improved national and sub-national policies, regulations and or programmes</p>	

	increase protection for and conservation of HCV and HCS areas				
	<p>Outcome 1.5 Improved monitoring and enforcement of existing and new (ref. Outcome 1.4) policies and regulations in three target countries and particularly within target landscapes</p> <p>Outcome Indicator 1.5.1</p> <p>Substantial increases in relevant enforcement actions in target landscapes, based in part on use of improved monitoring systems and enforcement protocols</p> <p>[More work needed to determine what are relevant enforcement actions and the best way to measure them, and to determine targets. Expected by 31 January 2018.]</p> <p>Improved land-use change monitoring systems in target landscapes, as measured by the number of land-use change reports on target landscapes published and disseminated in the countries.</p>	<p>Baseline 1.5.1</p> <p>Baseline and targets to be determined in co-operation with relevant sub-national authorities during the inception phase</p> <p>0 reports (No monitoring system is in place)</p>	<p>Mid-term Target 1.5.1</p> <p>TBD</p> <p>0 reports (Improved land-use change monitoring system is in place).</p>	<p>End of Project Target 1.5.1</p> <p>TBD</p> <p>10 reports (6 in Indonesia, 2 in Liberia, 2 in Paraguay)</p>	<p>Increased risk of enforcement actions is sufficient to affect decision making re. whether to engage in illegal behaviour</p>
Component 2 Farmer support systems and agri-inputs	Outcome 2.1 Improved national and sub-national systems for supporting sustainable, reduced deforestation commodity production and intensification				Private sector remains committed and sees advantages in encouraging

	Outcome Indicator 2.1.1 Existence of national and sub-national farmer support strategies emphasizing: (i) reduced deforestation, (ii) sustainable intensification, (iii) biodiversity conservation and (iv) elimination of gender gap in agricultural productivity	Baseline 2.1.1 No farmer support strategies exist	Mid-term Target 2.1.1 Three national and four sub-national strategies under preparation and including referenced criteria 2 national and 1 sub-national strategies under preparation	End of Project Target 2.1.1 Three national and four sub-national strategies adopted, including referenced criteria 2 national and 1 sub-national strategies adopted	smallholder intensification
	Outcome 2.2: Effective approaches to smallholder support (via public private partnerships) have been demonstrated Outcome Indicator 2.2.1 Number of smallholder farmers trained in, and employing sustainable agricultural practices	Baseline 2.2.1 0 farmers trained	Mid-term Target 2.2.1 2,500 farmers trained, with at least 25% and employing sustainable agricultural practices [Further clarification needed for means of measurement of % of farmers employing sustainable practices.]	End of Project Target 2.2.1 6,000 farmers trained, with at least 25% and employing sustainable agricultural practices	The benefits of employing good agricultural practices are apparent and outweigh any short-term gains from less sustainable methods
Component 3: Land use plans and maps in targeted landscapes	Outcome 3.1: Improved land use planning / zoning helps to shift targeting and conversion to commodity production from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise appropriate lands				

	<p>Outcome Indicator 3.1.1 Number of hectares of HCV and HCS forest areas in commodity-producing landscapes protected through zoning, or similar legal protections</p>	<p>Baseline 3.1.1 0 ha of HCVF and HCS covered</p>	<p>Mid-term Target 3.1.1 230,000 ha of HCVF and HCS covered</p>	<p>End of Project Target 3.1.1 1 million ha of HCVF and HCS covered</p> <p>925,000 ha of HCVF and HCS covered</p>	
	<p>Outcome 3.2: Enhanced land use set aside and protection strategies, including gazettement, of HCV and HCS forest areas within commodity-producing landscapes, reduces deforestation, avoids 30 million tons of CO₂e emissions and contributes to conservation of approximately 1 million ha of high value forest areas and associated biodiversity</p> <p>Enhanced land use set aside and protection strategies, including gazettement, of HCV and HCS forest areas within commodity-producing landscapes, reduces deforestation, avoids 59.3 million tons of CO₂e emissions</p> <p>Outcome Indicator 3.2.1 Tons CO₂e emissions avoided due to gazettement and other related land use and protection strategies</p>	<p>Baseline 3.2.1 0 additional tons CO₂e emissions avoided</p>	<p>Mid-term Target 3.2.1 6 million tons CO₂e emissions projected to be avoided based on actions to date</p>	<p>End of Project Target 3.2.1 52.6 63.7 million tons CO₂e emissions avoided (lifetime direct and indirect)</p> <p>[Revised target is the result of a rigorous assessment undertaken in October, and has been approved by the GEF.]</p>	

				59.3 ⁶² million tons CO2e emissions avoided (lifetime direct and indirect)	
Component 4: Knowledge management.	<p>Outcome 4.1: Increased knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land</p> <p>Outcome Indicator 4.1.1 Technical understanding of factors underpinning landscape-level enabling environments determining readiness for reduced-deforestation commodity production and impacts of associated capacity building interventions [More work needed to determine if the logic of this indicator represents the best way to achieve the outcome, revise wording, and re-evaluate targets.]</p> <p>Level of technical understanding of landscape-level dynamics of change towards reduced-deforestation commodity production in each target landscape, as measured by the number of reports generated from the application of a landscape assessment tool that:</p>	<p>Baseline 4.1.1 No widely tested methodology or scorecard available</p> <p>0 (No tool exists)</p>	<p>Mid-term Target 4.1.1 Scorecard methodology developed and baseline capacity assessment completed for nine production landscapes covering 8 million ha</p> <p>5 (Tool has been developed, and baseline assessments completed in each target landscape)</p>	<p>End of Project Target 4.1.1 End of project assessment completed and utility of methodology assessed and improved</p> <p>10 (End-of-project assessment for each target landscape completed, in addition to the baseline assessments)</p>	

⁶² End of project target revised from 65.6 million tons CO2e based on the intensive recalculation process undertaken by the target countries in October 2017, and approved by the GEF Secretariat in November 2017

	<p>i. Assesses the political, economic, social, and environmental drivers of deforestation related to commodity production and expansion;</p> <p>ii. Scores and compares the enabling environment readiness towards deforestation-free commodity production of multiple landscapes within the Production child project; and</p> <p>iii. Evaluates the effectiveness of interventions targeting the drivers of deforestation with a landscape.</p>				
	<p>Outcome 4.2: Uptake, adaptation and replication of demonstrated lessons and knowledge</p> <p>Outcome Indicator 4.2.1 Documented examples of specific lessons shared via Community of Practice being applied in other sub-national and national situations</p>	<p>Baseline 4.2.1 0 examples</p>	<p>Mid-term Target 4.2.1 3 examples applied successfully</p>	<p>End of Project Target 4.2.1 7 examples applied successfully</p>	

Review of the Updated Suite of Indicators

The Results Framework:

Objective Level. The indicators are plausible. The third indicator, *“Area of high conservation value forest (HCVF), or equivalent, identified and set aside within commodity production landscapes for conservation of globally significant biodiversity and associated ecosystem goods and services.”* is targeted at *“50% of HCVF is set-aside”*. Evaluators agree that the indicator is the correct one for long-term development of the Production Sector.

Indicators are evaluated with respect to the global project. The following were presented to Paraguay Liberia and Indonesia teams.

(-) Interdependencies between targets and indicators (comp 1 and comp 3)

(-) For a Pilot IAP, overreliance on structure indicators. A mixture of process and structure indicators is necessary.

(-) sustainable practices and spatial planning, has varied greatly by actor and territory. Liberia, for example, has not yet mapped HCVs and will require resources and technical assistance to do so. Indonesia, on the other hand, has advanced products, apps developed, and real-time assessment. These products had not reached the targeted provincial and district levels at the time of the evaluation. Paraguay reportedly mapped HCVs and determined the rate of deforestation within HCV areas. The process and data were requested by the evaluation. This request was denied by UNDP Paraguay with the reason that the data was not yet official from the government. Data received from report #3 from the government was one-year old, calling into question the practice of holding data until officially authorized. The process to map practices in HCV areas is therefore firmly installed in Indonesia with the need to scale, Incomplete in Liberia, and suspected to be complete in Paraguay.

(-) GEF Core Indicators for HCVF definition in Liberia were not realized.

(-) Conceptual discrepancies between targets and indicator

The following aspects of the Results Framework were adjusted following the inception workshop. More specifically:

1. The targets for Outcome Indicator 1.2.1 “Number of national and sub-national Commodity Action Plans finalized and adopted by national and sub-national governments” were revised to read as the number of plans finalized, adopted, and under implementation (instead of implemented) which is more germane to the situation.

2. The targets for Outcome Indicators 1.4.1 and 1.4.2, relating to numbers of improved national and sub-national policies, regulations, and programmes have been changed from “and” to “or” for clarity. As originally written, it could have been misinterpreted to mean that (for example) at the midterm the target was 3 each of improved policies, regulations, and programmes. The revised wording clarifies the original intention.

3. Outcome indicator 1.5.1 reads, “Substantial increases in relevant enforcement actions in target landscapes, based in part on use of improved monitoring systems and enforcement protocols.” A task force was formed in January 2018 to determine what relevant enforcement actions includes, and what the midterm and end of project targets were going to be. Targets were determined by 2018. For the midterm, “a target of 0 reports and an improved land-use change monitoring (LUCM) system in place”. For the EoP target, a total of 10 reports (6 in Indonesia, 2 in Liberia, 2 in Paraguay) was determined.
4. Baseline and targets for Objective Indicator 2 “Number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities (disaggregated by gender)” depended on the results of gender studies that were ready by mid 2018. Mid-term target was then changed from “At least 1,500 farmers benefitting” to “At least 2,500 households benefitting” and the EoP target was changed from “At least 2,500 farmers benefitting” to “At least 6,000 households benefitting”
5. The original targets for Outcome indicator 2.2.1 were phrased as numbers of “farmers trained and employing sustainable agricultural practices,” but it is clear that only a percentage of those trained will employ what they have learned. As such, a target of 25% employing the sustainable agricultural practices has been added to the targets of 2500 (midterm) and 6000 (end of project) farmers trained.
6. The end of project target for Outcome indicator 3.2.1 on the CO2 emissions avoided was revised as the result of a rigorous assessment of the global environmental benefits undertaken in October 2017. The revised figures have passed GEF technical review and were approved in November 2017. The revised end of project target is 59.3 million tons CO2 equivalent emissions avoided (lifetime direct and indirect), changed from 63.7 million.
7. Outcome indicator 4.1.1 was originally written as “Technical understanding of factors underpinning landscape-level enabling environments determining readiness for reduced-deforestation commodity production and impacts of associated capacity building interventions,” and it was stated that “revision is required.” A task force was formed to assess if the scorecard methodology envisioned as the midterm target was the most appropriate means of measurement for this indicator, and if the indicator should be rephrased to increase clarity. The final revisions to indicator and targets were produced by the end of January 2018, as follows: Midterm target reads: “5 (Tool has been developed, and baseline assessments completed in each target landscape)”. EoP Target reads: “10 (End-of-project assessment for each target landscape completed, in addition to the baseline assessments)”

Suggested Assumptions to Compliment the Project Logframe

The majority of the Outcomes listed in the logframe presented above are missing assumptions The remaining few that are available are not independent of project management. The following are examples of assumptions for each outcome:

- 1.1. That non-commodity drivers of conflict do not trump project structures for dialogue
- 1.2. That macro-economic factors do not cause a redistribution of capital away from Palm Oil and into other priority sectors.
- 1.3. Assuming no unforeseen shift in national priorities and capital away from Palm Oil leading to no or low enforcement.

- 1.4. Assuming no unforeseen realignment of national priorities based on changing world market opportunities, changing political demands, or inflation.
- 1.5. Barring any large climatic, economic events or increase favorable conditions for illicit activities that increase poverty making illegal activity more accessible or attractive.
- 2.1. Barring any significant negative changes in cost/benefit scenarios related to international market dynamics.
- 2.2. Barring any unforeseen climatic shocks or environmental factors such as viruses, fungal infections, fire etc. that reduce yields and increase costs. (Note: the yield increases expected through practices were previously demonstrated by IFC- Indonesia).
- 3.1. Assuming the technical and human capital has an adequate baseline for land-use planning.
- 3.2. Assuming no catastrophic losses of forest due to climatic shocks or derivative shocks, such as extensive damage due to fire, pests, etc.
- 4.1. Assuming no significant interruption in communication services or significant loss due to Ebola/COVID/etc.
- 4.2. Assuming no significant interruption in communication services or significant loss due to Ebola/COVID/etc.

Annex 11 GEF Core Indicators

UNDP PIMS 5664 Global (GEFID 5664)

FY19 / MTR

GEF 7 Core Indicator Worksheet⁶³

Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)				(Hectares)
	Hectares (4.1+4.2+4.3+4.4)				
	Expected		Achieved		
	PIF stage	Endorsement	MTR	TE	
	n/a	7,082,000	5,850,596		28,320,903
Indonesia		n/a	3,954,000		3,954,000
Liberia		n/a	264,000		264,000
Paraguay		n/a	2,864,000		24,092,903
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity				
	Hectares				
	Expected		Achieved		
	PIF stage	Endorsement	MTR	TE	
	n/a	5,882,000	5,827,877		27,505,238
Indonesia					
- national, provincial and district level platforms and forums, and action plans.	Total	n/a	n/a		3,176,513
Liberia		n/a	n/a		259,000
- national and landscape level platform and forum.					
Paraguay:		n/a	n/a		24,069,725
- national and regional platforms, and action plans					
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations				
Third party certification(s): <i>Roundtable on Sustainable Palm Oil (RSPO)</i>	Hectares				
	Expected		Achieved		
	PIF stage	Endorsement	MTR	TE	
	n/a	n/a	n/a		116.95
Indonesia	- South Tapanuli's Special Cultivation Area (KBK)	n/a	n/a	n/a	116.95
Indicator 4.3	Area of landscapes under sustainable land management in production systems				
	Hectares				
	Expected		Achieved		

⁶³ The data presented on this table is based on project's achievements until March 3rd 2022, when the project was still under implementation (with expected closure on June 14th 2022). As such, later achievements are not represented.

		PIF stage	Endorsement	MTR	TE
		<i>n/a</i>	<i>200,000</i>	<i>17,719</i>	<i>427,432.35</i>
Indonesia	Pelalawan Spatial Plan				6,208.81
	Sintang Lake Buffer Zone				1,796.86
	South Tapanuli Special Cultivation Area (KBK)				28,620.85
	<i>Pelalawan Peatland Protection and Management Plan</i>				<i>381,692.95</i>
	<i>Pelalawan farmers' training</i>				<i>2,546.47</i>
	<i>South Tapanuli farmers' training</i>				<i>636.41</i>
	<i>Total</i>	<i>n/a</i>	<i>n/a</i>		<i>421,502.35</i>
Liberia		<i>n/a</i>	<i>n/a</i>		0
Paraguay	Parcelas demostrativas	<i>n/a</i>	<i>n/a</i>		<i>5,930</i>
Indicator 4.4		Area of High Conservation Value Forest (HCVF) loss avoided			
		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
		<i>n/a</i>	<i>1,000,000</i>	<i>5,000</i>	<i>378,116</i>
Indonesia	Pelalawan Spatial Plan	<i>n/a</i>	<i>n/a</i>		12,320.48
	Sintang Lake Buffer Zone				1,704.34
	South Tapanuli Limited Cultivation Area (KBK)				52,632.12
	<i>Total</i>				<i>66,656.94</i>
	Pelalawan Peatland Protection and Management Plan				<i>289,211.25</i>
	<i>Total</i>				<i>355,868.19</i>
Liberia - Conservation Agreement		<i>n/a</i>	<i>n/a</i>		<i>5,000</i>
Paraguay - Coronel Valois Rivarola		<i>n/a</i>	<i>n/a</i>		<i>790</i>
- Teniente 1° Adolfo Rojas Silva					<i>4,591</i>
- 1a División de Caballería Cuartel General					<i>11,867</i>
Total					<i>17,248</i>
Core Indicator 6		Greenhouse gas emission mitigated			(Metric tons of CO₂e)
		Expected metric tons of CO ₂ e (6.1+6.2)			
		PIF stage	Endorsement	MTR	TE

	Expected CO2e (direct)	<i>n/a</i>	22,238,075	744,077	46,589,113
	Expected CO2e (indirect)	<i>n/a</i>	37,082,047		82,480,570
Indonesia	Expected CO2e (direct).		17,337,000		37,153,260
	Expected CO2e (indirect)		28,457,000		72,943,934
Liberia	Expected CO2e (direct)		1,361,000		5,695,070
	Expected CO2e (indirect)		6,805,000		7,902,842
Paraguay	Expected CO2e (direct)		3,540,000		3,740,783
	Expected CO2e (indirect)		1,820,000		1,633,794
Indicator 6.1		Carbon sequestered or emissions avoided in the AFOLU sector			
		Expected metric tons of CO ₂ e			
		PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)	<i>n/a</i>	22,238,075	744,077	46,589,113
	Expected CO2e (indirect)	<i>n/a</i>	37,082,047	0	82,480,570
	Anticipated start year of accounting		2018		2018
	Duration of accounting		12 years		20 years (as per GEF Core Indicator guidelines)
Indonesia	Expected CO2e (direct)		17,337,000		37,153,260
	Expected CO2e (indirect)		28,457,000		72,943,934
Liberia	Expected CO2e (direct)		1,361,000	744,077	5,695,070
	Expected CO2e (indirect)		6,805,000		7,902,842
Paraguay	Expected CO2e (direct)		3,540,000		3,740,783
	Expected CO2e (indirect)		1,820,000		1,633,794
Indicator 6.2		Emissions avoided Outside AFOLU			
			Expected metric tons of CO ₂ e		
			Expected	Achieved	
			PIF stage	Endorsement	MTR TE
	Expected CO2e (direct)	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
	Expected CO2e (indirect)	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
	Anticipated start year of accounting	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
	Duration of accounting	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Indicator 6.3		Energy saved			
			MJ		
			Expected	Achieved	

			PIF stage	Endorsement	MTR	TE
			<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
			<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
		(select)	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment					(Number)
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female	<i>n/a</i>	<i>n/a</i>	<i>1,964</i>	<i>3,895</i>
		Male	<i>n/a</i>	<i>n/a</i>	<i>2,715</i>	<i>6,601</i>
		<i>Total</i>	<i>n/a</i>	<i>6,000</i>	<i>4,679</i>	<i>10,496</i>
Indonesia		Female	<i>n/a</i>	<i>n/a</i>		<i>897</i>
		Male	<i>n/a</i>	<i>n/a</i>		<i>1,855</i>
		<i>Total</i>	<i>n/a</i>	<i>n/a</i>		<i>2,752</i>
Liberia		Female	<i>n/a</i>	<i>n/a</i>		<i>1,696</i>
		Male	<i>n/a</i>	<i>n/a</i>		<i>1,133</i>
		<i>Total</i>	<i>n/a</i>	<i>n/a</i>		<i>2,829</i>
Paraguay.		Female	<i>n/a</i>	<i>n/a</i>		<i>1,302</i>
		Male	<i>n/a</i>	<i>n/a</i>		<i>3,613</i>
		<i>Total</i>	<i>n/a</i>	<i>n/a</i>		<i>4,915</i>

Annex 12: Revised Risk Rating Table

Original Risk (in ProDoc)	Revised Risk or Mitigation Strategy	Original Rating (I/L & Significance)	Revised Rating	TE Findings on the revision
Inter-dependencies between components in the production project and between these components and those of the demand, transactions and adaptive management and learning projects cause significant delays and inconsistencies in implementation	Integrated dependency plans were created in 2018 at the global level and in Indonesia (Production is the only project active in Liberia), which identified the key inter-dependencies between the projects requiring additional coordination efforts. An integrated plan for 2019 was developed in Q1 in Indonesia based on the annual work plans from each project and will be produced again at the beginning of each year of the project. This plan is being monitored quarterly since 2019.	Failure to provide this level of coordination may result in disparate and inept implementation of activities and programs, which could greatly diminish the uptake and impact of the project. Probability: 2 Impact: 3	Probability: 2 Impact: 2 Time plan for Treatment: 31/12/2021 Status: ongoing	TE evaluators concur with the rating.
Stakeholder willingness to commit to changes in policies and practices depends on a	Status: Ongoing	Failure to obtain buy-in from critical project stakeholders will limit the project's long-term sustainability,	Probability: 4 Impact: 4	This is already being seen in Indonesia where the Omnibus Law of 2020 is causing changes in

complex set of political and economic factors linked to self interest		lead to continued deforestation and environmental degradation and diminish the reproducibility of project of activities, policies, and practices beyond the target landscapes Probability: 3 Impact: 2		the operational aspects of the project. The original rating was underestimated.
Government officials may perceive environmental degradation as a necessary cost of pursuing economic development, leading to decisions that undermine efforts to reduce deforestation through the adoption of sustainable production practices.	Status: ongoing	This will have the effect that more sustainable production is reserved for export to advanced markets while emerging economies continue to have a higher risk supply base and lower environmental quality. Probability: 3 Impact:	Probability: 3 Impact: 3	TE Evaluators concur with the ratings and believe that the probability
Vagaries of world commodity markets and associated price changes, including those driven by the effects of climate change and sources of environmental degradation, may negate the project's assumptions and render some of its strategies sub-optimal. Government policies aimed at softening the impacts of global price changes on production (e.g. Indonesia's biodiesel mandate) further complicate the picture.	The Production project works closely with the Demand project and is positioned to address changes in consumption patterns or prices should they occur. Status: ongoing	This will have the effect that more sustainable production is reserved for export to advanced markets while emerging economies continue to have a higher risk supply base. Probability: 3 Impact:	Probability: 3 Impact: 3	TE evaluators concur with the rating. The biodiesel situation in Indonesia is now a reality. the likelihood of shifts in Palm Oil from a commodity to a fuel is low because Indonesia has ample reserves of energy. the ranking remains unchanged.

Improved agricultural practices for the sustainable intensification of palm oil production may incentivize producers and government decisionmakers to exceed production increase targets through continued into forested areas.	Status: ongoing	This will have the effect of intensifying commodity production through project activities while maintaining or increasing deforestation rates, leading to overall greater commodity production, and degraded environmental quality. Probability: 2 Impact: 2	Probability: 3 Impact: 3	TE evaluators concur. The ranking remains unchanged.
Activities to strengthen the sustainability of palm oil production in the target landscape may lead producers to relocate expansion plans to other areas due to regulatory leakage, leading to higher rates of deforestation in those regions	The project coordinates sub-national activities with national-level stakeholders to reduce regulatory inconsistency in regard to production practice standards and protection of HCV/HCS forests. In addition, the project emphasizes the benefits of sustainable production practices for producers, including financial, social and health factors. These measures are designed to make relocation of commodity	Failure to address regulatory leakage will mean the project will displace, rather than reduce, deforestation due to commodity expansion. Probability: 1 Impact:3	Probability: 4 Impact:3 Status: ongoing	TE evaluators concur. The rating remains unchanged.

	expansion to areas outside of the target landscapes less attractive to producers.			
Weak demand growth for sustainable commodities, especially in domestic markets, may negate assumptions regarding the financial sustainability of project strategies.	Status: Ongoing	This will undermine the effectiveness of project activities, leading to diminished uptake of sustainable agricultural practices. Probability: 2 Impact: 2	Probability: 2 Impact: 3	In the pos-COVID economy this is not likely. To the contrary, economic stimulus will push demand for Palm Oil and Beef. TE evaluators concur with the Probability and Impact.
Climate changes and associated extreme events significantly affect agricultural production, adding to pressure to expand production and potentially reducing support for setting aside high conservation value forests and for sustainably sourced commodities, undermining the ability of the IAP to achieve expected impacts	Climate change and associated extreme events significantly affect agricultural production, leading to pressure to expand production and reducing support for setting aside high conservation value forests and for sustainably sourced commodities.	This will increase pressure on remaining forests. Probability: 3 Impact: 3	Probability: 4 Impact: 3	The shocks are already occurring with Flooding in Indonesia and extended and severe drought in Paraguay, all since MTR.

Annex 13. Lessons Learned and Critical Linkages into Project Design

The project's design effectively incorporated lessons learned from relevant and related projects and established productive, mutually beneficial linkages that enhanced project execution in the respective geographies, created connections in support of a multi-stakeholder approach, and provided coordination, experience, technology, knowledge and information that enabled comparisons and validation of the results of the Project.

The GGP's programmatic and strategic approaches to sustainable commodities, tropical agriculture and deforestation were effectively incorporated into the Project's design. The selected IAs share common goals with respect to commodities. Their programmatic components follow a complementary logical framework including lessons from their differentiation and unique experiences as IAs and EAs; and their collective relationships and consultation with the Governments of the target countries, familiarity with local policies, priorities, interests and challenges. Through the cadre of partners selected, the lessons learned from existing initiatives that address the dimensions and environmental implications of individual commodities, supply chains or specific countries were adequately incorporated into the design of the project. In many cases, established formal linkages for project execution were taken into account most notably from the following projects:

- The Tropical Forest Alliance 2020 (TFA: www.tfa.org) multi-stakeholder experience as a global public-private partnership integrating governments, private sector and NGOs to reduce commodity associated deforestation in palm oil, beef, soy, and pulp and paper;
- The Global Roundtable for Sustainable Beef (GRSB: www.grsb.org) experience as a global multi-stakeholder initiative incorporating large- and small-scale stakeholders, including 800,000 cattle breeders, producers, feeders, processors, etc., to promote environmentally sustainable, socially responsible and economically viable practices throughout the value chain.
- UNDP's experience with multi-stakeholder National Commodity Platforms worldwide.
- Solidaridad's experience in farmer support programmes aligning stakeholders from five internationally recognized commodity roundtables: Palm Oil (RSPO— Roundtable on Sustainable Palm Oil), Soybean (RTRS Roundtable on Responsible Soy Association), Sugarcane (Bonsucro), Cotton (BCI – Better Cotton Initiative) and Livestock (GRSB – Global Roundtable for Sustainable Beef) through public-private partnerships reaching 400,000 farmers around the world. Solidaridad West Africa's experience in farmer support programmes to augment the sustainability of Palm Oil production in Liberia contributed to the understanding of possible outcomes of farmer support systems and validated the results of the IFC and UNDP efforts obtained in Indonesia. The results of the relationship between Solidarity W.A., Microenterprise development in "Jackson Farm" and Maryland Corporation has informed Liberian officials understanding of the role of successful farmer support as an important element in engineering concession agreements. Solidaridad W.A's training and investment yielded 2X to 3X more for local producers, which is comparable to IFC IPOD's results obtained in Indonesia as discussed below. At the time of the evaluation, these elements were discussed for the Liberia Action Plan and Strategy and were being considered as part of a renewed discussion surrounding the engineering agreement between the Government of Liberia, the MANCO corporation, and the Zodua Community in the Northwest Province of Liberia.
- A UNDP/GEF project in Honduras "Delivering Multiple Global Environmental Benefits through Sustainable Management of Production Landscapes" addressed sustainability issues surrounding beef production at multiple levels.

- The World Bank's Amazon Sustainable Landscape Program (ASLP) promoting sustainable land management in the Amazon, including Brazil, Colombia, and Peru. Lessons learned from Brazil, also an IAP participant, were incorporated into the Project's design.

The development assumptions and the "levers" for change were framed taking into consideration the lessons learned from the mentioned projects. The core assumptions that change would need to be realized through an integrated, systematic and multi-stakeholder approach would have to embrace business-to-business linkages between farmers and processors; and, additionally, would require policy safeguards in place to counter-balance production-related, negative externalities that could occur as a product of growing commodity supply factors. Lessons learned were also provided through linkages established with GEF and non-GEF commodity projects presented in the next section.

Key Linkages Incorporated into Project Design

At the design phase of the project, a knowledge management (KM) strategy was established to ensure that lessons were gathered and disseminated systematically and to foster south-south learning and cooperation with other initiatives and GEF-financed projects. A plan was established for supporting knowledge exchange and cooperation through the GGP KM coordination and dialogue mechanisms, such as, landscape-level *for a*, national-level platforms, a Global Community of Practice (Green Commodities Community –GCC–). Linkages for knowledge, experience and coordination was established amongst the following initiatives:

- The UNDP/GEF 2014-2020 "Mainstreaming Biodiversity Conservation and Sustainable Land Management into Production Practices in all Bioregions and Biomes in Paraguay;" (Green BAAPA) provided a shared experience in commodity-specific biodiversity conservation approaches in the soy and beef industries and informed a common baseline of land-use changes across the greater Chaco. The Green BAAPA experience in the protection of biodiversity and the functions of the eco-region of the Atlantic Forest of Alto Paraná versus production practices that developed 448,000 ha of soy under international certification schemes, installed 534 ha. of silvo-pastoral systems and trained more than 15,000 producers and technicians were transferrable to the target area in support of Component 2 activities to inform a Farmer Support System. The project also provided UNDP and partners with an improved capacity to monitor land use change supporting Component 3. Both are UNDP-managed projects and included shared management personnel further grafting experiences and technology transfer. The project also contributed greatly to the understanding of how to work with and gain the trust of "Ganaderos." It also contributed greatly to the understanding of the baseline situation and dynamics of land-use change from beef to soy and the migration of "Ganaderos" to the Gran Chaco as a land speculation play.
- A UNDP project "Strengthening Forest Area Planning and Management in Kalimantan," focused on promoting systemic long-term changes beyond the oil palm supply chain. Coordination between these projects was ensured through the Sustainable Palm Oil Initiative (SPOI) supported by the UNDP Country Office in Indonesia provided direct baseline experience and trained personnel for the Production Project's implementation in Indonesia.
- IFCs experience with the IFC-Musim Mas IPODS Programme (a parallel independent smallholder Programme) on how to build communication with the smallholder participants and training and technical assistance in sustained intensification. The project also confirmed the yield increases that could be expected from the suite of technologies being offered. Their results in terms of yield, like Solidaridad W.A., demonstrated 2 to 3X previous yields through training and inputs and obtained impressive farmer buy-in demonstrating the effectiveness of the corporate farmer support systems. These results also inform the TE analysis of effectiveness of component 2. Technicians from this project formed part of UNDPs technical team grafting the lessons from the farmer experience. UNDP hired local specialists

trained in the IPODS initiative and coordinated their actions by zones thereby grafting experience between IFC and UNDP, GGP partners and avoiding overlapping efforts.

- CI's development of a Landscape Accounting Framework (LAF) to monitor the status and change of key indicators that track ecosystem health and loss and key human development and agricultural production indicators; to measure impact; and to understand the interlinked relationships between ecosystem health and human well-being, target project investments, and support local decision makers. In addition, CI's experience with Conservation Agreements in support of sustainable landscapes facing extensive commodity development fed into the project.

The project formulation stage cultivated and established productive, mutually beneficial linkages for project execution that successfully grafted lessons learned from similar initiatives and that informed the technical outcomes of in their geographies, connections for in building the multi-stakeholder approach, and experience, technology and information to enhance the execution of the Production Project. The mentioned projects are especially important in gauging the effectiveness of actions in the development of Farmer Support Systems.

Annex 14. Actual Stakeholder Participation

Table 1. Paraguay Stakeholder Participation

Government	Private Sector	CSO/Academia
Ministry of Environment and Sustainable Development	Cooperativa Neuland	Fundación Solidaridad
Ministry of Agriculture and Livestock/Vice Ministry of Livestock	Cooperativa Chortitzer	WWF Paraguay
Ministry of Industry and Commerce	Cooperativa Fernheim	Proyecto Promesa
The National Forestry Institute	Asociación Rural del Paraguay	TRASE
Instituto Paraguayo del Indígena (INDI)	Banco Atlas	Mingara
Regional government departments of Alto Paraguay and Boquerón	Mesa Paraguaya de Carne Sostenible (MPCS)	World Conservation Society Paraguay
The Chaco municipal governments of Filadelfia, Puerto Casado and Carmelo Peralta.	MF Economía	8 ethnic groups of Indigenous communities (Guaraní Ñandeva, Ayoreo, Nivaclé, Toba Qomm, Enlhet Norte, Enxhet Sur, Guaraní Occidental, Yshir);
	Ganadera Faro Norte	Facultad de Ciencias Agrarias de la Universidad Nacional de Asunción (FCA UNA), Chaco
	Agroganadera Santa Rita	Grupos CREA
	Asociación Rural del Paraguay– Regional Boquerón	IDEAGRO (Expo Pioneros)
	COSANZO 17	Chaco 4.0
	Avance Rural S.R.L.	Asociación de Productores Agropecuarios para un Chaco Sustentable (APACS), Mesa de Finanzas Sostenibles.
	Palmeiras S.A.	

Source: 2021 GGP Production PIR

Table 2. Indonesia Stakeholder Participation

Government	Private Sector	CSO/Academia	Other-Donors
Ministry of Agriculture,	PT. Sawit Sumbermas Sarana;	Governor Climate Forum;	IKEA;
	Triputra Agro Group;	Mongabay;	Global Affairs Canada;

Coordinating Ministry of Economic Affairs (CMEA)	PT. Austindo Nusantara Jaya;	Majalah Tropis;	Belgian Alliance for Sustainable Palm Oil;
Cabinet Secretariat	PT. Wilmar;	Majalah Agrina;	Korean Embassy;
Ministry of Environment and Forestry	PT. Goodhope; PT Minamas;	IDComms; Council of Palm Oil Producing Country;	FAO; DFID;
Ministry of National Development Planning	Nestle;	PP Persis;	Packard Foundation;
Ministry of Agrarian Affairs and Spatial Planning	PepsiCO;	Palmscribe;	Climate and Land Use Alliance;
Ministry of Foreign Affairs	NEPCon;	AFI;	Netherlands Embassy;
Ministry of Home Affairs	South Pole;	P4M IPB;	Danish Embassy;
Ministry of Manpower	IOI Corp;	SEKALA;	Indonesia-Australia Red Meat Cattle Partnership;
Ministry of Trade	Astra Agro Lestari Group;	IDH, Proforest;	Ford Foundation;
Ministry of Cooperatives and Small and Medium Enterprises	Unilever;	Crisis Resolution Unit;	UN Women
Ministry of Women Empowerment and Child Protection	PT. Musim Mas;	Earthworm;	
Indonesian Sustainable Palm Oil Standard	Apical;	Bogor Agriculture University;	
Provincial Forest and Estate Crops Agencies in North Sumatra, West Kalimantan and Riau Provinces	PTPN III (Holding); SIMP/Indo Agri;	UNICEF;	
Provincial Estate Crops Offices in Jambi,	Sime Darby;	IFAD;	
	L'Oreal;	ILO ;	
	IFCCO;	Polish Coalition for Sustainable Palm Oil (HQ team);	
	LDC;	Italian Union for Sustainable Palm Oil (HQ team);	
	Cargill;	German Forum for Sustainable Palm Oil (HQ team);	
	Asian Agri;		
	Sinar Mas/GAR;		

Central Kalimantan and East Kalimantan Sub-National Development Offices of North Sumatra, West Kalimantan and Riau District Heads and Forest Agencies of Pelalawan, South Tapanuli and Sintang, District Plantation Agencies of Pelalawan, South Tapanuli, Sintang, Aceh Tamiang, Langkat, Berau, Pasangkayu and Mamuju, District Spatial Planning Office of Pelalawan, South Tapanuli, and Sintang, National Institute of Aeronautics and Space (LAPAN), Geospatial Information Agency Peatland Restoration Agency	GAPKI Pusat (Central Indonesian Palm Oil Business Association); Trouw International (HQ team); Ritter Sport (HQ team); BASF (HQ team); Bayer (HQ team); Neste Oil (regional team); Swiss Business Hub Indonesia; SwissCham Indonesia; PISAgro; Indonesia Business Council for Sustainable Development; PT Dharma Satya Nusantara Tbk; PT Sampoerna Agro Tbk; PT Buana Karya Bhakti; Bumitama Agri Ltd; Kencana Agri Ltd; Mitsui & Co Ltd; Super Indo; JB Cocoa; BRI Agro;	Solidaridad; Lingkar Temu Kabupaten Lestari; KEHATI; SNV; WRI; FORTASBI (Sustainable Palm Oil Smallholders Forum); Winrock International; TNC; Rainforest Alliance; Tropical Forest Alliance; CIFOR; Center for Women and Gender Studies, University of Indonesia; Solidaritas Perempuan	
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	Indonesia Sustainable Finance Initiative (IKBI).		
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Source: 2021 GGP Production PIR

Table 3. Liberia Stakeholder Participation

Government	Private Sector	CSO/Academia
Ministry of Agriculture	Equatorial Oil Palm (EPO);	West Africa Biodiversity and Climate Change (WABiCC);
Ministry of Finance and Development Planning	Maryland Oil Palm Plantation (MOPP);	ProForest;
Ministry of Commerce and Industry	RSPO;	Solidaridad;
President Delivery Unit – Ministry of State,	Liberia Agricultural Concessions Association (LACA);	Forest Peoples.
Forestry Development Authority	Mano Oil Palm; GVL;	Farmers Union Network;
Environmental Protection Agency	The Association of Liberia Oil Palm Farmers Inc.;	Society for the Conservation of Nature;
Liberia Land Authority	J-Palm Liberia; Agro Inc.,	Rights & Rice Foundation;
National Investment Commission	Sime Darby	Federation of Liberia Youth (FLY);
National Bureau of Concessions	MANCO.	Fauna and Flora International;
		Oxfam Denmark;
		IDH;
		Federation of Liberia Youth (FLY);
		Save My Future Foundation (SAMFU);
		Sustainable Development Institute (SDI);
		Social Entrepreneurs for Sustainable Development (SESDEV);
		Journalists for the Protection of Nature (JPN);

		<p>Green Advocates (the Association of Environmental Lawyers of Liberia);</p> <p>NGO Coalition Liberia (NCL);</p> <p>Liberia Agricultural and Environmental Journalists Network (LAEJN);</p> <p>Local Farms.,</p> <p>Foundation to Sustain People's Dignity (FSPD);</p> <p>Citizens Against Hunger;</p> <p>CI Liberia;</p> <p>Zodua land management committee</p>
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Source: 2021 GGP Production PIR

Annex 15. Organizational Chart and Governance Structure

The project was implemented following UNDP's direct implementation modality (DIM) approach. The UNDP RH LAC acts as the implementing partner with UNDP Country Offices Indonesia and Liberia having delegated authority for project execution. In Paraguay, the Government had requested its own project document, which was signed by the Ministry of Environment (MADES). Hence, UNDP Paraguay is the implementing and executing partner. In Indonesia, WWF is the Responsible Party for the work in Western Kalimantan in Sintang District, and Conservation International in South Tapanuli District in North Sumatra Province. In Liberia, UNDP has a Responsible Party Agreement in place with Conservation International for the work at the landscape level in the North West Province concession area.

As a Child Project of the GGP, the governance structure of the Production Project is integrated with the GGP which is governed by a three-tier management structure illustrated in Figure A15.1 within which the Production Project is also coordinated.

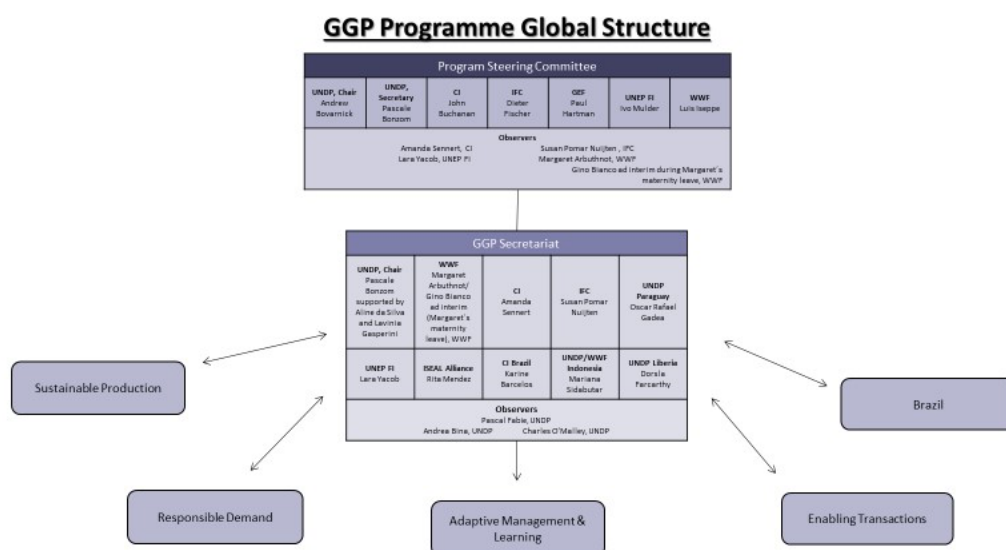


Figure A15-1 GGP Programme Global Structure

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

The PSC works in coordination with a Secretariat that is chaired by the A&L Global Project Manager who is also the Global Production Project Manager. The Secretariat is comprised of the global project managers of all Child Projects. Its role is to coordinate and integrate the different child projects, discuss programme-level activities and issues, and provide upstream communication from the national-level to the PSC.

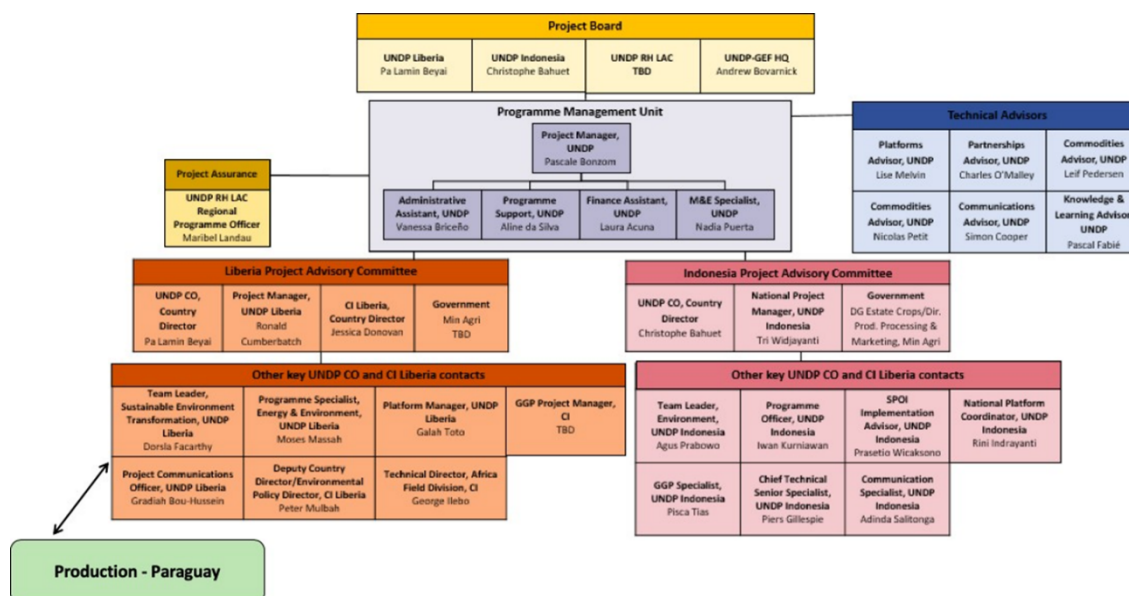


Figure A15.2 Production Project Organizational Chart-Indonesia and Liberia

The Production activities are supported by a dedicated Project Management Unit (PMU) as illustrated in Figure A15.2. The PMU is the operational entity. It is responsive to a Project Board comprised of the UN Country Resident Representatives where the Production project is implemented. Given the overlap between Production and A&L project staff, this decision was made to increase efficiency of this UNDP governance structure.

The structure effectively includes all possible aspects for this size project and exposes the key country officials to the Production Child Project Manager and to the broader GGP management structure. National perspectives are present through the PMU Board which is composed by representatives of GGP countries. The secretariat also provides for a different universe of project partners, depending on the technical themes. Finally, the upper level hosts high-level decision-makers from each level of the participating agencies. The structure is inclusive for all possible stakeholders considering the for a large and diverse geographic scope of the project and enables all management aspects. The Project Board for the Global project that supervises both Indonesia and Liberia met once per year. It was effective in providing the necessary decisions to the project and overall guidance.

In Indonesia, the Project Advisory Committee was not implemented as it builds on the SPOI project (located in the Ministry of Agriculture) as an umbrella which already has its own board. The National Platform (FOKSBI) involves several key ministries such as the Ministry of Agriculture but also the Ministry of Environment and Forestry, and most importantly, the Coordinating Ministry of Economic Affairs making the platform an important board of directors for future initiatives.

In Liberia, UNDP liaises closely with the Ministry of Agriculture, FDA, EPA, and executing Partners.

In Paraguay, the UNDP team implements the Production project, as well as the Demand project, both signed by the Ministry of Environment and Sustainable Development and managed together as "The Green Chaco" project. The Project Coordinator dedicates about 80 % of his time to the Production project, and the rest for the Demand project. The "Green Chaco" project uses the expertise of and shares the cost of a National Platform Team, with the GGP "Green Landscape" project. The Paraguayan board focuses specifically on Paraguay and is the governance structure for the implementation of the Project under a separate PRODOC from the Global/Indonesia/Liberia construct. Said board has the advantage of direct agency and stakeholder participation whereas the others utilize separate but related structures, as described above for FOKSBI, for example.

In Paraguay, there are 2 regional platforms in "Alto Parana" and "Itapua" regions for beef and soya (though these are mainly soy producing regions) as well as a national platform on soy.

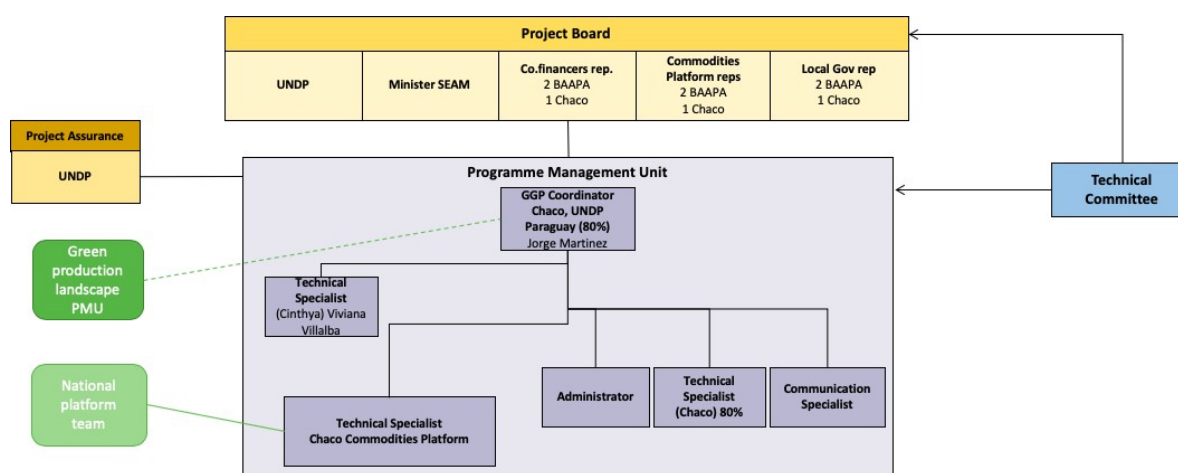


Fig. Sustainable Production Project Organizational Structure – Paraguay

The Project's Governance modality effectively includes all possible aspects for this size project and exposes the key country officials to the international Production Project Manager and to the broader GGP management structure. National perspectives, discussed through Project Advisory Committees in various iterations per country communicate through the PMU Board. The structure is inclusive as can be expected for all possible stakeholders vis-à-vis the UN Country Representatives for a large and diverse project. The Implementation modality enables all possible management aspects.

A review of different board structures indicates that more direct and periodic involvement of the relevant government officials at the Project board-level could make a good structure even better and facilitate the buy-in of high-level officials through an official channel within each country.

Annex 16. Analysis of the GGP Risk Log

Analysis of the GGP Risk Log						
Category	Global	Indonesia	Liberia	Paraguay	Closed	Ongoing
Operational	1 (I:2/L:2)				0	1
Security			1 (I:5/L:2)		1	0
Environmental			1 (I:4/L:2)		1	0
Security			1 (I:5/L:1)		1	0
Operational			1 (I:3/L:4)		1	0
Political			1 (I:4/L:2)		1	0
Environmental		1 (I:2/L:2)			1	0
Environmental		1(I:2/L:2)			1	0
Environmental		1 (I:3/L:2)			1	0
Environmental		1(I:3/L:2)			1	0
Environmental		1 (I:3/L:2)			1	0
Political		1 (I:3/L:3)			0	1
Environmental		1 (I:2/L:2)			1	0
Environmental		1 (I:3/L:2)			1	0
Environmental		1 (I:2/L:2)			1	0
Environmental		1 (I:2/L:2)			1	0
Environmental		1 (I:3/L:3)			1	0
Political		1 (I:3/L:3)			0	1
Financial	1 (I:3/L:3)				0	1
Political			1 (I:3/L:3)		1	0
Organizational		1 (I:3/L:3)			1	0
Political		1 (I:4/L:3)			1	0
Strategic				1 (I:3/L:4)	1	0
Regulatory				1 (I:3/L:4)	1	0
Environmental			1 (I:4/L:3)		0	1
Strategic			1 (I:4/L:3)		1	0
Operational	1 (I:2/L:4)				0	1
Operational		1 (I:3/L:4)			0	1
Operational			1 (I:3/L:4)		0	1
Financial	1 (I:3/L:2)				1	0

Environmental		1 (I:2/L:4)			0	1
Environmental		1 (I:3/L:1)			0	1
Environmental		1 (I:2/L:3)			0	1
Environmental		1 (I:3/L:3)			0	1
Environmental		1 (I:2/L:1)			1	0
Environmental			1 (I:3/L:4)		0	1
Environmental			1 (I:3/L:3)		0	1
Environmental			1 (I:4/L:2)		0	1
Environmental			1 (I:4/L:2)		0	1
Environmental			1 (I:4/L:2)		1	0
Environmental	1 (I:3/L:2)				0	1
Strategic		1 (I:4/L:3)	1 (I:4/L:3)	1 (I:4/L:3)	0	1
Political			1 (I:1/L:2)		1	0
Strategic			1 (I:4/L:2)		0	1
Environmental	1 (I:4/L:3)	1 (I:4/L:3)	1 (I:4/L:3)	1 (I:4/L:3)	0	1
Environmental			1 (I:3/L:3)		0	1
Operational	1 (I:4/L:2)	1 (I:4/L:2)	1 (I:4/L:2)	1 (I:4/L:2)	0	1
	7	23	20	5	25	22
	Note: 3 risks are ongoing in more than one country					
	Summary					
	Global	Indonesia	Liberia	Paraguay		
	3 Operational	3 Political	9 environmental	2 strategic		
	2 Financial	1 Operational	3 Strategic	1 Regulatory		
	2 Environmental	1 Strategic	3 Operational	1 Environmental		
		1 Organizational	3 Political	1 Operational		
		16 Environmental	2 Security			

Annex 17. Co-financing Tables

Indonesia Cofinancing Table

Co-financing at MTR								Co-financing at Terminal Evaluation							
Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount	Investment mobilized*** (US\$)	Agency	Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Terminal Evaluation (US\$)	Actual % of Expected Amount	Investment mobilized*** (US\$)	Agency
Local Government	Government of District South Tapanuli	In-kind	\$-	\$6,000.00			CI	Local Government	Government of District South Tapanuli	In-kind	\$-	\$6,000.00		\$6,000.00	CI
Local Government	Government of District South Tapanuli	Grant	\$-	\$5,250.00		\$-	CI	Local Government	Government of District South Tapanuli	Public Investment	\$-	\$10,688.54		\$5,453.60	CI
Private Sector	ADM Capital	Grant	\$-	\$32,000.00		\$32,000.00	CI	Private Sector	ADM Capital	Grant	\$-	\$32,000.00		\$32,000.00	CI
Other	Walmart/Walton Foundation	Grant	\$500,000.00	\$104,760.00	21%	\$104,760.00	CI	Other	Walmart/Walton Foundation	Grant	\$500,000.00	\$104,760.00	21%	\$104,760.00	CI
Private Sector	PT. PN III	In-kind	\$-	\$5,000.00		\$-	CI	Private Sector	PT. PN III	In-kind	\$-	\$5,000.00		\$5,000.00	CI
Private Sector	PT. ANJ Agri Siais	In-kind	\$-	\$10,000.00		\$-	CI	Private Sector	PT. ANJ Agri Siais	In-kind	\$-	\$10,000.00		\$10,000.00	CI
Private Sector	PT. ANJ Agri Siais	Grant	\$20,000.00	\$5,000.00	25%	\$-	CI	Private Sector	PT. ANJ Agri Siais	Grant	\$20,000.00	\$5,000.00	25%	\$5,000.00	CI
Other	Arnhold Foundation	Grant	\$29,000.00	\$29,000.00	100%	\$29,000.00	CI	Other	Arnhold Foundation	Grant	\$29,000.00	\$29,000.00	100%	\$29,000.00	CI
Other	McArthur Foundation	Grant	\$58,500.00	\$58,500.00	100%	\$58,500.00	CI	Other	McArthur Foundation	Grant	\$58,500.00	\$58,500.00	100%	\$58,500.00	CI
Other	Moore Foundation	Grant	\$46,500.00	\$46,500.00	100%	\$46,500.00	CI	Other	Moore Foundation	Grant	\$46,500.00	\$46,500.00	100%	\$46,500.00	CI
Other	Mulago Foundation	Grant	\$-	\$70,000.00		\$70,000.00	CI	Other	Mulago Foundation	Grant	\$-	\$70,000.00		\$70,000.00	CI

Local Government	Government of Sintang District	In-kind	\$-	\$30,799.11	50%	\$-	WWF-ID	Local Government	Government of Sintang District	In-kind	\$-	\$30,799.11		\$30,799.11	WWF-ID
National Government	Directorate General of Estate Crops Ministry of Agriculture	In-kind	\$6,500,000.00	\$353,920,888.27	5445%	\$-		National Government	Directorate General of Estate Crops Ministry of Agriculture	Public Investment		\$4,810,864.53		\$4,810,864.53	
National Government	Fund Management Body for Palm Oil Plantation (Badan Pengelola Dana Perkebunan Kelapa Sawit)	In-kind	\$151,500,000.00	\$300,275.36	0.20%	\$-		National Government	Directorate General of Estate Crops Ministry of Agriculture	In-kind	\$6,500,000.00	\$111,550.41	76%	\$111,550.41	
			\$158,654,000.00					National Government	Fund Management Body for Palm Oil Plantation (Badan Pengelola Dana Perkebunan Kelapa Sawit)	Public Investment	\$151,500,000.00	\$352,209,944.75	232%	\$352,209,944.75	
Total								Total			158,654,000	357,540,607,34	225%	357,535,372	

Liberia Cofinancing table

From Prodoc			Co-financing at MTR							Co-financing at Terminal Evaluation						
Source	Amount for GGP Production Liberia + Indonesia + Global (US\$)	Type of co-financing	Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount	Investment mobilized*** (US\$)	Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Terminal Evaluation (US\$)	Actual % of Expected Amount	Investment mobilized*** (US\$)
Indonesia Ministry of Agriculture	158,000,000	Parallel	Other	Partnership for Forest	Cash	164,000	200,000			Other	Partnership for Forest	Cash		143,030	87%	143,030.00
Conservation International Indonesia	490,000	Cash								Other	Generations Investments	Cash	164,000	90,398.40		90,398.40
Conservation International Liberia	164,000	Cash								Other	Proforest	Cash	0	22,000		22,000
										Other	World Bank/Star P project	Cash	0	9,600		9,600
										Other	SDI	Cash	0	3,500		3,500
										GEF Agency	CI	Cash		1,000		1,000
										Total			164,000	269,528,4		269,528
TOTAL	158,654,000															

Paraguay Cofinancing Table

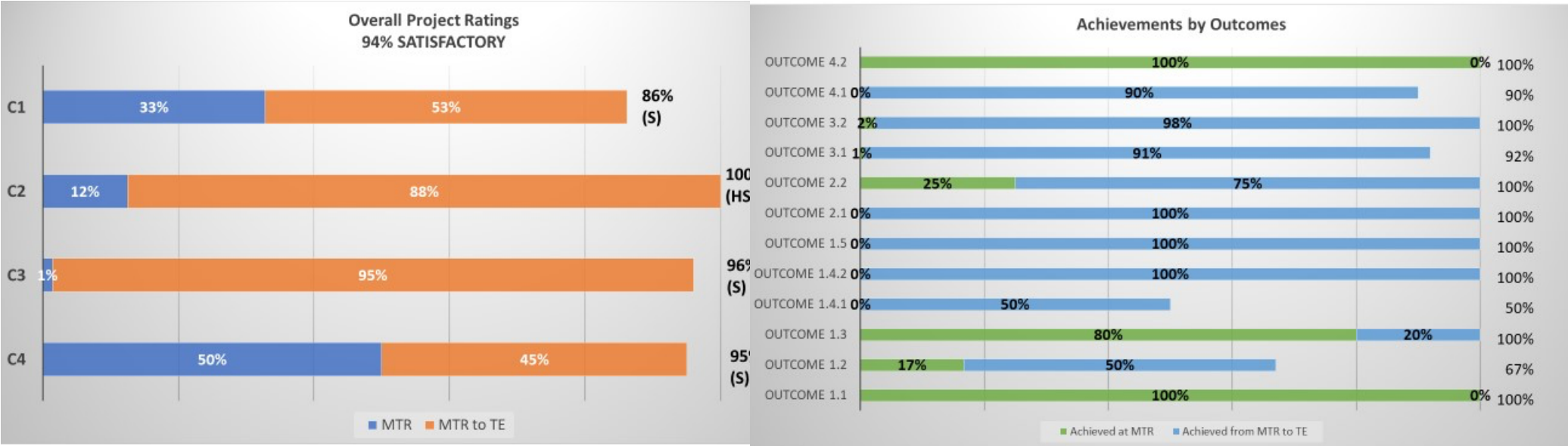
From Prodoc			Co-financing at MTR							Co-financing at Terminal Evaluation					
Source	Amount (US\$)	Type of co-financing	Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount	Investment mobilized*** (US\$)	Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Terminal Evaluation (US\$)	Actual % of Expected Amount
SEAM - Paraguay	176,000	Grant	National government	MADES	Grant	176,000	71,600	41%		National government	MADES	Grant	176,000	201,600	115
SEAM - Paraguay	374,000	In-kind	National government	MADES	In-kind	374,000	187,000	50%		National government	MADES	In-kind	374,000	384,000	103
MAG - Paraguay	915,583	Grant	National government	MAG	Grant	915,583	412,012	45%		National government	MAG	Grant	915,583	936,000	102
MAG - Paraguay	701,870	In-kind	National government	MAG	In-kind	701,870	350,935	50%		National government	MAG	In-kind	701,870	720,000	103
INFONA - Paraguay	218,765	Grant	National government	INFONA	Grant	218,765	76,500	35%		National government	INFONA	Grant	218,765	225,000	103
INFONA - Paraguay	105,000	In-kind	National government	INFONA	In-kind	105,000	63,000	60%		National government	INFONA	In-kind	105,000	120,000	114
Government of Boqueron - Paraguay	132,000	Grant	Local government	Government of Boqueron	Grant	132,000	202,600	153%		Local government	Government of Boqueron	Grant	132,000	285,600	216
Government of Boqueron - Paraguay	14,400	In-kind	Local government	Government of Boqueron	In-kind	14,400	48,000	333%		Local government	Government of Boqueron	In-kind	14,400	43,200	300
Government of Filadelfia - Paraguay	141,500	Grant	Local government	Filadelfia	Grant	141,500	41,500	29%		Local government	Filadelfia	Grant	141,500	201,600	142
Government of Filadelfia - Paraguay	85,000	In-kind	Local government	Filadelfia	In-kind	85,000	25,000	29%		Local government	Filadelfia	In-kind	85,000	92,000	108
National University	180,850	Grant	National government	FCA - UNA	Grant	180,850	81,500	45%		National government	FCA - UNA	Grant	180,850	192,000	106

FCA-UNA - Paraguay															
National University FCA-UNA - Paraguay	35,000	In-kind	National government	FCA - UNA	In-kind	35,000	25,000	71%		National government	FCA - UNA	In-kind	35,000	48,000	137
WWF	2,782,150	Grant	Others	WWF	Grant	2,782,150	1,852,362	67%							
UNDP	100,000	Grant	Multi-lateral Agency	UNDP	Grant	100,000	45,000	45%		Others	WWF	Grant	2,782,150	2,782,150	100
UNDP	300,000	In-kind	Multi-lateral Agency	UNDP	In-kind	300,000	150,000	50%		Multi-lateral Agency	UNDP	Grant	100,000	114,400	114
TOTAL	6,262,118					6,262,118	3,632,009	58%		Multi-lateral Agency	UNDP	In-kind	300,000	315,500	105
										Total			6,262,118	6,661,050	

Global Cofinancing

From Prodoc			Co-financing at MTR							Co-financing at TE			
Source	Amount for GGP Liberia + Indonesia + Global (US\$)	Type of co-financing	Source of co-financing*	Name of co-financer	Type of co-financing**	Amount confirmed at CEO Endorsement (US\$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount	Investment mobilized*** (US\$)	Type of co-financing**	Actual amount contributed at stage of Terminal Evaluation (US\$) - Cumulative data	Actual % of Expected Amount	Investment mobilized*** (US\$)
Indonesia Ministry of Agriculture	158,000,000	Parallel	Private Sector	IKEA	Grant		249,111.00		51,113.25	Grant	271,911.00		73,913.25
Conservation International	654,000	Cash	Bilateral Aid Agency	SECO	Grant		879,945.00		400,585.73	Grant	1,034,613.32		555,254.05
TOTAL	158,654,000		Bilateral Aid Agency	GIZ	Grant		71,879.73		60,687.00	Grant	154,583.03		143,390.30

Annex 18. Production Project Progress Towards Results



Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level.	Two national green commodity platforms (in Indonesia and Paraguay)	In Indonesia, 76 organizations were newly connected and engaged in broad-based dialogue under the platforms. 19 new partners were connected through the national Indonesia Palm Oil Platform (FOXSB) including 3 private sector, 11 NGOs, 1 association, 3 developments organizations, and 1 certification body. At the provincial level, 38 partners	At least 40 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue under national and sub-national platforms	At least 60 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue under national and sub-national platforms	A total of 206 organizations in the 3 pilot countries. <u>142 in Indonesia:</u> - 1 National platform (25) - 3 District platforms (22 in Pelalawan), 15 in South Tapanuli, 26 in Sintang) - 3 Provincial Platforms (17 in Riau, 18 in West Kalimantan, 34 North Sumatra) <u>20 in Liberia</u> - 1 National (11) - 1 subnational (9) <u>29 in Paraguay</u> - 1 subnational (29)	A total of 315 organizations <u>245 in Indonesia:</u> At National Level: 92 At provincial level: 81 Riau Province (19) West Kalimantan (19) North Sumatra Province (43) At district level (72) Sintang District (27) South Tapanuli District (17) Pelalawan District (28)	HS	The target has been achieved and exceeded in all 3 countries

⁶⁴ The data presented on this table is based on project's achievements until March 3rd 2022, when the project was still under implementation (with expected closure on June 14th 2022). As such, later achievements are not represented.

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
		were newly connected including private sector, NGOs, universities, and associations. 19 new organizations, farmers groups, academic institutions, donor organizations, financial institutions, etc. were connected through district fora. In Liberia, although the existing Oil Palm Technical Working Group has not yet been strengthened (through creation of stronger governance structure and increasing outreach to new stakeholders), 40 partners are				<u>33 Paraguay</u> <u>37 in Liberia</u> (at national level 31 and 6 at sub-national level)		

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
		connected through the newly established landscape forum, with dialogue beginning. Similarly, in Paraguay, although the regional commodity platform has not yet been formed, discussions with up to 10 partners have already been engaged about the regional commodity platform, including local government, national Ministries, NGOs, cooperatives, and farmer associations.						

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
Number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities	NA	0 households. Direct support to beneficiaries has not yet started in the countries; it is planned to begin in the second half of 2018.	At least 2,500 households benefitting	At least 6,000 households benefitting	2482 Households have benefitted from support <u>Indonesia 1015</u> beneficiaries (315 in Sintang, 700 in South Tapanuli) <u>Liberia 632</u> benefited directly of support (In the Conservation Agreement 2,829 people - 1,133 male and 1696 female) <u>Paraguay 835</u>	A total of 8,299 households have been directly benefitting from the project interventions. Indonesia: 2,752 households Liberia: 632 households Paraguay: 4,915 households	HS	The number of beneficiaries trained is meaningless as it does not capture the impact of the training. The Production Project activities have led to an increase in yields or improvements in resiliency. These results, validated by AAE's evaluators and through linked projects indicate a 2 to 3x increase in yields, which is bankable. In

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
								addition, other returns to producers were noted, such as an increase in the price of their lands following certifications, etc.
Area of high conservation value forest (HCVF), or equivalent, identified and set aside within commodity production landscapes for conservation of globally significant biodiversity and associated ecosystem goods and services		In Liberia, an HCS study was conducted by Sime Darby, the private sector partner that owns the largest concessions in the target landscape; this study is under review by Conservation International, and once approved will inform the set-asides in the target landscape. In Indonesia, a	At least 25% of total HCVF is set aside	At least 50% of HCVF is set aside	While some area has been identified in Indonesia (reaching 35 % of HCVF) it has not been approved yet. In Liberia, 5000 ha have been set aside through a conservation agreement, but total HCVF from Sime Darby concession is estimated at 89, 8949 ha based on 70 % canopy cover. The total HCVF is not known yet in Paraguay. This indicator is considered as not on Target.	In 2021, an adaptive management was presented to and approved by the GEF to change the target landscape for Paraguay in relation to this indicator to only count	MU	With a current achievement of 43% HCVF ha, it is highly unlikely that the project will meet the target by end of project. In Indonesia: Target Detail: HCVF identified: 289,092 ha in Pelalawan, 866,826 ha in Sintang, and 152,065 ha in South Tapanuli. In total

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
		landscape- level assessment of HCS/HCV areas in Pelalawan was conducted. The preliminary results show a total of 1,348,649 hectares of HCVF/A . These results will be peer reviewed and publicly consulted with stakeholders at the end of July 2018. Once the final map of the high conservation forests and areas has been finalized, the project will propose several protection scenarios of set aside areas in the landscape, to be approved by the Head of the District				POUTs and military areas. Now, the 50% of the total area of high conservation value forest (HCVF) within commodity production landscapes in Indonesia, Liberia, and Paraguay amounts to 703,269 ha. Out of this, 301,113 HCVF ha (437% of EoPT) have been protected so far.		1,307,983 ha of HCVF were identified, of which 734,135 ha in productive landscapes. The target of 50 % of total HCVF area is 367,068 ha (734,135/2) Achievement Detail: -2,759 ha of HCVF protected via the Pelalawan District Regulation on Spatial Plan, -74 ha of HCVF protected in Sintang via the Sintang Regent Regulation on the Protection of Lake Buffer Zones, -145,384 ha of HCVF protected in Pelalawan via

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
		and/or the Minister of Environment and Forestry as “Essential Ecosystems” for protection. In Paraguay, meetings were organized with local governments and Chaco cooperatives, as they are in the process to improve legal environmental adequacy allowing for an integrated approach to land use planning. The project will work with them to map areas of HVCF.						<p>the Pelalawan Peat Protection and Management regulation -46,104 ha of HCVF protected in South Tapanuli via the South Tapanuli Regent Regulation on the Designation & Management of Special Cultivation Areas -84,544 ha are protected under a timber concession</p> <p>In Liberia: Target Detail: The HCVF under the concession is 169,898 ha, making 89,949</p>

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
								<p>ha the objective level target to reach 50% of total HCVF or equivalent set aside in Liberia Achievement Detail: 5,000 ha of HCVF protected under the Zodua Conservation Agreement</p> <p>In Paraguay Target Detail The HCVF in Puerto Casado and Carmelo Peralta municipalities and military areas is 502,504 ha, so the target of 50 % of total HCVF area is 251,252 ha</p>

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Ratin g	Justification for rating
								Achievement Detail Áreas silvestres protegidas: Coronel Valois Rivarola 790 ha + Teniente 1° Adolfo Rojas Silva 4,591 ha + 1a División de Caballería Cuartel General 11,867 ha
The progress of the objective can be described as:					The overall Objective level rated 81% “ Satisfactory” (S) ⁶⁵ , since only 43% of objective indicator 3 was achieved, and it is unlikely to be achieved by the end of the project.			
Component 1 Dialogue and public private partnerships; production policies and enforcement								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Ratin g	Justification for rating
Outcome 1.1 Responsible Governmental authorities, along with private sector	Baseline 1.1.1 1 national commodity platform	2 national commodity platforms in Indonesia and Liberia; 1 sub-national	Mid-term Target 1.1.1 3 national commodity platforms; 4	End of Project Target 1.1.1 3 national commodity platforms; 4	The project has achieved its midterm and end target in terms of number of platforms.	3 national commodity platforms: - 1 in Indonesia – National	HS	Outcome 1.1 Exceeded End-of-Project Target (EoPT) with the

⁶⁵ Rating scales in [Annex 2](#)

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
<p>& civil society organizations, build consensus and reduce conflict related to target commodity production and growth at national and sub- national levels</p> <p>Outcome Indicator 1.1.1 Number of national and sub-national commodity platforms, and number of district district/target landscape forums established and fully operational</p>	(Indonesia = INPOP), 1 sub-national commodity platform (Indonesia = JSSPO)	<p>platform (North Sumatra in Indonesia); 4 landscape- level fora (Pelalawan, South Tapanuli and Sintang in Indonesia, and in the Sime Darby landscape in Liberia).</p> <p>In Indonesia, the project began with 1 national platform, the nascent Joint Secretariat for Sustainable Palm Oil (JSSPO) in North Sumatra, and 1 district forum (Pelalawan). 2 landscape-level fora were launched in early 2018 (South Tapanuli and Sintang</p>	sub-national platforms; and up to 4 district/target landscape forums	sub-national platforms; and up to 4 district/target landscape forums	<p><u>Indonesia:</u> 1 National platform 3 Sub nationals/Provincial Platforms 3 district /landscape forums</p> <p><u>Liberia:</u> 1 National Platform 1 Landscape forum</p> <p><u>Paraguay</u> 1 Sub-national platform 1 national platform</p>	<p>Platform for Sustainable Palm Oil (FOKSBI, transitioned towards National Action Plan Implementation Team (NAP IT), as per NAP requirements)</p> <p>- 1 in Liberia – National Oil Palm Platform of Liberia (NOPPOL)</p> <p>- 1 in Paraguay – Paraguay National Sustainable Beef Platform</p> <p>4 sub-national platforms: - 3 in Indonesia (Riau, West Kalimantan and North Sumatra provincial platforms)</p>		<p>following results: 3 national commodity platforms, 4 subnational platforms, and 4 landscape-level forums (Highly satisfactory)</p>

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
		districts) and the North Sumatra provincial platform was formalized through a governor decree. In Liberia the project also started with 1 national commodity platform, based on work done by CI between project design and the start of the Good Growth Partnership (GGP) implementation. Since the project implementation began, some meetings were held with the OPTWG to present the support to be offered by GGP and the North				<ul style="list-style-type: none"> - 1 in Paraguay (Sustainable Beef Platform for the Chaco region). 4 landscape-level forums: <ul style="list-style-type: none"> - 3 in Indonesia (Pelalawan, South Tapanuli and Sintang district forums) - 1 in Liberia (North Western Oil Palm Landscape Forum). 		

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
		<p>Western Oil Palm Landscape Forum was launched with co-financing in early 2018.</p> <p>In Paraguay, two national commodity platforms on soy and beef are under development through the GEF-funded Green Landscapes Project. The regional beef platform in the Chaco will be informing the national beef platform, and is currently under development.</p>						
Outcome 1.2 Practical alignment and implementation of public and private investments	Baseline 1.2.1 0 national and sub-national Commodity Action Plans	0In Indonesia, the national action plan has been finalized and approved by the FoKSBI (National	Mid-term Target 1.2.1 1 national level action plan finalized, adopted and	End of Project Target 1.2.1 2 national-level	Midterm Target is achieved, and End of Project is on track. In <u>Indonesia</u> , the Sintang District and South Tapanuli Action plan have been legalized.	At national level: - <u>1 national action plan finalized</u> , adopted and under	MS	<p>National Level: 2 National action plans (2 of 2)</p> <p>At sub-national level:</p>

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
and other actions related to target commodities Outcome Indicator 1.2.1 Number of national and sub-national Commodity Action Plans finalized and adopted by national and sub-national governments	finalized and adopted	Commodity Platform) Steering Committee, and strategies for legal adoption of the NAP are under discussion. Options include Presidential Instruction or Presidential Decree combined with Indonesia Sustainable Palm Oil (ISPO) strengthening. The Riau provincial action plan is nearly finalized.	under implementation	and 4 sub-national level action plans finalized, adopted and under implementation	The National action plan is still waiting for legalization, and therefore delaying the legalization of the provincial action plans. In <u>Liberia</u> , the root cause analysis has been validated, a detailed roadmap for the National Sustainable Palm Oil has been defined and approved by the National Platform. In <u>Paraguay</u> , the Root cause Analysis was finalized, and the action plan has been finalized in July	implementation in Indonesia; - 1 <u>national action plan</u> adopted in Liberia and moving into implementation. At sub-national level: - 1 <u>sub national action plan finalized and under implementation</u> in the Indonesian province of North Sumatra, and 2 sub-national action plans finalized and awaiting legalization in the Indonesian provinces of Riau and West Kalimantan;		2 legalized action plans, 2 pending legalizations (2 of 4) 67% achieved at TE reporting Indonesia has 3 DAPs (district action plans) finalized and legalized. Due to the aggregated EoPT that refers to National and Sub-National level action plans, these DAPs are not applicable The national action plan in Liberia, National Oil Palm Strategy and Action Plan (NOPSAP),

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
						- 1 sub-national level action plan finalized and under implementation in the Paraguayan region of the Chaco.		was adopted in July 2021. KIIs indicated that the knowledge products, training, and technical assistance from the project were important factors in developing the dialogue needed to arrive at the APs. The Action Plans are timely as all governments involved are funding agriculture within post-COVID economic stimulus packages.

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
								The concepts in the APs provide a pathway for improving rents and protecting forest with proposals for policies and safeguards.
Outcome 1.3 Improved national and sub- national policies, regulations and programmes related to commodity production practices in three target countries Outcome Indicator 1.3.1 Number of priority policies	Baseline 1.3.1 0 policy and regulatory priorities realized	In Indonesia, facilitation to strengthen 2 national policies ("Min. of Agr. Director General Regulation on Community Plantation Development" and "Government Regulation on Life Support System – a higher regulatory umbrella for KEE	Mid-term Target 1.3.1 3 policy and regulatory priorities drafted and proposed	End of Project Target 1.3.1 5 policy and regulatory priorities drafted and proposed	At Midterm, 3 policy priorities at sub-national level drafted and proposed including 1 legalized in Indonesia. In Indonesia, most work is done at sub-national level, as at National level the work to strengthen the Community Plantation work was put on hold due to election. The KEE policy was drafted and proposed It has been cleared	<u>8 policy priorities drafted and proposed</u> , and 1 under development: 6 policy priorities drafted and proposed in Indonesia (including 4 legalized and 2 submitted to the Legal Bureau). 2 policy priorities drafted and	HS	Outcome 1.3 Exceeded EoPT with 8 policies out of 5 (Highly satisfactory) By TE Reporting, these are the results: 8 policy priorities drafted and proposed, and 1 under development: 6 policy priorities

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
and regulations drafted and proposed that address systemic barriers to government oversight of and support for sustainable, reduced-deforestation commodity production practices, with priorities identified in Table 7 of the CEO Endorsement request as well as through national and sub-national commodity platforms and project global support services.		regulation facilitated under Outcome 1.4”) have begun; academic papers for the development of draft regulations are being developed. At sub-national level, revisions to the “Pelalawan Regional Regulation (PERDA) on corporate social responsibility,” with added clauses on private sector obligation to assist smallholder have been approved by the Pelalawan House of Representative			technically in 2018 and proposed for signature to the Minister in Q3 2019. Delays in Liberia, due to the delay in the RSPO National Interpretation and Targeted Scenario which was supposed to guide on the policy needed to adapt. In Paraguay, the Jaguar management Protocol and the criteria for sustainable production in buffer zones around protected areas were proposed but put on hold to work on 1.4	proposed and 1 under development in Paraguay.		drafted and proposed in Indonesia (including 4 legalized and 2 submitted to the Legal Bureau). 2 policy priorities drafted and proposed and 1 under development in Paraguay.

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
		s for legalization. Meanwhile, facilitation to develop a “Head of District Regulation (PERBUP) on Private Sector Partnership to Enhance Farmers Capacity,” as a regulatory derivation of the newly approved “Regional Regulation (PERDA) on corporate social responsibility” in the Palm Oil Sector has been approved by the head of district (Bupati); the first internal working group meeting will be convened in the beginning						

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
		of the third quarter						
<p>Outcome 1.4 Improved national and sub- national policies, regulations and programmes related to land use allocations for commodity production and set asides in three target countries</p> <p>Outcome Indicator 1.4.1</p> <p>Number of new or revised national and sub-national policies, regulations and</p>	Baseline 1.4.1 0 policies, regulations and programmes	<p>In Indonesia, the Minister of Env. & Forestry Regulation on Essential Ecosystems (Kawasan Ekosistem Essensial/KEE) has been finalized and cleared by the Legal Bureau of the Ministry of Environment and Forestry. It is awaiting approval of the Minister.</p> <p>District regulations are being strengthened in Tapsel to protect the HCV/HCS area set-aside with production areas, including an instruction to review company environmental</p>	<p>Mid-term Target 1.4.1</p> <p>3 national or sub-national policies, regulations or programmes drafted, proposed, and adopted</p>	<p>End of Project Target 1.4.1</p> <p>4 national or sub-national policies, regulations or programmes drafted, proposed, and adopted</p>	<p>1 subnational law adopted in Indonesia.</p> <p><u>In Indonesia</u>, The Main priority law KEE has been cleared in 2018 but is still waiting for being legalized. Latest news indicate that it was presented in Q3 2019. The district level regulation on Sintang Regent Regulation on the Protection of Lake Buffer Zones was adopted in 2018.</p> <p><u>In Liberia</u> HCV engagement is part of RSPO process National Interpretation process and could be informed by TSA process</p> <p><u>In Paraguay</u>, MADES launched the process of developing the environmental legal</p>	<p><u>1 sub-national regulation drafted, proposed, and adopted in Indonesia</u></p> <p><u>1 national regulation drafted, proposed and adopted in Paraguay.</u></p> <p>In addition, 1 national regulation has been proposed in Indonesia, 1 national in Liberia and 3 national and 1 subnational in Paraguay.</p>	MU	<p>2 of 4 1 subnational and 1 national regulations drafted, proposed and adopted</p> <p>Level of Achievement: 50% EoPT was not met at TE reporting</p> <p>In the pipeline:</p> <ul style="list-style-type: none"> - 1 national regulation drafted and proposed in Indonesia. - 1 national regulation drafted and proposed in Liberia. - 3 national and 1 subnational regulations

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
programmes drafted, proposed, and adopted that are related to land use allocation for commodity production		impact assessments (EIA), develop district zoning regulations, and review the spatial plan.			code which should include also territorial and land use planning.			drafted and proposed in Paraguay
Outcome Indicator 1.4.2 Number of national and sub-national policies, regulations and programmes established or endorsed that increase protection for and conservation of HCV and HCS areas.	Baseline 1.4.2 0 national and sub-national policies, regulations and programmes	In Indonesia, 1.4.1, 3.1.1 and 3.1.2 need to first be achieved, in order to progress on this. In Liberia, meetings have been held with various stakeholders to gain a better understanding of the policy environment.	Mid-term Target 1.4.2 3 national and sub-national policies, regulations and programmes drafted, proposed, and adopted.	End of Project Target 1.4.2 5 national and sub-national policies, regulations and programmes drafted, proposed, and adopted.	0 national regulation drafted, proposed, and adopted. The MTT is not achieved and End of Project target unknown. In <u>Indonesia</u> , work is in progress to instruct the development of the Pelalawan, Sintang, and South Tapanuli Regent Decrees to instruct the integration of HCV Set- Aside areas into detail district spatial plans. No progress has been made yet in <u>Liberia</u> . In <u>Paraguay</u> , maps are being performed and a Targeted Scenario Analysis planned, but	3 sub-national level regulations drafted, proposed and adopted in Indonesia, and 2 national policies drafted, proposed and adopted in Paraguay.	S	5 of 5 100% EoPT was met at TE Reporting In the pipeline: - 2 subnational regulations under development in Indonesia, - 2 national regulations drafted and proposed in Liberia, - 1 national regulation drafted and proposed in Paraguay and 1 subnational

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
					it is still unclear approach will be taken for the conservation of HCV and HCS areas.			regulation being drafted.
<p>Outcome 1.5 Improved monitoring of land use change in three target countries and particularly within target landscapes</p> <p>Outcome Indicator 1.5.1 Improved land-use change monitoring systems in target landscapes, as measured by the number of land-use change reports on target landscapes</p>	Baseline 1.5.1 0 reports (No monitoring system is in place)	In Indonesia, the signing of a letter of agreement between UNDP and the Bogor Agricultural University is at its final stage (awaiting the submission of technical and financial proposals from the university) to develop a Land Use Change Monitoring (LUCM) system. ICRAF (World Agroforestry Center) has also been identified as an NGO to support the development of the LUCM,	Mid-term Target 1.5.1 0 reports (Improved land-use change monitoring system is in place)	End of Project Target 1.5.1 10 reports (6 in Indonesia, 2 in Liberia, 2 in Paraguay)	<p>MTT target is achieved as no report was expected. EoPT may be achieved</p> <p>In <u>Indonesia</u>, the beta version of a Land Use Change Monitoring System is developed incorporating the results of the user needs assessment.</p> <p>In <u>Liberia</u>, CI has a partnership with the Forest Development Authority (FDA). Rangers were trained and equipped to collect data and feed it into the existing REDD SAS System.</p> <p>In <u>Paraguay</u>, UNDP worked with national and sub-national institutions to</p>	<p>Improved land-use change monitoring systems are in place in all three countries. Reports have been produced:</p> <p>By the time of reporting: - 7 reports (Q4 2019; Q1, Q2, Q3, Q4 2020; Q1 2021, Q2 2021) submitted to in Indonesia. - 2 reports finalized in Liberia. - 2 reports finalized in Paraguay.</p>	HS	<p>7 of 6 in Indonesia 100%</p> <p>2 of 2 in Liberia 100%</p> <p>2 of 2 in Paraguay 100%</p> <p>11 out of 10 = 110% achieved</p>

Encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities ⁶⁴								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
published and disseminated in the countries.		however work on Component 3, Outcome 3.1 needs to be finalized before the ToRs for ICRAF can be finalized. In Liberia, identification of monitoring and reporting needs and evaluation of the monitoring tools is ongoing			understand better how UNDP could provide support to strengthen their LUCM capacity. Support is provided to INFONA			

The progress of the objective can be described as:					92% achievement			
Component 2: Farmer support systems and agri-inputs								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Rating	Justification for rating
Outcome 2.1 Improved national and	Baseline 2.1.1	No strategies have been prepared or	Mid-term Target 2.1.1	End of Project Target 2.1.1	MTT almost achieved and	1 national strategy in Liberia; adopted as part of the	S	100% achieved: 3 of 3

<p>sub- national systems for supporting sustainable, reduced deforestation commodity production and intensification</p> <p>Outcome Indicator 2.1.1 Existence of national and sub-national farmer support strategies emphasizing: (i) reduced deforestation, (ii) sustainable intensification, (iii) biodiversity conservation and (iv) elimination of gender gap in agricultural productivity</p>	<p>No farmer support strategies exist</p>	<p>adopted. This work stream is planned for year 2, following completion of Outcome 2.2.</p>	<p>2 national and 1sub-national strategies under preparation</p>	<p>2 national and 1 sub-national strategies adopted</p>	<p>EoPT on track to be achieved. 2 sub national strategies are under development in Pelalawan and in Chaco.</p> <p>A Farmers Systems Toolkit was developed at the Global level to support all the GGP countries and beyond to strengthen Farmer Support Systems at national and sub-national levels through a multi-stakeholder diagnosis, planning and action plan alignment. It was decided to pilot this toolkit in Indonesia (Pelalawan) and explore a light version in Liberia and Paraguay. In <u>Liberia</u>, farmers needs assessment has been finalized in July and the</p>	<p>NOPSAP. (Please refer to Annex 22) - 1 sub-national strategy adopted in Indonesia (Pelalawan district) and 1 sub-national strategy adopted in Paraguay (Chaco).</p>	<p>1 of 2 national strategies adopted 2 subnational strategies adopted (2 of 1)</p> <p>In terms of the component' s stated indicators, the Project was successful in adopting 1 of 2 national Farmer Support Strategies and 2 of 1 subnational strategy, not reaching the target in the former and exceeding the target in the latter. In reality, the Indonesia NAP indicate a National Strategy for Farmers sufficiently to guide agriculture</p>
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					task group on communities and smallholders started the larger Palm oil strategy in August . In <u>Paraguay</u> , a Farmers' need assessment has been performed and is under review by the Platform. Currently training is performed mostly by private sector in Paraguay. A consultant is being hired to better assess what is done at governmental level to provide recommendations for a farmer's support system			policy and programs. For that reason, evaluators consider the indicator to have been met.
Outcome 2.2: Effective approaches to smallholder support (via public private partnerships) have been	Baseline 2.2.1 0 farmers trained	Training has not yet started in the countries, and is planned to begin in the second half of 2018 for	Mid-term Target 2.2.1 2,500 farmers trained, with at least 25% employing	End of Project Target 2.2.1 6,000 farmers trained, with at least 25% employing sustainable	The MTT is not achieved On track to be achieved	7,667 farmers have been trained (2,752 in Indonesia and 4,915 in Paraguay). In Indonesia, the GAP implementation rates are as	S	100% of the EoPT has been achieved. In Liberia, the project opted to invest in conservation agreements rather than in

demonstrate d Outcome Indicator 2.2.1 Number of smallholder farmers trained in, and employing sustainable agricultural practices		Indonesia and Paraguay. Training assessments have been completed in the 3 landscapes in Indonesia, and potential target locations for the training have also been identified. The project teams are still working on identifying appropriate target farmers and establishing demo-plots. In addition, for Pelalawan, UNDP is in discussion with IFC to use their	sustainable agricultural practices	agricultural practices	1499 farmers trained <u>Indonesia 1015</u> 315 in Sintang 700 in South Tapanuli <u>Liberia</u> <u>0</u> (non in project) <u>Paraguay 484</u> In Indonesia, farmers training through Musi Mas should enable to reach the end target. In Paraguay, there is some uncertainty, partly due to the small number of "farms" as many companies owned farms have an average 5000 ha in 2 of the pilot regions. They have therefore started a study to set a strategy	follows: 90% in Pelalawan, 95% in Sintang, and 83% in South Tapanuli. Total adoption rate in country is 89%. In Paraguay, GAP implementation according to the facilitators are as follows: CREA/Green Chaco: 83%, Gobernación Boquerón: 79%, MIDIF: 100%, Pioneros del Chaco: 63%, and VMG: 70%. Total GAP adoption in country is 79%.		training for community plantations.
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		<p>farmers training package developed under another project (IPODS). The project teams have also begun engagement with private sector companies as off- takers for the target smallholders (UNDP with Musim Mas Group, CI with ANJ, and WWF with SAM). Liberia has developed ToRs for a needs assessment, but no farmer trainings are planned there as part</p>			<p>for reaching the 3500 beneficiaries target</p>			
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		of the workplan.						
The progress of the objective can be described as:					Component 2 achieved 100% of the EoPT, rating HIGHLY SATISFACTORY (HS).			
Component 3: Land use plans and maps in targeted landscapes								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Ratin g	Justification for rating

<p>Outcome 3.1: Improved land use planning / zoning helps to shift targeting and conversion to commodity production from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise appropriate lands</p> <p>Outcome Indicator 3.1.1 Number of hectares of HCV and HCS forest areas in commodity-producing landscapes protected through zoning, or</p>	<p>Baseline 3.1.1 0 ha of HCVF and HCS covered</p>	<p>In Indonesia a preliminary report has been developed on the methodology and potential location of critical land areas (HCV, HCS, other essential ecosystems) in Pelalawan, and is now being used as the basis for on-the-ground verification of critical land areas.</p> <p>In Liberia an HCS study conducted by private sector partner Sime Darby is under review</p>	<p>Mid-term Target 3.1.1 230,000 ha of HCVF and HCS covered</p>	<p>End of Project Target 3.1.1 925,000 ha of HCVF and HCS covered</p>	<p>MMT not achieved, EoPT not known</p> <p><u>Indonesia</u> : 619 218 ha identified (39 % HCVF)</p> <p><u>Liberia</u> : 5 000 Ha through Conservation agreement, total HCVF from Sime Darby concession is estimated at 89, 8949 ha based on 70 % canopy cover.</p> <p><u>Paraguay</u>: unknown yet So far only Indonesia has identified a total HCVF , and 39 % is proposed to be set aside. HCVF is not known yet in Paraguay. It is therefore not possible to</p>	<p>847,330 ha of 925,000 target were achieved. Details:</p> <p>Indonesia: Achieved 824,424 ha Through the following regulations: Pelalawan District Regulation on Spatial Plan: 20,219 HCV/HCS (including 2,759 ha HCVF) Sintang Regent Regulation on the Protection of Lake Buffer Zones: 3,452 HCV/HCS (including 74 ha HCVF) Pelalawan Peat Protection and Management regulation: 651,234 HCV/HCS (including</p>	<p>S</p>	<p>847,330 ha of HCV/HCS areas covered (92% of EoPT)</p> <p>This achievement increase from the time of the MTR to the TE, was due to adaptive management presented and adopted to the GEF to change the target landscape for Paraguay in relation to this indicator to only count POUTs and military areas, and the approval in Indonesia of the following regulations:</p> <p>Pelalawan District Regulation on Spatial Plan: 20,219 HCV/HCS (including 2,759 ha HCVF)</p>
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similar legal protections		by the project team			assess whether they are on target or not.	<p>145,384 ha HCVF)</p> <p>South Tapanuli Regent Regulation on the Designation & Management of Special Cultivation Areas: 149,519 HCV/HCS ha (including 46,104 ha HCVF)</p> <p>In Liberia: 5,000 ha. Achieved through the Conservation Agreement with the Zodia Community</p> <p>In Paraguay: 17,906 ha achieved through 'Áreas silvestres protegidas: Coronel Valois Rivarola 981 ha + Teniente 1º Adolfo Rojas Silva 4,739 ha + 1a División de Caballería Cuartel</p>	<p>Sintang Regent Regulation on the Protection of Lake Buffer Zones: 3,452 HCV/HCS (including 74 ha HCVF)</p> <p>Pelalawan Peat Protection and Management regulation: 651,234 HCV/HCS (including 145,384 ha HCVF)</p> <p>South Tapanuli Regent Regulation on the Designation & Management of Special Cultivation Areas: 149,519 HCV/HCS ha (including 46,104 ha HCVF)</p>
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						General 12,186 ha		
Outcome 3.2: Enhanced land use set aside and protection strategies,	Baseline 3.2.1 0 additional tons Co2e emissions avoided	No activities planned for 2018. Work on Outcome	Mid-term Target 3.2.1 6 million tons Co2e	End of Project Target 3.2.1 59.3 million tons CO2e	Not known yet as it depends of 3.1.1 1 360 880 additional tons	46,589,113 direct CO2eq emissions avoided across the three countries and 82,480,570	HS	129,069,683 tons CO2e emissions avoided (lifetime direct and indirect)

including gazettelement, of HCV and HCS forest areas within commodity-producing landscapes, reduces deforestation, avoids 59.3 million tons of CO2e emissions Outcome Indicator 3.2.1 Tons CO2e emissions avoided due to gazettelement and other related land use and protection strategies		3.1.1 needs to be completed first.	emissions projected to be avoided based on actions to date	emissions avoided (lifetime direct and indirect)	CO2e emissions are avoided in Liberia through 5000 ha of conservation agreement.	indirect CO2 eq emissions avoided across the three countries		Target achieved and exceeded.
The progress of the objective can be described as:						Component 3 achieved 96% of the EoPT, rating SATISFACTORY (S)		
Component 4: Knowledge management.								
Description of Indicator	Baseline Level	Level in 1 st PIR (self reported)	Midterm target level	End of project target level	Midterm level Assessment	Terminal Evaluation Assessment	Ratin g	Justification for rating

<p>Outcome 4.1: Increased knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land</p> <p>Outcome Indicator 4.1.1 Level of technical understanding of landscape-level dynamics of change towards reduced-deforestation commodity production in each target landscape, as measured by the number of reports generated</p>	<p>Baseline 4.1.1 0 (No tool exists)</p>	<p>Terms of Reference for consultant(s) to create a landscape assessment tool has been developed and posted, following research and consultation with partners and organizations working on landscape issues. The planned start date for the contract is September 2018, to be completed and tool presented February 2019.</p>	<p>Mid-term Target 4.1.1 5 (Tool has been developed, and baseline assessments completed in each target landscape)</p>	<p>End of Project Target 4.1.1 10 (End-of-project assessment for each target landscape completed, in addition to the baseline assessments)</p>	<p>The Tool is being developed . Conservation International has been hired to develop the Landscape Analysis Tool (LAT)</p>	<p>Indonesia: 3 CALI contribution assessment reports + 3 baseline assessment</p> <p>Liberia: 1 CALI contribution assessment Report + 1 baseline assessment</p> <p>Paraguay: 1 CALI contribution assessment Report + 1 baseline assessment</p>	<p>S</p>	<p>5 baseline assessments</p> <p>5 contribution assessment reports (3 IND, 1 PAR, 1 LIB)</p> <p>Total 10 reports out of 10</p> <p>100% of EoPT Achieved</p>
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from the application of a landscape assessment tool that: . Assesses the political, economic, social, and environmental drivers of deforestation related to commodity production and expansion; Scores and compares the enabling environment readiness towards deforestation-free commodity production of multiple landscapes within the Production child project; and evaluates the								
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effectiveness of interventions targeting the drivers of deforestation with a landscape								
<p>Outcome 4.2: Uptake, adaptation and replication of demonstrated lessons and knowledge</p> <p>Outcome Indicator 4.2.1 Documented examples of specific lessons shared via Community of Practice being applied in other sub-national and national situations</p>	<p>Baseline 4.2.1</p> <p>0 examples</p>	<p>Lessons learned have begun to be extracted from each country, but have not yet been disseminated through the Community of Practice</p>	<p>Mid-term Target 4.2.1</p> <p>3 examples applied</p>	<p>End of Project Target 4.2.1</p> <p>7 examples applied</p>	<p>Mid Term and End of Project Target are achieved</p> <p>15 examples applied.</p> <p>Examples of lessons through the Community Assessment and Thematic Planning Survey: Land Use Change Monitoring; Multi-stakeholder dialogue (8 virtual workshops); Project Monitoring and Evaluation;</p>	<p>33 examples of specific lessons shared via the Green Commodities Community applied in other sub-national and national situations. These include learnings on themes such as:</p> <ul style="list-style-type: none"> • Multi-stakeholder dialogue • Land use change monitoring • Monitoring and evaluation 	<p>HS</p>	<p>EoPT achieved and exceeded (33 examples applied). >100% (evidence through the Community of Practice, GCC survey)</p>

					Lessons from countries have been extracted.	• Systems practice		
The progress of the objective can be described as:						The progress of the objective/outcome can be described as Highly Satisfactory with an average achievement of 100% of the EoPT		

Annex 19. Assessment of Outcomes and Outputs

The following table⁶⁶ shows the percentage achieved of the End-of-Project Target (EoPT) at the Global Level of the Production project and how each country outputs results contributed to the overall achievement of each Component.

COMPONENT 1 The component 1 achieved 92% of the EoPT, rating SATISFACTORY (S). Out of a total of 20 outputs in this component, 11 have been completed by the time of reporting.

COMPONENT 1				INDONESIA	LIBERIA	PARAGUAY
Description of Indicator	End of project target level	Achieved to March 2022	TE Rating of Achievement	Contribution to EoPT by Country		
Outcome 1.1	End of Project Target 1.1.1: 2 national commodity platforms; 4 sub-national platforms; and up to 4 district/target landscape forums.	3 national commodity platforms (3/2) 4 subnational platforms (4/4) 4 landscape-level forums (4/4) >100% achieved	HS 100%	70%	20%	20%
Outcome 1.2	End of Project Target 1.2.1: 2 national-level and 4 sub-national level action plans finalized, adopted and under implementation	National Level: 2 National action plans (2/2) At sub-national level: 2 finalized action plans, 2 pending legalizations (2/4) In total: 4/6	MS 67%	33%	17%	17%
Outcome 1.3	End of Project Target 1.3.1: 5 policy and regulatory priorities drafted and proposed	8 of 5 policies and regulatory priorities drafted and proposed >100% achieved	HS 100%	120%	0%	40%
Outcome 1.4	End of Project Target 1.4.1: 4 national or sub-national policies, regulations or programmes drafted, proposed, and adopted	1 national and 1 subnational regulations drafted, proposed and adopted (2/4) 50% achieved	MU 50%	25%	0%	25%
	End of Project Target 1.4.2: 5 national and sub-national policies, regulations and programmes drafted, proposed, and adopted.	5 national level regulations drafted, proposed and adopted Total (5/5) = 100% achieved	HS 100%	60%	20%	20%

⁶⁶ The data presented on this table and the subsequent tables in Annex 19 are accurate until March 3rd 2022, when the project was still under implementation (with expected closure on June 14th 2022). As such, later achievements are not covered.

Outcome 1.5	End of Project Target 1.5.1: 10 reports (6 in Indonesia, 2 in Liberia, 2 in Paraguay)	7/ 6 in Indonesia (100%), 2/2 in Liberia, 2/ 2 in Paraguay Total: 11/10 >100% achieved	HS 100%	70%	20%	20%
Total level of Achievement for Component 1: Average achieved 92% of the EoPT – rated SATISFACTORY (S)				60%	9%	27%

- This achievement is the result of the three countries level of completion of their respective outputs), as follows:

- Indonesia: 4 of 7 outputs were completed; 2 are ongoing and 1 is unlikely to be achieved. Please refer to Annex 20 for a complete overview of each country Results by Outputs.
- Liberia: 2 of 6 outputs were completed; 1 is ongoing and 3 are unlikely to be achieved. Please refer to Annex 21 for a complete overview of Liberia Results by Outputs
- Paraguay: 4 of 7 outputs were completed; 1 is ongoing, and 2 are unlikely to be achieved. Please refer to Annex 22 for a complete overview of Paraguay Results by Outputs

Outcome 1.1: The primary mechanism in dialogue and policy action are the multi-stakeholder fora for commodity development and subnational landscape fora. The target was attained with the establishment of fully functioning commodity platforms and dialogue *fora* in all three countries at the national (3) and subnational levels (8).

Outcome 1.1 Exceeded End-of-Project Target (EoPT) with the following results: 2 national commodity platforms, 4 subnational platforms, and 4 landscape-level forums (Highly satisfactory)

By the TE reporting, these are the outputs:

- ✓ 3 national commodity platforms:
 - (1) Indonesia – National Platform for Sustainable Palm Oil (FOKSBI, transitioned towards National Action Plan Implementation Team (NAP IT) is in-force.
 - (1) Liberia – National Oil Palm Platform of Liberia (NOPPOL) in-force.
 - Paraguay – 1 Paraguay National Sustainable Beef Platform under development.
- ✓ 4 sub-national platforms:
 - (3) Indonesia (Riau, West Kalimantan and North Sumatra provincial platforms)
 - (1) Paraguay (Sustainable Beef Platform for the Chaco region).
- ✓ 4 landscape-level *fora*:
 - (3) Indonesia (Pelalawan, South Tapanuli and Sintang district forums)
 - (1) Liberia (Northwestern Oil Palm Landscape Forum).

Within Outcome 1.1., in Indonesia, the National Platform Sustainable Palm Oil (FOKSBI), now the National Action Plan Implementation Team (NAP IT), and 3 subnational platforms (Riau, West Kalimantan, and North Sumatra), and 3 landscape-level forums (Pelalawan, South Tapanuli, and Sintang). The Implementation Team Decree (signed in May 2020), and the Secretariat Decree (November 2020) provided a legal umbrella that supports the NAP IT sustainability. In all countries, the working groups in the platforms consist of key actors from the public and private sector as well as civil society.

The Paraguay National Sustainable Beef Platform has integrated the sub-national Sustainable Beef Platform for the Chaco Region. The institutional and financial sustainability strategy for the platform was under development at the time of the evaluation. The platforms have been instrumental in building trust among actors and enabling discussion about livestock development based on the local (regional) condition. The subnational platform was also instrumental in incorporating the indigenous community leadership in the process adding to the reach of the platform across all areas of the landscape.

Liberia also achieved the establishment of the National Oil Palm Platform of Liberia (NOPPOL) and the North Western Oil Palm Landscape Forum (NWOPLF). NOPPOL is fully operational using a virtual format, which has proven successful to maintain operations during stricter COVID-19 related restrictions. Like Paraguay, a strategy was developed to define the institutional construct and a financing scheme for the sustainability of NOPPOL discussed with Ministry of Agriculture, Proforest and other platform stakeholders.

Outcome 1.2 The Project achieved 67% of EoPT, since there are ongoing outputs that are on-track to be completed by the close of the project. The achievements to the time of the TE are as follows:

- ✓ At national-level:
 - 1 national action plan in-force; Indonesia;
 - 1 national action plan in-force in; Liberia.
- ✓ At sub-national-level:
 - 1 sub national action plan, in-force; North Sumatra, Indonesia;
 - 1 sub-national level action plan in-force; Gran Chaco, Paraguay
 - 2 sub-national action plans delivered and pending legalization; Riau and West Kalimantan Provinces, Indonesia.

In Indonesia, the project achieved one national-level action plan. At subnational level, 1 action plan has been adopted and is being implemented (in North Sumatra). At the time of the evaluation, two additional Indonesian plans were completed and awaiting legalization (Riau and West Kalimantan Provinces). In Paraguay, one Regional Action Plan for Sustainable Beef was adopted by all the platform stakeholders in Q3 2019. Finally, in Liberia, one National Oil Palm Strategy and Action Plan (NOPSAP) was completed and validated by stakeholders in July 2021 and was launched in April 2022.

Outcome 1.3 Exceeded EoPT with 9 policies out of 5 (Highly satisfactory) By TE Reporting with the following results:

- ✓ 2 National Policies in-force at TE:
 - Ministry of Agriculture, Ministerial Decree on Companies' Responsibility in Facilitating the Community Plantation Development; In-force, June 2021. Indonesia
 - Ministry of Agriculture, Ministerial Decree on the Guideline to Strengthen Private and Independent Extension Service for Smallholders; in-force, November, 2020. Indonesia
- ✓ 2 Subnational Policies In-force:
 - Pelalawan Regional Regulation (PERDA) on Corporate Social Responsibility (CSR) drafted, proposed and legalized in 2018. Indonesia.

- Pelalawan Regent Regulation on Palm Oil Plantation Partnership legalized and socialized in 2019. Indonesia.
- ✓ 4 policy priorities drafted and proposed, or in the approval process:
 - National: Government Regulation on the Protection of Life Support Systems. Submitted to Legal Bureau of MoEF for legalization in 2019. Decision pending. Indonesia
 - South Tapanuli Regent Regulation on CSR finalized, and received by S. Tapanuli's Legal Bureau for legalization process. Indonesia
 - Revision of the Jaguar Law. Paraguay.
 - Jaguar Management Protocol. Paraguay.

Outcome 1.4.; Output 1.4.1: Achieved 50% of EoPT, with many policies that did not reach approval by TE. since there are ongoing outputs in the pipeline:

Regulations In-force (2):

- 1 Sintang Regent Regulation on Lake Buffer Protection; in-force. Indonesia
- 1. National Resolution for the Unification of the Terminology Used for Land Use Change Licenses which Modifies the Environmental Impact Assessment Law, Paraguay.

Regulations under development (6)

- 1 National Regulation KEE proposed, Indonesia
- 1 National Regulation on Land-Use Planning proposed, Liberia.
- 1. Resolution for Administrative Producers and Fines for LUCM License infringement which modifies the environmental impact assessment law. Paraguay.
- 1. National Environmental and Sustainable Development Policy. Paraguay.
- 1. National Regulation, Sello Verde.Paraguay
- 1 Municipal Ordinance to improve the existing law on fire prevention and control in Filadelfia. Paraguay

Outcome 1.4.2: Achieved 100% of EoPT

Regulations In-force (5):

- 1 subnational Pelalawan District Regulation on Spatial Plan, Indonesia
- 1 South Tapanuli Regents regulation on the designation and management of the special cultivation areas (KBK), Indonesia
- 1. Pelalawan peatland protection and management plan, Indonesia.
- 1 National Regulation on the Sustainable Quotas for the Exportation of Palo Santo, Paraguay.
- 1 National policy on Tajamares.

Regulations under development (6)

- A District Regulation for the Sintang plantation master plan under development, Indonesia
- Riau Peatland protection and management plan under development, Indonesia.
- 1 National policy on Forest Conservation Agreement for the Environmental Protection, Liberia
- 1 national policy on Forest Conservation Agreement for the Forestry Development Authority, Liberia
- 1. Palo Santo Management Plan. Paraguay
- 1. MADES resolution on HCV and HCVS on the Chaco Connectivity Map. Paraguay

Outcome 1.5: Achieved of 100% (Highly satisfactory) as improved land-use change monitoring systems are in place in all three countries. Reports have been produced.

- ✓ By the time of this TE these are the outputs:
 - 7 reports (Q4 2019; Q1, Q2, Q3, Q4 2020; Q1 2021, Q2 2021) submitted to MoEF in Indonesia
 - 2 reports finalized in Liberia.
 - 2 reports finalized in Paraguay.

Improved Land

COMPONENT 2 Component 2 achieved 100% of the EoPT, rating HIGHLY SATISFACTORY (HS). Out of a total of 6 outputs from 2 outcomes in three countries, all 6 have been completed by the time of reporting.

COMPONENT 2				Contribution to EoPT by Country		
Description of Indicator	End of project target level	TE Level Assessment	TE Rating of Achievement	INDONESIA	LIBERIA	PARAGUAY
Outcome 2.1	End of Project Target 2.1.1 2 national and 1 sub-national strategies adopted	1/ 2 national strategies adopted 2 subnational strategies adopted (2/1)	HS 100%	67%	33%	33%
Outcome 2.2:	End of Project Target 2.2.1 6,000 farmers trained, with at least 25% employing sustainable	7,667 farmers trained 89% GAP adoption in Indonesia and	HS (100%)	46%	0%	83%

agricultural practices	79% in Paraguay				
Total Level of Achievement for Component 2: Average achieved 100 % of EoPT rating the component: Highly Satisfactory (HS)			57%	17%	58%

- Outcome 2.1: EoPT achieved. In Indonesia, a decision was taken to develop a subnational farmer support strategy, given that the NAP already covers national-level actions needed to strengthen farmer support.

✓ Outputs Achieved:

- 1 national Farmer Support Strategy adopted in Liberia as part of the NOPSAP.
- 1 sub-national strategy adopted in Indonesia (Pelalawan district)
- 1 sub-national strategy adopted in Paraguay (Chaco).

- Outcome 2.2: EoPT achieved.

✓ Outputs Achieved:

- 7,667 farmers have been trained (2,752 in Indonesia and 4,915 in Paraguay).
- 89% of GAP implementation in Indonesia and 79% in Paraguay
- In Liberia, the project opted to invest in conservation agreements rather than in training for community plantations.

Evaluators reviewed the needs assessment documents for Indonesia and Paraguay. All products were of very high quality and covered the range of agricultural situations facing the producers, such as genetic material, cultural practices, harvest and post-harvest management, etc. Most importantly, they indicate the areas for the demonstration pilots and stakeholder engagement including gender specific themes. These were used by UNDP, CI and WWF to organize and execute the demonstrations which were determined by evaluators to be well aligned to the production needs expressed.

Training in Good Agriculture Productivity (GAP) and technical assistance through the pilot projects demonstrated very promising results as illustrated by the following:

In the Indonesia's South Tapanuli District, farmers who participated in CI training indicated that they are equipped with necessary knowledge to enable them to intensify their production. Despite limitation in funding, availability of agricultural inputs, and high price of fertilizer, their productivity increased from 700-800 to 1200-1300 kg/ha. The community now knows the value of quality seedlings, good fertilizer application, spacing, and the efficient and effective use of pesticides, herbicides, etc. The program has produced high rates of participation and has trained smallholders as trainers, which is a best practice in agriculture training and crucial to replicate the learning. Training is now a mandatory aspect of ISPO certification, which explains high participation rates and provides an immediate opportunity for the Project's partners to project the learning experience and results.

In the Sintang District of Indonesia's West Kalimantan province, WWF facilitated training that produced similar results. Using GAP practices, farmers saw an increase in productivity from 200-300 kg to 800-1000 kg/ha and is trending towards 1500 kg/ha/month. Thanks to WWF's advocacy, farmers are now able to obtain fertilizer assistance from the government, having formed a formal group as required for material assistance.

In Pelalawan, the Ukui Smallholders had just received training at the time of the evaluation making it impossible to quantify the impact. Qualitatively, smallholders are happy with the intervention, so does with the government officials at the district and provincial level. The UNDP project team facilitated the GAP training with smallholders. The last phase of the pilot was completed in Pelalawan in partnership with local authorities and Musim Mas, increasing the total number of smallholder farmers supported to over 2,700, across the districts of Sintang, South Tapanuli and Pelalawan.

In Paraguay, four indigenous communities in Doctor Pedro P. Peña (Boquerón Department) were supported to practice silvo-pastoral activities e.g. tree-pasture associations and secure feed for livestock during drought through techniques adapted to the local context. These communities, managing 200 hectares of land, are today expressing that they are better equipped to adapt to drought, achieving better breed, water and land management and increasing productivity without forest loss. Producer groups in Virgen del Rosario and Pirizal and the indigenous communities of Macharety and Ignapui (Boquerón Department) were trained in the planning and implementation of a foraging strategy that generates feed for livestock during periods of drought.

Eight communities received training and technical assistance on sustainable livestock management, and in total 4,915 producers were trained on sustainable livestock practices in Paraguay. In partnership with “Pioneros del Chaco,” an organization composed of three cooperatives in Central Chaco, CREA and IDEAGRO, an organization focused on delivery of agricultural training, a series of 12 technical webinars were delivered during the pandemic. An online platform with the University of Asuncion was also created for material on sustainable livestock and agriculture production in the Chaco. The program had notable results, especially reaching the next generation of producers. Attendance in training was lauded as extensive due to the pandemic’s interruption of normal activities, giving producers more time to train.

In Liberia, the Project was limited to the Farmers Training Needs assessment to inform a national Farmer Support Strategy, which has been developed as part of the National Oil Palm Strategy and Action Plan through a participatory process by a Communities and Smallholders Task Group, using the Project’s Farmer Support Diagnostic Tool. It was originally envisioned that through the Conservation Agreement, communities would be requesting training on sustainable oil palm production, thereby serving as pilots to inform the national farmer support system strategy. However, the communities did not request GAP training in oil palm indicating a preference for financing to begin the out-grower scheme

In Liberia, a parallel project managed by Solidaridad W.A. invested in an identical farmer support model incorporating small holders into micro-enterprises, financing and processing in Jackson Farm, and Processing/logistics through Maryland. The Solidaridad project achieved a 2x-3x yield increase through training, equipment & pre-processing technology demonstrating the results of a farmer support system in cooperation with several nodes in the value chain. Liberian authorities have recognized the results of this project and indicated interest in replicating this as a core area of development of concessions.

COMPONENT 3 Component 3 achieved 96% of the EoPT, rating SATISFACTORY (S) Out of a total of 11 outputs from 2 outcomes in three countries, 6 have been completed by the time of reporting.

COMPONENT 3				Contribution to EoPT by Country		
Description of Indicator	End of project target level	TE Level Assessment	TE Rating of Achievement	INDONESIA	LIBERIA	PARAGUAY

Outcome 3.1:	End of Project Target 3.1.1: 925,000 ha of HCVF and HCS covered	847,330 ha of HCV/HCS protected 92%	S 92%	89%	1%	2%
Outcome 3.2:	End of Project Target 3.2.1: 59.3 million tons CO2e emissions avoided (lifetime direct and indirect)	47 million tons of direct CO2 emissions avoided 83 million tons of indirect CO2 emissions avoided Note with Detail ⁶⁷	HS 100%	186%	23%	9%
Total Level of Achievement for Component 3: Average achieved 96% of EoPT rating the component: SATISFACTORY				137%	12%	5%

- Outcome 3.1: Target was achieved by December 2021:
 - ✓ Outputs Achieved:
 - In Indonesia, 824,424 ha of HCV/HCS areas covered (90% of EoPT);
 - 5,000 ha in Liberia.
 - ✓ 3 new Protected Wild Areas of the Ministry of National Defense, totaling a total area of 17,906 ha. preserved in perpetuity.
- Additional ha are targeted, including:
 - In Indonesia through the Riau's Peatland Protection and Management Plan
 - 430,000 ha in Carmelo Peralta and Puerto Casado in Paraguay
 - ✓ Outcome 3.2: Target achieved and exceeded Outputs Achieved:
 - ✓ 47 million tons of direct CO2e emissions avoided in Indonesia, Liberia and Paraguay
 - ✓ 83 million tons of indirect CO2e emissions avoided in Indonesia, Liberia and Paraguay.

Justification

⁶⁷ See achievements across 3 landscapes:

- Indonesia: 37,153,260 direct CO2e and 72,943,934 indirect CO2e

- Liberia: 5,695,070 direct CO2e and 7,902,842 indirect CO2e

- Paraguay: 3,740,783 direct CO2e + 1,633,794 indirect CO2

In total, 129,069,683 tons CO2e emissions avoided (lifetime direct and indirect)

In Liberia, 5,000 ha of HCVF areas were protected through a CI brokered Conservation Agreement (Outcome 3.1) signed in 2019 with three communities of the Zodia clan. According to reports from the Frontline Conservationists the full implementation of the Conservation Agreement has led to a reduction in unsustainable practices like pit-sawing, charcoal production, bushmeat hunting, and shifting cultivation from HCV/HCS areas. In addition to forest conservation, access to alternative livelihoods ensured through the Conservation Agreement has improved the Zodia communities' conditions (village saving loans, vegetable production, scholarships, medical supplies, etc.). Since the Conservation Agreement ended, IDH is working to improve demarcation and secure land use rights for the 5,000-ha protected under the Conservation Agreement, and CI will continue efforts for their ongoing protection under the upcoming GEF-funded Food and Land Use Restoration /FOLUR) Impact Program. Co-financing that CI was expecting from the Partnership for Forests (P4F) programme to work on additional Conservation Agreements was frozen with the Sime Darby divestment. P4F's workplan no longer includes Conservation Agreements. Therefore, no additional agreements were projected for the EOP in Liberia.

In Liberia, the mechanism for formalizing conservation agreements (EPA, FDA) would also provide continuity to the work supported by GGP. In addition, the governance mechanism set up with the Zodia Land Management Committee and its connection with the landscape forum also helped securing the protection of this area. The project provided support to the HCV/HCS National Interpretation, but this one was challenged by the process of the forest definition which took longer than expected, and limited resources the project could allocate to this work which is quite significant. A draft mapping of HCS/HCV areas was done, based on canopy threshold defined and taking the 70% canopy threshold as the equivalent of HCVF. On this basis, maps were developed and socialization of a landscape-level plan and maps was conducted with stakeholders (including local communities, government, civil society etc.) to gain buy-in and raise awareness. A NOPPOL working group focused on HCV HCS National Interpretation made good advances, but final maps could not be finalized as the complete HCV HCS National Interpretation process was not finalized. KIIs indicated that support was needed for the final mapping exercise.

In Paraguay, the HCV/HCS maps described under 1.4.2 were finalized and identified 7,025,844 HCV/HCS ha. in the whole Chaco. This was the result of a comprehensive process, during which stakeholders were consulted to define relevant criteria to identify HCV HCS areas in the Chaco. This led to the first ever regional HCV/HCS criteria defined in Paraguay, and the first use of this methodology in the country. However, the amount of deforestation in HCV/HCVS areas had not yet been determined at the time of the evaluation. 17,906 HCV/HCS ha have been protected through the legal recognition of 3 military areas and Protected Areas. The project team was working on several strategies to ensure HCV/HCS protection through integration into municipal land-use plans (*Planes de Ordenamiento Urbano y Territorial – POUTs*), for which work is ongoing in the municipalities of Carmelo Peralta and Puerto Casado and a map showing biodiversity connectivity corridors in the Chaco region, based on the HCV/HCS areas identified, to guide future land use planning by identifying biodiversity corridors to be maintained between HCV HCS areas and ensure non-conversion of such areas: the draft map was submitted and at the time of the TE is awaiting legalization.

In Paraguay, targets were too high in relation to the timeframe and the political barriers.

COMPONENT 4 The progress of the objective/outcome can be described as Highly Satisfactory with an achievement of 100% of the EoPT.

COMPONENT 4	Contribution to EoPT by Country
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Description of Indicator	End of project target level	TE Level Assessment	TE Rating of Achievement	INDONESIA	LIBERIA	PARAGUAY
Outcome 4.1: Outcome Indicator 4.1.1	End of Project Target 4.1.1 10 (End-of-project assessment for each target landscape completed, in addition to the baseline assessments)	5 baseline assessments 10 reports (6 IND, 2 PAR, 2 LIB) Total 10 reports/10 100%	HS 100%	60%	20%	20%
Outcome 4.2: (GLO) Outcome Indicator 4.2.1	End of Project Target 4.2.1 7 examples applied	33 examples applied (33/7) >100%	HS 100%	n/a	n/a	n/a
Total Level of Achievement for Component 4: Average achieved 100% of EoPT rating the component: HIGHLY SATISFACTORY						

- Outcome 4.1: EoPT achieved.
 - ✓ Outputs Achieved:
 - 5 CALI contribution assessment reports received, 3 for Indonesia, 1 for Paraguay, and 1 for Liberia;
 - 5 baseline assessment reports completed
- Outcome 4.2: EoPT achieved.
 - ✓ Outputs Achieved:
 - 33 examples applied (evidence through the Community of Practice, GCC survey)

Knowledge Products produced under Outcome Four.

8 Guidelines/Knowledge Products:

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

2 knowledge products developed by Liberia:

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

Modalities & Lessons-Learnt

7 knowledge products developed in Indonesia:

- 4 lessons learned reports
- Gender Policy Brief: Acceleration of Sustainable Palm Oil Development through Gender Responsive Policies
- - Gender Mainstreaming and Social Inclusion Opportunities in the Implementation of Indonesian Sustainable Palm Oil (ISPO) Certification
- - Potential Contribution of Sustainable Palm Oil Development to Sustainable Development Goals

8 Knowledge products and Guidebook developed in Paraguay:

- Basic Guidebook on Good Agricultural Production Practices
- Calendar to Guide Breeding Herd Management Practices
- Basic Guidebook on Good Dairy Production Practices
- Field Notebook
- Chaco Tree Guidebook
- Horticultural Production Illustrated Guidebook
- Water Catchment and Storage Systems in the Central Chaco
- Chaco Photobook.

Annex 20 Indonesia Results

Indonesia's inception workshop was held in November 2017.

All countries registered an evolving baseline situation. In total, 25 adaptations were captured for Indonesia. The following illustrate some of the challenges documented:

- The “Omnibus” or job Creation Bill: Cipta Kerja seeks simplification and investment by consolidating 200 laws working on silos and reducing complexity at the regional level by establishing four omnibus laws. The result has shifted the local decision-making authority to higher levels of government.
- EU bans on Indonesian Palm Oil, EU due diligence policies on reducing imports related to deforestation could lead to an eventual shift of the commodity towards Biofuel which would not reward sustainable production as does the commodity space. The Indonesian biofuel industry will not scale-up while Indonesia still produces cheaper fossil fuels. Changes in the price of oil will cause shifts between these industries and challenge the TOC. Indonesia: The Sintang Local Government wanted to legalize the Sintang Plantation Master Plan as District Regulation instead of a Regent Regulation due to changes related to the issuance of the Omnibus Law. As a result, the Sintang Plantation Master Plan now requires approval from the District's House of Representatives. The Country team has been following up with the Sintang Environment Office and requested a date for discussion

- The following table⁶⁸ shows the list of 15 outputs for Indonesia out of a total of 44 Production project outputs (from the 3 target countries).
- Each output has been given a color to indicate the level of achievement at the time of reporting: Green is achieved/closed; yellow is likely to be achieved/on-track; red is not likely to be achieved/closed.
- Data has been updated to March 2022.

Output	Completed	Notes	Outcomes
	Likely to be Completed		
	Not Completed		
1.1.1 Indonesia (1.1.1 IND): Establishment / strengthening of one national and three provincial palm oil platforms (North Sumatra, Riau and West Kalimantan) and three district-level forums (South Tapanuli, Pelalawan and Sintang)		1 National Commodities platform (National Platform for Sustainable Palm Oil (FOKSBI, transitioned towards National Action Plan Implementation Team (NAP IT); 3 provincial palm platforms (Riau Platform, West Kalimantan Platform, North Sumatra Palm Oil Platform); 3 landscape-level palm	Outcome 1.1: Responsible Governmental authorities, along with private sector & civil society organizations, build consensus and reduce conflict related to target commodity

⁶⁸ The data presented on this table and the subsequent tables in Annex 20 with the achievements in Indonesia are accurate until March 3rd 2022, when the project was still under implementation (with expected closure on June 14th 2022). As such, later achievements are not covered.

		oil dialogue forums (Dialogue Forum in Pelalawan, Dialogue Forum in South Tapanuli, Dialogue Forum in Sintang)	production and growth at national and sub-national levels
1.2.1 Indonesia (1.2.1 IND): One national, and three district-level strategies agreed and adopted, and initial implementation guided / monitored		1 National Action plan finalized, adopted and under implementation (National Action Plan - NAP-for Sustainable Palm Oil; 1 Subnational action plan finalized, adopted and under implementation (Subnational action plans in the provinces of North Sumatra); 2 subnational action plans finalized and awaiting legalization (in the province of Riau and of West Kalimantan); 3 district level action plans legalized and under implementation (South Tapanuli District Action plan, Sintang District Action Plan, Pelalawan's District Action Plan)	Outcome 1.2: Practical alignment and implementation of public and private investments and other actions related to target commodities
1.3.1 Indonesia (1.3.1 IND): At least six priorities for improving policy, legal and institutional frameworks to support reducing deforestation and degradation and enhance conservation and sustainable management of forests reviewed and suggestions for improvement prepared, advocated and, where possible, implemented		Minister of Agriculture Decree on Companies' Responsibility to Facilitate Community Plantation Development (legalized), Minister Decree on the Guideline to Strengthen Private and Independent Extension Service for Smallholders (legalized), The Government Regulation on the Protection of Life Support System (drafted and proposed, pending legalization), The Pelalawan Regional Regulation (PERDA) on Corporate Social Responsibility (CSR) (legalized), The Pelalawan Regent Regulation on Palm Oil Plantation Partnership (legalized), the South Tapanuli Regent Regulation on Corporate Social Responsibility to promote sustainable oil palm (drafted and proposed, pending legalization).	Outcome 1.3: Improved national and sub-national policies, regulations and programmes related to commodity production practices in three target countries
1.4.1 Indonesia (1.4.1 IND): Improved implementation of Kawasan Ekosistem Essensial (Essential Ecosystem Area) regulation as the most appropriate regulatory framework for broader HCV implementation in Indonesia		In Indonesia, the final draft of the Kawasan Ekosistem Essensial (Essential Ecosystem Areas, KEE) Regulation was submitted to the legal bureau of the Ministry of Environment and Forestry and cleared in 2018. The Ministry of	Outcome 1.4.: Improved national and sub-national policies, regulations and programmes related to land use allocations for commodity production

		<p>Law also cleared the regulation in 2019. The legalization of the regulation was postponed due to shifting priorities of the government, accentuated by the COVID-19 outbreak. Over 2020-2021, the project team continued facing challenges to get the Regulation legalized, especially with the Omnibus Law highlighting economic development as a priority for the country, and despite implementation of several strategies to support legalization. Over 2021, an internal paper was developed to review all the strategies implemented and political challenges faced. While another regulation related to KEE was legalized in 2021 (the Directorate General Regulation on Assessing the Effectiveness of KEE area), follow up with government authorities is currently ongoing to confirm and acknowledge, if relevant, the project's contributions to this regulation, through the preparatory and support work the project provided on the KEE regulation development.</p> <p>74 ha of HCVF have been protected in Sintang through the Lake Buffer Zone Regulation,</p>	and set asides in three target countries
Indonesia (1.4.2 IND): ⁶⁹ Three district governments endorse / recognize critical ecological areas (KEE, wildlife corridors, watershed, riparian and other high priority areas) in target landscapes as no-go areas.		<p>The Pelalawan District Regulation on Spatial Plan was legalized in January 2020, providing a legal protection for 20,219 ha of HCV/HCS areas (peatland) in the district. The Pelalawan Peatland Protection and Management Plan – providing protection to additional 651,234 ha of HCV/HCS areas (peatland) was adopted in February 2022. The South Tapanuli Regent Regulation on the Designation & Management of Special Cultivation Areas was legalized in December 2020, allowing for the protection of 149,519 ha of HCV/HCS areas. A</p>	

		<p>District regulation is now being pursued for the legalization of the Sintang Plantation Master Plan, which is targeting a total of 119,734 ha of HCV/HCS for protection. The shift from Regent to District regulation was due to local authorities' decisions. As a result of this shift, the legalization of the Sintang Plantation Master Plan may be delayed beyond EoP as an approval will be needed from the District House of Representative, for which a longer process is needed compared to the issuance of Regent Regulations. The Omnibus Law and shifts in political priorities made it unfeasible for the project to pursue legalization of the Sintang Regent Regulation on Strategic Area for Environment and Forestry before EoP. To be able to meet the aggregated project target, an additional policy is being pursued in Indonesia under this Outcome: the Riau Peatland Protection and Management Plan. In addition, 74 ha of HCVF have been protected in Sintang through the Lake Buffer Zone Regulation,</p>	
<p>1.5.1 Indonesia (1.5.1 IND): Cost-effective monitoring systems are adapted and implemented within target landscapes</p>		<p>a Land Use Change Monitoring (LUCM) tool has been developed and piloted in 2019, including a GIS-platform (with mobile application to help validate the accuracy of information provided) and Early Warning System (EWS). Continuous improvement and maintenance have been undertaken, and the tool was officially launched in September 2020. In total, 7 reports have been generated quarterly using the tool and submitted to the MoEF since Q4 2019.</p>	<p>Outcome 1.5: Improved monitoring of land use change in target countries and particularly within target landscapes</p>
<p>1.5.2 Indonesia (1.5.2 IND): Improved individual and institutional capacities to implement cost-effective tools and strategies for enforcement of forest conservation and land conversion laws and regulations</p>		<p>Two manuscripts submitted of draft scientific papers to present the research results in broader academic audiences to disseminate the tool and incorporate feedback from broader audience. Trainings on the tool were delivered to relevant officers at subnational</p>	

		level in December 2020 and June 2021.	
2.1.1 Indonesia (2.1.1 IND): Three landscape-level palm oil smallholder needs assessments, with potential linkages to REDD+ strategy options for the development of policy, regulation, and incentive measures, prepared and disseminated		A decision was taken to develop a subnational farmer support strategy, given that the NAP already covers national-level actions needed to strengthen farmer support. The Pelalawan Smallholders Support Strategy report developed through the UNDP Farmers Support System Toolkit was finalized and validated towards the end of 2019 and key findings were disseminated in Q1 2020. These were well received by the Government, who requested UNDP to facilitate the development of a National Regulation, i.e. the “Minister Decree on the Guideline to Strengthen Private and Independent Extension Service for Smallholders”. Pelalawan Oil Palm Smallholders Support Strategy report developed, finalized and validated	Outcome 2.1 Improved national and sub-national farmer support systems to encourage sustainable, reduced deforestation commodity production and intensification through adoption of farmer support strategies emphasizing reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity
2.1.2 Indonesia (2.1.2 IND): Pilot implementation of approaches to sustainable intensification in target landscapes, including training of at least 2,500 farmers in adoption of good agricultural practices (GAP)		2,752 farmers trained, 89% employing sustainable agricultural practices.	
2.2.1 Indonesia (2.2.1 IND): A national palm oil smallholder support strategy based on best practices for reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity adopted, with emphasis on the utility of public private partnerships, and guidance / monitoring of initial implementation provided		In Indonesia, a decision was taken to develop a subnational farmer support strategy, given that the NAP already covers national-level actions needed to strengthen farmer support.	Outcome 2.2: Effective approaches to smallholder support (via public private partnerships) have been demonstrated
Indonesia (3.1.1 IND): Maps prepared identifying critical land areas (KEE, watershed, riparian and other high priority areas) in target		Total of 824,424 HCV/HCS ha protected in Indonesia.	Outcome 3.1: Improved land use planning / zoning helps to shift targeting and conversion to commodity production

landscapes and land use scenarios developed. ⁷⁰			from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise appropriate lands
Output 3.2.1. Development and initial implementation of strategies for conserving priority areas within selected target landscape(s)		Contributions to direct emissions avoided amount to 37,153,260 tons of CO ₂ eq. Contributions to indirect emissions avoided amount to 72,943,934 tons of CO ₂ eq.	Outcome 3.2: Enhanced land use set aside and protection strategies, including gazettement, of HCV and HCS forest areas within commodity-producing landscapes, reduces deforestation, avoids 59.3 million tons of CO ₂ e emissions
3.2.2 Indonesia (3.2.2 IND): Increased awareness of go and no-go areas in selected target landscapes and strengthened stakeholder engagement among communities, producers and government officials. ⁷¹		9 socialization was held on set aside development. In 2022, 2 webinars on HCV regulation and peatland protection and management plan regulation were conducted.	
4.1.1 Indonesia (4.1.1 IND): Data collected from three target landscapes and used to test Commodities Integrated Approach Programme (CIAP) tool for tracking: (i) landscape-level status and dynamics of change, (ii) the role of commodity production and expansion as a driver and (iii) the effectiveness of government, NGO and donor interventions in encouraging reduced deforestation commodity		3 Baseline assessments + 3 contribution assessments (1 per landscape)	Outcome 4.1: Increased knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land
4.1.2 Indonesia (4.1.2 IND): Capture of lessons learned at landscape and country level from systemic support and other target		4 KPs on lessons learned were developed	

⁷² In addition, 4 KPs on lessons learned, 2 on gender and 1 on contribution to SDGs were developed

Annex 21. Liberia Results

All countries registered an evolving baseline situation. For Liberia, the following were noted in support of Section 4.1.1. and Section 4.2.1. Liberia tracked 11 risks (see Risk Log). The following illustrate the challenges and adaptations:

- Liberia's leading economic indicators are recovering from a pre-2019 deflation to a 3.5% annualized growth scenario in 2022. Inflation is expected to decline from 23% in 2019 to 7% in 2022, improving the Project's economic environment for commodities production and improving the outlook for smallholders.
 - Change in political administration have strengthened the commitment to address both economic growth and preservation of Liberia's biodiversity. This commitment was confirmed in key ministries and agencies with interest in the development of palm oil, an opportunity for contributing to the improving economic outlook. Previously, palm oil did not register as a major export like rubber or cacao. The Concessions Agency and the Ministry of Agriculture have prioritized palm oil as an opportunity to increase revenue, address small holder needs and create a predictable scenario for the industry. Liberia's Pro-Poor Policy and environmental declarations speak directly to the Project's TOC.
 - COVID-19 slowed the implementation of field activities and restrictive measures banning in-person gatherings. RSPO consultation period was extended to allow community level consultations once the measures were lifted, respecting the health protocols.
 - Turnover of key staff and consultants was extensive and without a documented assessment as to whether these were simply non-related personal issues or a systemic problem. Following the Project Managers resignation, the PMU confirmed that the position was "not filled due to budget constraints." This problem was not successfully resolved. A proper solution should have considered seeking co-financing and a documented and introspective analysis of the reasons for turnover.
 - The RFA agreement with CI was also not renewed and lapsed short of the Project's termination date. A Letter of Commitment between CI and UNDP eventually kept CI engaged, which helped the project forward during a critical stage. Given the complexities presented in Liberia's Risk assessment, a management response, such as seeking adequate co-financing, was needed to ensure that a fully dedicated and funded management structure remained in-place until the end of the project.
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- The following table⁷³ shows the list of 12 outputs for Liberia out of a total of 44 Production project outputs (from the 3 target countries).
 - Each output has been given a color to indicate the level of achievement at the time of reporting: Green is achieved/closed; yellow is likely to be achieved/on-track; red is not likely to be achieved/closed.
 - Data has been updated to March 2022.
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⁷³ The data presented on this table and the subsequent tables in Annex 21 with the achievements in Liberia are accurate until March 3rd 2022, when the project was still under implementation (with expected closure on June 14th 2022). As such, later achievements are not covered.

Output	Completed	Comments	Outcomes
	Likely to be Completed		
	Not Completed		
1.1.1-Liberia (1.1.1 LIB): Strengthening of one national commodity platform and establishment of one landscape-level forum		1 National Palm Oil Platform (National Oil Platform of Liberia-NOPPOL); 1 landscape-level dialogue forum (North Western Oil Palm Landscape Forum (NWOPLF))	Outcome 1.1: Responsible Governmental authorities, along with private sector & civil society organizations, build consensus and reduce conflict related to target commodity production and growth at national and sub-national levels
Output 1.2.1 Liberia (1.2.1 LIB): National commodity action plan for sustainable palm oil production agreed, adopted and implemented.		NOPSAP was adopted in July 2021. Official launch took place in April 2022.	Outcome 1.2: Practical alignment and implementation of public and private investments and other actions related to target commodities
		<p>It was expected that the completion of the RSPO – National Interpretation (RSPO NI) process, aiming at adapting the RSPO Principles and Criteria to the Liberian context, would have pointed to some of the policy and regulatory reforms needed in the country, and therefore a related priority policy would have been pursued under 1.3.1. However, when discussing the 2021 annual planning process it was agreed that no policy was to be developed under Outcome 1.3 due to lack of time and resources before EoP, and that instead policy work would focus on Outcomes 1.4.1 and 1.4.2.</p> <p>Nevertheless, it is worth mentioning that the RSPO – National Interpretation (RSPO NI) process was finalized and officially endorsed by the RSPO Board of Governors. This is expected to inform future policies and, meanwhile, is guiding a NOPPOL working group discussion around the development of a definition of smallholder “Principles & Criteria” which should help smallholders entering the certified market.</p>	Outcome 1.3: Improved national and sub-national policies, regulations and programmes related to commodity production practices in three target countries

1.4.1 Liberia (1.4.1 LIB): One improved national and sub-national policies, regulations and programmes, including key rules and national definitions for land use planning, zoning and conversion		Land use change policy recommendation drafted and proposed. It is expected that the legalization process will take place through the Ministry of Agriculture (MoA) Cabinet endorsement post-NOPSAP launch, as it will contribute to NOPSAP implementation.	Outcome 1.4.: Improved national and sub-national policies, regulations and programmes related to land use allocations for commodity production and set asides in three target countries
1.4.2 Liberia (1.4.2 LIB): A national policy that encourage the identification and conservation of High Conservation Value (HCV) and High Carbon Stock (HCS) forests through the use of REDD+ outputs, land use planning maps, cost-benefit analysis, and other spatial and technical analytical techniques		Land use change policy recommendation drafted and proposed. It is expected that the legalization process will take place through the Ministry of Agriculture (MoA) Cabinet endorsement post-NOPSAP launch, as it will contribute to NOPSAP implementation.	
1.5.1 Liberia (1.5.1 LIB): A cost-effective monitoring system is adapted and implemented within target landscape		In coordination with the Forestry Development Authority (FDA), 35 Frontline Conservationists (FCs) from the Zodia clan (13 females and 22 males) were engaged in 2019, trained and equipped to collect data to feed a GIS-based system, in order to strengthen the monitoring of the 5,000 ha of HCVF area under the Conservation Agreement in the GGP landscape. The data collected by FCs fed into and supported the work of the GIS Lab for the development of reports to monitor the compliance of communities with the terms of the Conservation Agreement. At the end of the Responsible Party Agreement between UNDP and CI in December 2020, support for FCs monitoring ended and IDH has taken the lead to work with the involved communities to develop and implement land use plans that include the protection of the 5,000 ha covered under the GGP Conservation Agreement.	Outcome 1.5: Improved monitoring of land use change in target countries and particularly within target landscapes

		The Farmers support strategy is incorporated within the NOPSAP which has been adopted.	Outcome 2.1 Improved national and sub-national farmer support systems to encourage sustainable, reduced deforestation commodity production and intensification through adoption of farmer support strategies emphasizing reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity
2.2.1 Liberia (2.2.1 LIB): A national palm oil smallholder support strategy based on best practices for reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity adopted, with emphasis on the utility of public private partnerships, and guidance / monitoring of initial implementation provided	Not applicable	The project opted to invest in conservation agreements rather than in training for community plantations.	The project opted to invest in conservation agreements rather than in training for community plantations.
3.1.1 Liberia (3.1.1 LIB): Maps of HCV, HCS and other priority areas for selected target landscape(s) prepared and land use scenarios developed		Work has been carried out for the identification of priority areas to be protected: an HCS study was conducted by the former private sector partner Sime Darby in 2018, and preliminary maps of HCV/HCS and go/no-go areas were created in 2019 and 2020 using different thresholds for % of tree cover needed to count an area as HCV/HCS forest; the HCV/HCS Nation interpretation (NI) process, once finalized, was expected to indicate which thresholds and consequently which maps will be used to identify priority areas. However, the HCV/HCS NI has not been completed, as delays were faced in the development of the National Forest Inventory and Liberia Forest Definition, with which the HCV/HCS NI is expected to align. Even if the National Forest Inventory and Forest Definition are now finalized, the project did not have the necessary	Outcome 3.1: Improved land use planning / zoning helps to shift targeting and conversion to commodity production from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise appropriate lands

		resources and budget to finalize the HCV/HCS NI by EoP, meaning that HCV/HCS maps for the country cannot be finalized either and only the 2020 draft ones are available. The threshold of 70% of canopy cover was selected for the development of the current draft maps, which is determined as a safe measure to be the equivalent of HCVF given the canopy density.	
Output 3.2.1 (LIB): Two conservation agreements implemented with communities located within palm oil concession areas		One conservation agreement implemented with the Zodia community, guaranteeing protection of 5,000 HCVF ha. Work on additional Conservation Agreements was conditional on the receipt of co-financing that Conservation International was expecting from the Partnership for Forests (P4F) programme. The due diligence process required for the new concessionaire MANCO after Sime Darby divestment substantially delayed the process and funds were frozen. This implied a review of the P4F workplan which no longer includes Conservation Agreements work and means that no additional ha of HCVF could be protected by the EoP in Liberia. In Liberia, 5,695,070 tons of lifetime direct CO ₂ e emissions were avoided, as well as 7,902,842 tons of lifetime indirect CO ₂ e emissions	
3.2.2 Liberia (3.2.2 LIB): Increased awareness of go and no-go areas in selected target landscapes and strengthened stakeholder engagement among communities, producers and government officials		CI Liberia developed a communication strategy on HCV/HCS but did not have resources to implement it.	Outcome 3.2: Enhanced land use set aside and protection strategies, including gazettement, of HCV and HCS forest areas within commodity-producing landscapes, reduces deforestation, avoids 59.3 million tons of CO ₂ e emissions
		One Baseline assessment + One contribution assessment developed	Outcome 4.1: Increased knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land
4.1.2 Liberia (4.1.2 LIB): Capture of lessons learned at landscape and country level		2 KPs: 2 knowledge products developed by Liberia: - A Look Back: Assessing Progress &	

from systemic support and other target activities		<p>Lessons Learned at the Landscape – Zodua Clan, Grand Cape Mount, Liberia - The Roundtable on Sustainable Palm Oil (RSPO) National Interpretation Process in Liberia–Modalities & Lessons-Learnt</p>	
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Annex 22. Paraguay Results

Paraguay's Inception Workshop was held in March 2018. Paraguay registered an evolving baseline situation. The following were noted in support of Section 4.1.1. and 4.2.1. on Adaptive Management. The Project tracked 15 Risks/adaptations for Project Implementation:

- An expansion of the soy industry in the eastern Chaco increased land prices creating incentives for cattlemen to sell at a premium and seek cheaper land in the environmentally sensitive Western Chaco. A new transnational highway to Brazil, new soy varieties, and efforts to open new markets for beef have amplified drivers for change in western Chaco as land speculation increased.
- Changes in political administration are proving positive as government agencies, in particular the Ministry of Environment and Sustainable Development (MADES) is reaching out to producers to close a decades long gap between them and move the relationship towards environmental sustainability beyond command and control. MADES confirmed that through the project they are learning how to work with producers.
- Paraguay: It was not possible to develop an improved Fire Prevention and Control Law due to political sensitivity surrounding the topic with no institution willing to be held responsible. As a result, policy work on the Law on Fire Prevention and Control could not continue. To proceed on the target related to "one policy, regulation or programme on fire prevention and control" the project team looked at another possibility: since each municipality is responsible for fire prevention and control in their respective territory according to the existent national legislation, the project supported the municipality of Filadelfia to develop a municipal ordinance on fire prevention approved by the Filadelfia municipality. This initiative could represent an important precedent to be replicated in other municipalities in Paraguay, complying with the existing law.
- During their IW, the Paraguayan national team informed the PMU that the budget assigned was significantly miscalculated and faced additional constraints due to the effects of currency devaluation. It was agreed to reassign up to 10% of the budget for both Production and Demand and to seek efficiency by integrating the teams for the Green Commodities and Green Production Landscapes projects. Although the adaptations were made within the limits of GEF procedures, implementation of the Project's activities were notably reduced until a new budget was assigned in response to MTR recommendations, which enabled full execution. The MTR did not report on why the PMU opted not to request a formal budget readjustment at the inception stage. Although successfully adapted, the management response did not produce a timely result. Earlier action could have assured a more timely and adequate allocation of resources to support the execution of the components at a critical phase of project implementation and would have provided sufficient human resources needed to avoid overloading a smaller, existing staff. As a result, the project had little time to produce the outputs, many of which were realized at the end of the project leaving little time for assimilation.

- The following table⁷⁴ shows the list of 17 outputs for Paraguay out of a total of 44 Production project outputs (from the 3 target countries).
- Each output has been given a color to indicate the level of achievement at the time of reporting: Green is achieved/closed; yellow is likely to be achieved/on-track; red is not likely to be achieved/closed.
- Data has been updated to March 2022.

Output	Completed	Comments	Outcomes
	Likely to be Completed		
	Not Completed		
Output 1.1.1 Paraguay (1.1.1 PAR): Establishment and operations of a commodity platform for the Chaco region		1 National Commodities Platform (Paraguay National Sustainable Beef Platform; 1 Regional Commodities Platform (Regional Beef Platform in Chaco)	Outcome 1.1: Responsible Governmental authorities, along with private sector & civil society organizations, build consensus and reduce conflict related to target commodity production and growth at national and sub-national levels
Output 1.2.1 Paraguay (1.2.1 PAR): Sustainable beef regional action plan agreed, adopted and implemented		1 subnational level action plan finalized and under implementation (Plan de Accion Regional de Carne del Chaco)	Outcome 1.2: Practical alignment and implementation of public and private investments and other actions related to target commodities
Output 1.3.1: Two regulatory priorities for improving policy, legal and institutional frameworks to support reducing deforestation and degradation and enhance conservation and sustainable management of forests reviewed and suggestions for improvement prepared, advocated and, where possible, implemented		2 national policy priority drafted and proposed (revisions to the Jaguar Law and Jaguar Management Protocol); 1 national policy priorities under development (Criteria for Sustainable Production in Buffer Zones around Protected Areas)	Outcome 1.3: Improved national and sub-national policies, regulations and programmes related to commodity production practices in three target countries

⁷⁴ The data presented on this table and the subsequent tables in Annex 22 with the achievements in Paraguay are accurate until March 3rd 2022, when the project was still under implementation (with expected closure on June 14th 2022). As such, later achievements are not covered.

Output 1.4.1 Paraguay (1.4.1 PAR): At least two improved national and sub-national policies, regulations and programmes, including key rules and national definitions for land use planning, zoning and conversion		1 national regulation drafted, proposed, and adopted (Resolution for the unification of the terminology used for the land use change licenses which modifies the Environmental Impact Assessment Law) and 3 national and 1 subnational regulations proposed (including a resolution on administrative procedures to regulate MADES response to land use change licenses infringement, which would improve the Environmental Impact Assessment Law; the National Environmental and Sustainable Development Policy (PAN); the resolution on sello verde; and the Filadelfia regulation on fire prevention and control))	Outcome 1.4.: Improved national and sub-national policies, regulations and programmes related to land use allocations for commodity production and set asides in three target countries
Output 1.4.2 Paraguay (1.4.2 PAR): A full set of national criteria relating to habitat connectivity, biodiversity, indigenous people and the identification of High Conservation Value (HCV) and High Carbon Stock (HCS) areas on privately owned lands defined, agreed and mainstreamed in the legal framework (with reference to Outputs 1.3.1 PAR and 1.4.2 PAR) with the support of REDD+ outputs, land use planning maps, cost-benefit analysis, and other spatial and technical analytical techniques		In Paraguay, the HCV/HCS methodology was adapted to the Chaco region to identify priority areas for conservation. As a result, Chaco HCV/HCS criteria and maps were developed and handed over to the MADES to receive legal recognition through a resolution. As further steps to improve protection of threatened species and recognize environmental services, the project also supported the drafting, proposal and adoption of 2 national regulation, while another 1 is being developed: Resolution on Palo Santo Exportation Quotas (legalized), Palo Santo Management Plan (under development), Resolution on water deposits (tajamares) editing the Law 3001 on Environmental Services (legalized).	
Output 1.5.1: Remote sensing and other cost-effective monitoring		The project provided support to the National Forestry Institute (INFONA) to	Outcome 1.5: Improved monitoring of land use change in target countries and particularly within target landscapes

systems are adapted and implemented within target landscapes		digitalize the registry of land use plans of the Chaco and upload information to the Global Forest Watch (GFW). Digitalization and submission to the GFW allowed for a better monitoring of land use change and identification of illegal changes. This information, together with the monitoring of granting and use of licenses provided through the MADES Environmental Information System (SIAM), was thought to allow for the development of LUCM reports. However, due to the INFONA registry of land use plans being still incomplete, a consultant was contracted and helped prepared 2 LUCM reports using monitoring maps from the SIAM.	
Output 1.5.2 Paraguay (1.5.2 PAR): Improved individual and institutional capacities to implement cost-effective tools and strategies for enforcement of forest conservation and land conversion laws and regulations		The event a <i>Semana MADES</i> was cancelled due to COVID. MADES personnel was travelling to the Chaco for one week of training to local governments to increase their capacity on and understanding of LUCM, hunting permissions, etc.	
Output 2.1.1 Paraguay (2.1.1 PAR): A Chaco beef commodity farmer training needs assessment, with potential linkages to REDD+ strategy options for the development of policy, regulation, and incentive measures, prepared and disseminated		A Farmer Support Strategy was developed and approved in 2019. It continued to be improved during 2020 and 2021 with the inclusion of a study on existing extension services and remaining gaps.	Outcome 2.1 Improved national and sub-national farmer support systems to encourage sustainable, reduced deforestation commodity production and intensification through adoption of farmer support strategies emphasizing reduced deforestation, sustainable intensification, biodiversity conservation and elimination of the gender gap in agricultural productivity
Output 2.2.1: Pilot implementation of approaches to sustainable intensification in the targeted landscapes, including training of at least 3,500 producers in adoption of sustainable agricultural practices		Trainings started in 2018 and, in total 4,915 producers have been trained on sustainable intensification, integration in farming systems (agricultural livestock), and improved management of pastures. 79% of trained farmers implement GAP.	Outcome 2.2: Effective approaches to smallholder support (via public private partnerships) have been demonstrated

Output 3.1.1 Paraguay (3.1.1 PAR) : Maps of HCV, HCS and other priority areas for selected target landscape(s) prepared and land use scenarios developed.		The HCV/HCS methodology was adapted to the Chaco region to identify priority areas for conservation. As a result, Chaco HCV/HCS criteria and maps were developed and handed over to the MADES to receive legal recognition through a resolution. In addition, a connectivity map was developed to guide decisions of the MADES in its land use change permits, and ensure that connectivity is maintained between HCV/HCS areas	
Output 3.1.2 Paraguay (3.1.2 PAR): Land use plans and zoning with no-go areas defined covering approximately 430,000 hectares of HCV, HCS and other priority areas in target landscapes of the Chaco region		In terms of ensuring protection of HCV/HCS areas, peculiar context and specificities of the project triggered a change of the targeted landscape for Paraguay under indicator 3.1 (adaptive management presented to and adopted by the GEF). As a result, the whole Chaco region is being considered, where the project team has been supporting the legal recognition of 3 military areas as Protected Areas (ensuring protection of 17,906 HCV/HCS ha) and the development of local land use plans (POUTs) in Puerto Casado and Carmelo Peralta (work ongoing with WWF Paraguay). The management plans of the protected areas in military areas target a total of 17,248 ha of HCV HCS and the POUTs at least 430,000 ha of HCV HCS.	Outcome 3.1: Improved land use planning / zoning helps to shift targeting and conversion to commodity production from high biodiversity value, high carbon stock, ecosystem service-rich forested areas to degraded or otherwise appropriate lands
Support provided to government agencies and other stakeholders to facilitate greater use of gazettelement or other strategies for conserving priority areas within		3,740,783 tons of direct CO2 emissions avoided, and 1,633,794 tons of indirect CO2 emissions avoided.	Outcome 3.2: Enhanced land use set aside and protection strategies, including gazettelement, of HCV and HCS forest areas within commodity-producing landscapes, reduces deforestation, avoids 59.3 million tons of CO2e emissions

selected target			
Output 3.2.2 (PAR) Increased awareness of go and no-go areas in selected target landscapes and strengthened stakeholder engagement among communities, producers and government officials		Comms material about cover forest use and conservation, environmental services etc. developed under Outcome 4.1. In addition, the participative development of a HCV/HCS criteria for the Chaco region contributed to raise awareness on HCV HCS areas in the Chaco.	
Output 4.1.1 Paraguay (4.1.1 PAR): Data collected from three target landscapes and used to test Commodities Integrated Approach Programme (CIAP) tool for tracking: (i) landscape-level status and dynamics of change, (ii) the role of commodity production and expansion as a driver and the effectiveness of government, NGO and donor interventions in encouraging reduced deforestation commodity production		2 reports produced: Baseline assessment + contribution assessment	Outcome 4.1: Increased knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land
Output 4.1.2 Paraguay (4.1.2 PAR): Capture of lessons learned at landscape and country level from systemic support and other target activities		Eight products developed by Paraguay with lessons learned	

Annex 23. Social and Environmental Risks Revisions

Indonesia

Original Risk (in ProDoc)	Revised Risk (SESP 2020)	Original Rating (I/L & Significance)	Revised Rating 2020
Risk 1: human rights concerns regarding the Project during the stakeholder engagement process	Risk 1: There is a risk that the project exacerbates conflicts among communities and/or individuals as the discussion spaces facilitated by the project expose publicly possible existing tensions and conflicts. Besides, changes brought by policy seek an improved situation for the global community but does not guarantee that all individuals will reach the same level of benefit and satisfaction	I = 2 / P = 2 Low	I=2/ P=4 Moderate
Risk 2: violence to project-affected communities and individuals	Risk 2: Project activities are taking place close to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities, which could be a risk for the protection of these areas.	I=2/ P=2 Low	I=3/P=1 Moderate
Risk 3: involve harvesting of natural forests, plantation development, or reforestation	Risk 3: There is a risk that the project involves changes to the use of lands and resources that may have adverse impacts on livelihoods in the case of the delineation of no-go areas and their protection, which implies that production is not legal any more on these areas	I=3/P=2 Moderate	I=2/P=3 Moderate
Risk 4: extraction, diversion or containment of surface or ground water	Risk 4: The project could pose potential risks to community health and safety due to the use and/or disposal of hazardous substances such as fertilizers or pesticides that are used for palm oil production	I=3/P=2 Moderate	I=3/P=3 Moderate
Risk 5: generate potential adverse transboundary or global environmental concern	Risk 5: The project supports farmer training in best agricultural practices that may fail to comply with labor standards	I=3/P=2 Moderate	I=2/ P=1 Low
Risk 6: secondary or consequential development activities which could lead to adverse social and environmental effects		I=2/P=2 Low	
Risk 7: possibly affect land tenure arrangements and/or community-based property rights/customary		I=3/P=3 Moderate	

rights to land, territories and/or resources			
Risk 8: potentially result in the generation of waste (both hazardous and non-hazardous)		I=2/P2 Low	
Risk 9: potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials		I=2/P=2 Low	
Risk 10: Project involve the application of pesticides that may have a negative effect on the environment or human health		I=3/P=3 Moderate	

Liberia

Original Risk (in ProDoc)	Revised Risk in 2020	Original Rating (I/L & Significance)	Revised Rating in 2020
Risk 1: There may not be interest from local communities to engage in community Conservation Agreements	Risk 1: The project may increase conflict between project beneficiaries and other actors operating in the landscape. Conflicts can arise between communities that are part of the Conservation Agreement and other actors such as Charcoal burners and chainsaw loggers operating in landscapes that are now protected.	2/2 Low	I=3/P=4 Moderate
Risk 2: A resurgence of the Ebola virus in Liberia	Risk 2: The project may reproduce the gender inequalities in the palm oil sector. Additionally, if a proper stakeholder engagement process is not made, participation of women in project activities may be limited.	5/2 Moderate	I=3/P3 Moderate
Risk 3: Restriction of access to natural resources	Risk 3: Restriction to access of natural resources or land acquisition, which could have a negative impact on local livelihoods and generate potential conflicts.	I=3 / P=3 Moderate	I=4/ P=2 Moderate
Risk 4: Conflict in Liberia	Risk 4: Right holders in the landscape may not have the possibility to claim their customary rights to the land due to non- application of the Free, Prior and Informed Consent.	I=5/P=1 Low	I=4/ P=2 Moderate
Risk 5: Lack of capacity within government agencies to take on conservation work	Risk 5: Project is working in conserving areas previously being productive for local communities impacting livelihoods.	I=3/P=4 Low	I=4/ P=2 Moderate
Risk 6: Lack of sufficient political in the Ministry of Agriculture to support conservation of primary forest in major palm oil concessions		I=4/P=2 Moderate	

Paraguay

Original Risk (in ProDoc)	Revised Risk in 2020	Original Rating (I/L & Significance)	Revised Rating in 2020
Risk 2.2: Potential outcomes of the Project are sensitive or vulnerable to potential impacts of climate change.	Risk 1: Risk that the Indigenous communities in the landscape are not properly represented and involved in decision-making processes and/or their rights are not respected.	I=1/P=1 Moderate	I=4/P=1 Moderate
Risk 6.1. Indigenous peoples are present in the Project area (including Project area of influence).	Risk 2: The project may prevent other vulnerable groups from fully participating in decision-making processes which are relevant to them.	I=1/P=1 Low	I=3/P=2 Moderate
Risk – 6.4	Risk 3: The project may unintentionally reproduce the gender inequalities of the Chaco livestock sector. Additionally, if a proper stakeholder engagement is not made, participation of women in project implementation and women's access to project opportunities and benefits could be limited.	I=1/P=1 Low	I=4/P=2 Moderate
	Risk 4: Training delivered in the framework of the project, and based on the application of Good Agricultural Practices, aim at improving productivity, which could incentivize producers to expand production to new forest areas.		I=4/P=1 Moderate

Annex 24: Gender Equity and Women's Empowerment

The project mainstreamed gender equality by improving the participation and decision-making of women in natural resource governance and by targeting socio-economic benefits and services for women and was fully compliant with UNDP-GEF Gender Policy and Guidelines. The following summarizes the national efforts, referenced in Section 4.3.9. to safeguard gender equality and empower women.

Indonesia:

In Indonesia, gender was mainstreamed into the NAP SPO M&E Framework's indicators. There is a defined role for the Office for Women and Child Protection integrated into the Action Plans' Implementation Team evidenced in the NAP Implementation Guidelines. UNDP provided gender consultants that engaged with the Ministry of Gender and Child Protection and consultations to integrate gender into the provincial and district action plans. Webinars on women's leadership and gender equality in the palm oil sector were organized by the project team and additional research and awareness campaigns were facilitated.

The TE team noted that the role of women in the palm oil sector is to pick up and select the FFBs and providing support to their husbands. They also occupy office and administrative roles, and take care of the nursery work. The women are also involved in spraying herbicides. The TE team noted that the pesticide handling activities were in adherence to the occupational health and safety regulations. Women were using safety equipment to protect from pesticide hazards, so it was confirmed that the safety regulations are being implemented in cooperation with GAPKI. The women are also entitled to a medical checkup every 6 months and have access to social funds and allowance.

There were also empowerment activities, such as, training to manage the household finance and training in plantation inputs responding to women's role in harvesting, fertilizing and applying pesticide. In all, 39 percent of the farmers trained in technical activities were women. In addition, a gender assessment study titled, "Acceleration of Sustainable Palm Oil Development through Gender-Responsive Policies" assessed the existing palm oil-related policies from gender perspective and provided recommendations on how to better integrate gender elements in the existing and future policies. The project also conducted a gender analysis on ISPO certification.

Paraguay

In Paraguay, the project adopted the Gender Action Plan derived from the national gender analysis produced by the GEF-financed "Third National Communication in Climate Change." A Women's Platform "Mujeres lideres de la cadena productivo de commodities sustentables en Paraguay" was developed to provide needs assessment, platform strengthening and training. Workshops with local communities, including Indigenous persons were carried out within which women had the opportunity to exchange experiences and personal and professional perspectives in promoting the importance of sustainable commodity production and informing more resilient outcomes. Many of the smallholder beneficiaries of training were women.

In Liberia, the NOPPOL continues to encourage the active engagement and participation of women in its activities. Within NOPPOL women are encouraged to include their issues and solutions to the agenda.

Liberia

The NOPPOL highlights women and their activities in its quarterly newsletters and reporting. The NOPSAP has a gender mainstreaming component that seeks to mainstream gender in all aspects of the Strategy. This will institutionalize women's participation and representation. Female representation on NOPPOL Platforms and NOPPOL national events was estimated at 26%. To increase participation of women in

NOPPOL meeting, a gender checklist was applied and the need for women increased participation in plenary meetings was consistently reiterated. UNDP engaged the Ministry of Women Empowerment and Child Protection in Liberia. As part of the implementation of the Zodia Conservation Agreement, 20 community members benefitted from the Village Saving Loans Associations, including 13 women (65%) and 30 students benefitted from a scholarship including 16 women (53%).

In all countries, the decision-making process surrounding the development of action plans and policies involved female Ministers and Vice Ministers of agriculture, environment and economic cooperation. UNDP took care to provide the mentioned authorities with a platform for sharing their perspectives at global knowledge events sponsored by the GGP's Green Commodities Community. Women were provided equal opportunity to advance their skills through training.

The Project's AWP process actively planned for gender disaggregated activities and the M&E system sought gender disaggregated data. Quarterly and yearly Progress Reports systematize gender equality and women's empowerment as a norm for communication and raised awareness and increased visibility of gender inequalities and discrimination. UNDP provided qualified consultants on Gender and multi-stakeholder engagement and provided materials and training to inform the development of the collaborative structures.

Annex 25: Sustainability

The GEF M&E Policy (2010) defines sustainability as *the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion; projects need to be environmentally as well as financially, institutionally and socially sustainable*. The GEF establishes four areas for considering risks to sustainability: financial, institutional, socio-political and environmental. The following paragraphs summarize the TE findings for each category.

Financial:

The maturity of the institutional framework for the platforms developed under Component One influences their financial sustainability. At the TE, neither the Liberian nor Paraguayan platforms were fully incorporated and, hence, no financing regimes were in place. The Indonesian platform was the farthest along in the process with a formal structure and efforts advocating for government budget allocation. Results were achieved with government allocation of staff to these structures. Liberia has a confederated platform, NOPPOL, without a formal legal distinction and no nominal financing. The government expressed interest in incorporating NOPPOL as an entity of the Ministry of Agriculture to enable a budget stream until a more diverse arrangement can be developed. In Paraguay, the transition of the Subnational Chaco Platform into a non-profit organization⁷⁵ providing it with a legal identity and allowing continued participation of the public sector and giving it the opportunity to receive external funding. At the time of the TE, that proposal had not been approved by all stakeholders. All main stakeholders were however working towards that end.

In all countries, proposals were made for sustaining the platforms beyond the life of the project, such as, funding from SECO to continue the work in Indonesia until 2023 (and beyond, as a new phase is being developed to start in 2023) and the GEF- Food Land Use and Restoration Project (FOLUR)⁷⁶ that is currently in inception phases in all 3 countries and to be implemented from 2022 to 2025. In fact, UNDP Indonesia has in place inter-agency agreements for the continued implementation of all of the key national and subnational project functions. In Liberia, further support is expected to be provided by the World Bank's Star P project and Proforest. In Paraguay, a Results-Based Payment project will build on and continue the work of the Chaco platform that also has strong in-kind support from sector leaders, politicians and cooperatives at the subnational level.

In terms of financial sustainability, these will eventually expire and require that the management of the platforms develop a functional organic funding structure and move away from donor dependence for the optimal and sustainable financing of the platforms and action plans. To facilitate that process, UNDP published practical recommendations for platform financing and institutional sustainability. The platforms are now mature enough to consider that guidance as they evolve in the next phase of development.

The second component has the elements of financial sustainability. As described in Section 4.3.3., the farming practices employed in pilot training courses have impressive acceptance and have proven to be profitable. The farming systems improvements appear to have strong private sector support and there is evidence of farmer-to-farmer multiplication indicating that the process can survive in each of the countries. UNDP and CI Liberia did not have a farmer support in palm oil development process. A parallel

⁷⁵ Asociación Sin Fines de Lucro con Capacidad Restringida.

⁷⁶ <https://goodgrowthpartnership.com/the-good-growth-partnership-joins-the-food-systems-land-use-and-restoration-folur-impact-program/>

project with Solidaridad West Africa demonstrated that the private sector will engage to achieve greater farm productivity and outputs. In Paraguay, the involvement of three major farmers cooperatives in financing and leading on training indicates a sustainable private sector outlook for technical training. The same situation is true in Indonesia where IFC, strong companies and well-established NGOs have demonstrated financial sustainability of a Business-to-Business Farmer Support System.

With regards to the third component, only Liberia indicated that financial support would be needed to finalize the HCV HCS National Interpretation process and at the time of the TE, no further support was in place. The governments of Indonesia and Paraguay internalized the cartographic functions within their respective government agencies, indicating that they could continue if sufficient budget were continually made available. In Indonesia's case, it is a very large country with much work to do to make the tools produced operational at the district level. Technicians and provincial and district authorities complained about a lack of financing and other post-COVID priorities that require more urgent attention.

At the time of this publication, donor driven support for next stages is secured and understood to be a continuance. It is still incumbent on the national platforms to develop an organic and sustainable financing structure and commitments in preparation for the eventual conclusion of donor support. The rating for financial sustainability is Moderately Sustainable in the short-term.

Institutional:

Indonesia demonstrated the strongest level of institutional sustainability with strong central, provincial and municipal government support for all parts of the process. Indonesia's institutions have the technical capacity to manage the technology from the mapping systems and manage multiple stakeholder processes. Corporations, like Musim Mas, reiterated to evaluators their commitment to a multi-stakeholder process and their interest to continue to elevate the technical capacity of their providers. Local organizations and government representatives demonstrated their capacity to promote safe pesticide use and proper techniques. Institutionally, advocates for smallholder concerns are still a major gap to seeking an institutional solution to the land rights and land tenure issues confronting the sector. Land tenure is a requirement for SPOs and can be an incentive for promoting agricultural intensification and avoidance of No-go areas. UNDP, towards the end of the project, worked diligently to achieve institutional arrangements to assure continued institutional support to platforms, farmer training, etc. leading evaluators to believe that perhaps that exercise might have been a good idea at the onset of the project. It might have been better for UNDP, rather than working in, for example, on-the-ground agricultural development, to establish the strategic relationships with local agencies and CSOs within a qualifier or facilitator role. A strategic system-level analysis could aid in defining those roles in the future. That type of process could have resulted in strengthened local institutions with a sustainable presence. Regardless, training and technical support processes were often driven by local actors many of whom are likely to remain in the localities.

In Liberia, institutional sustainability of the North West Palm Oil Landscape Forum was not achieved. The lack of institutional definition of this body that existed for palm oil production with former concessioner, Simi Darby, morphed into a body to orient the Conservation Agreement. Effectively, it has become delinked from the Palm Oil Commodity. As the new concessioner, MANCO, develops a new conservation agreement, it is possible that the structure could once again focus on the Palm Oil commodity. NOPPOL (see discussion in the previous section) has considered including the North West Landscape Forum in annual plans. At the time of the TE report, this has not materialized. Evaluators believe that it is too early to focus the Landscape Forum on Palm Oil. If a new concession agreement is developed, then the relevant stakeholders could reevaluate their interests and positions. A localized forum would benefit a new concession agreement and provide a platform for advocacy and technical

training and development. In the meantime, the relevant actors to that process are participating in NOPPOL.

In Paraguay, Ministry of Agriculture and MADES expressed their interest in working with the people of the Chaco. As regulators, there will be friction. However, their involvement in the Sustainable Beef Platform contributes to an excellent multi-stakeholder structure where the relationships can be developed to support drastic land-use change in the Chaco. UNDP recruited a former governor and well esteemed elder of the Mennonite community to lead the landscape forum creating a respected champion that will build trust and provide qualified executive management. In addition, their strong relationships and also connections to Paraguay's sustainable beef platform will solidify the institutional linkages making the process resilient to political change.

Given the advances and the dedication of the partners as mentioned, the challenges are surmountable justifying a ranking of Moderately Likely from the perspective of institutional sustainability.

Socio-political:

Despite increasing buy-in from critical project stakeholders, there are mixed signals in the socio-political horizon that create uncertainty for the project's long-term sustainability.

The most solid socio-political scenario is found in Liberia where the project supports both the actual government's pro-poor and environmental agenda's. There is strong and active participation by the Minister of Agriculture to catapult the palm oil sector, currently insignificant in terms of total exports, into a productive contributor to GDP. There are also strong signals from the Concessions authorities aligned with the Project's TOC to integrate producers, processors and market into a productive partnership. The model successfully demonstrated by Solidaridad W.A. has gained attention and has contributed to MPOI/MANCO and the government to redefine the concession agreement in the North West Province. These are very promising signs. The Zodia community has successfully participated in a Conservation Agreement and expressed interest in taking the next step to work with MPOI. Therefore, it appears that all of the policy vectors are aligned. Private sector buy-in to the Multi-stakeholder platform is an area for improvement to increase resilience to changes in government and associated policy shifts. Regardless, a successful launch of the NOPSAP indicates a positive policy environment.

The policy environment in Paraguay is stable. Despite the usual risk of administrative changes, the structures created are truly multi-stakeholder, driven by the private sector, and with clear, respected champions thereby making the process resilient to changes in government and policy shifts. The major challenge for Paraguay will be in international policy. Russia is a major client for Paraguay's beef. Recent developments will disrupt the flow of beef to Russia and most certainly cause distress on all producers large and small until market adjustments are developed. MADES has internalized the mapping functions and local cooperatives have taken-up the training of local producers, which has proven productive. All of these indicate socio-political sustainability. The development of a national action plan on beef is envisioned and is expected to link to the regional action plan activities, including Itapua and Alto Parana, developed under another GEF-funded project. However, at TE, there were no confirmed avenues for facilitating that process. MADES is leading in the Chaco platform which will provide socio-political continuity. They appeared ready to lead on the development of the National Platform. However, despite significant trust building, issues remain between regulators and beef producers at the national level and uncertainty over which Ministry might be the competent facilitator. For that reason, the operation of a National Beef Platform and National Beef Action Plan remains on the horizon.

On the socio-political front, Indonesia is still adjusting to the possible effects of the recently declared Omnibus Law of 2020 which already caused changes in the operational aspects of the project and the decision-making structures within the government. Nevertheless, the Implementation Team Decree (May

2020) and the Secretariat Decree (November 2020) provide a legal umbrella that the NAP IT is ensured. Once all of the Omnibus considerations are adjusted and new regulations in-place, it is unlikely that Indonesia will experience wide policy shifts for many years into the future. The major questions unanswered at the time of the evaluation were the continuance of the moratorium on palm oil plantations and the definition of forest zones through all levels of government. The socio-political environment remains uncertain in this case.

From the policy perspective the sustainability is rated as Moderately Likely mostly for the uncertainty surrounding the Indonesia Policy environment.

Environmental:

The project has contributed to an increase in HCVF and HCS lands set aside as described in Sections 4.3.2 and in Section 4.3.5. (Progress towards impact) and in the GEF additionality. These areas, if they remain protected, will sequester a yearly amount of CO₂ over their productive life.

There is a threat of invasion of these areas from non-participating adjacent communities and from producers already producing from within HCV areas that were outside the scope of this project. In Indonesia, even with moratorium on new land conversion, these lands will be altered from within. In Liberia, there were reports received by evaluators visiting the Zodia Community of hunters resuming operations within the agreed set-aside zones once the conservation agreements lapsed. Time restricted agreements subject to political change will not work in the mid-term and longer term agreements are needed to change behavior. If a new concession agreement is brokered between the government, MPOI/MANCO and all adjacent communities the parties will have the opportunity to resolve those issues and increase productivity.

In the Paraguayan case, the threat of legal and uncoordinated land-use change will affect the results of this project. In the Chaco, lawful landowners can legally remove up to 50% of their forested lands. As parcels are bought and sold, that right can extend to future landowners who could remove an additional 50% and so on in perpetuity leaving very few trees. More specifically, if a large tract of land is sold to multiple buyers under different titles, each could remove 50% of the forested area and legally sell the timber assets. This is not considered “Deforestation” rather a legal change in land-use. In reality, there is a more delicate and sophisticated problem underpinning long-term environmental security across the landscape that is understood through the stories of the pioneer families.

The original Mennonite settlers learned to produce under extreme heat and under variable rainfall conditions. To protect against desiccation from Chaco winds, relatively small cells were managed with tough Chaco grasses by a small population of stockmen. The cells were small enough and sufficiently dispersed to function as moisture sinks from the windbreak effect of the landscape. Under that scenario, the 50% rule might work. However, as the population increased and speculators relocated from the eastern Chaco, those patterns of land-use changed. A former mosaic of protective forests has given way to large tracts of pasture without regard for the pattern of tree cover and ultimately its protection against the hot, dry Chaco winds. Given that the effects of climate change will increase temperatures, there is currently no silvo-pastoral ecologic research to determine if the land use patterns can sustain the same types of land use and productivity. Land-use change is still managed by conventional wisdom rather than science. The traditional way of trading land and producing livestock may no longer work. Agro-ecological research is needed to demonstrate to the producers the spatial effects of the current production system on moisture availability and ultimately on live weight.

One positive aspect is that the techniques demonstrated were successful in retaining humidity and the younger producers are engaged. That success, if continued might be an entry point for universities and the Ministry of Agriculture to look deeper into the spatial aspects of production in the Chaco.

Building the capacity of farmers to operate sustainably over the near- and long-term will provide short-term sustainability and more importantly, tested methods to increase production that can be scaled-up. The technologies reported in both Indonesia and from a parallel project in Liberia point to 2 to 3x increases in yield, which is the key to upscaling. The IFC IPOD project also provided a good example of how these benefits could be scaled. As mentioned earlier, these practices are bankable. These can be replicated through targeted financing through corporate partnerships or through targeted agricultural loans, which can then provide incentives for practices, such as integrated Pest management, that will reduce the negative externalities associated with “sustained expansion.” The pilots implemented clearly demonstrated that the suite of practices is valid, which is an important first step towards environmental sustainability.

Annex 26: TE Report Clearance Form

Terminal Evaluation Report for (*Project Title & UNDP PIMS ID*) Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Annex 27. TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft: TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on *(date)* from the Terminal Evaluation of *(project name)* (UNDP Project PIMS #)

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution /Organization	Page No. / comment location	Comment/Feedback on the draft TE report	TE team response and actions