TERMINAL EVALUATION

Final Report

UNDP/GEF Project

Reducing Deforestation from Commodity Production

UNDP Project ID (PIMS #): 5664	PIF Approval Date: 04/06/2015
GEF Project ID (PMIS #): 9180	CEO Endorsement Date: 25/01/2017
ATLAS Business Unit, Award # Project. ID: 00098209 for UNDP Panama RH 00097177 for UNDP Paraguay	Project Document (ProDoc) Signature Date (date project began): 15/06/2017 for PRODOC under the Panama RH covering Global, Indonesia and Liberia; 3/07/2017 for the Paraguay ProDoc under UNDP Paraguay
Country(ies): Global, Indonesia, Liberia, Paraguay	Date project manager hired: 30/08/2017
Region: NA Global	Inception Workshop date: 26/11/2017
Focal Area: NA	Midterm Review completion date: 31/12/2019
GEF Focal Area Strategic Objective: IAP-Commodities; BD-4 Program 9; CCM-2 Program 4; SFM-1;	Planned closing date: 14 June 2021
Trust Fund [indicate GEF TF, LDCF, SCCF, NPIF]: GEF TF	If revised, proposed op. closing date: 14 June 2022
Executing Agency/ Implementing Partner: UNDP - Regional Hub for Latin America and the Caribbean	
Other execution partners: Conservation International, World Wildlife Fund Indonesia	
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ACRONYMS AND ABBREVIATIONS

A&L	Adaptive Management & Learning
CA	Conservation Agreement
CALI	Causality Assessment for Landscape Intervention
CI	Conservation International
CIAP	Commodities Integrated Approach Pilot
CPO	Crude Palm Oil
CSO	Civil Society Organizations
CSR	Corporate Social Responsibility
DIM	Direct Implementation Modality
EOP	End of Project
EoPT	End of Project Target
EPA	Environmental Protection Agency
FDA	Forest Development Authority
FFB	Fresh Fruit Bunch
FMU	Forest Management Unit
FPIC	Free and Prior Informed Consent
GAP	Good Agriculture Productivity
GCP	Green Commodities Programme
GEF	Global Environment Facility
GGP	Good Growth Partnership
HCS	High Carbon Stock
HCV	High Conservation Value
IAP	Integrated Approach Pilot
IDH	The sustainable Trade Initiative
IFC	International Finance Corporation
IND	Indonesia
ISPO	Indonesian Sustainable Palm Oil
KBK	Special Cultivation Zones (Kawasan Budidaya Khusus in Indonesian)
KEE	Essential Ecosystem Area (Kawasan Ekosistem Esensial in Indonesian)
KII	Key Informant Interviews
LIB	Liberia
LUCM	Land Use Change Monitoring
MADES	Ministry of Environment and Sustainable Development (Paraguay)

M&E	Monitoring & Evaluation
MOA	Ministry of Agriculture
MOEF	Ministry of Environment and Forestry
MTR	Midterm Review
NAP	National Action Plan
NAP IT	National Action Plan Implementation Team
NAP SPO	National Action Plan for Sustainable Palm Oil
NGO	Non-Governmental Organization
NOPPOL	National Oil Palm Platform of Liberia
NOPSAP	National Oil Palm Strategy and Action Plan
NWOPLF	North West Oil Palm Landscape Forum
PAN	National Environmental Policy and Sustainable Development
PAR	Paraguay
P4F	Partnership for Forest
PIR	Project implementation Review
POUT	Planes de Ordenamiento Urbano y Territorial(Spanish acronym)
QPR	Quarterly Progress Report
RCA	Root Cause Analysis
RSPO	Roundtable for Sustainable Palm Oil
SDI	Sustainable Development Institute
SPOI	Sustainable Palm Oil Initiative
STD-B	Surat Tanda Daftar Budidaya (Bahasa acronym)
TOT	Training of Trainers
UNDP	United Nations Development Programme
UNDP RH LAC	United Nations Development Program Regional Hub for Latin America and the Caribbean
UNEP	United Nations Environment Programme
WWF	World Wildlife Fund

1. EXECUTIVE SUMMARY

1.1. Project Summary Table

Table 1: Project Summary

Project Details		Project Milestones	
Project Title	Reducing Deforestation from Commodity Production	PIF Approval Date:	04/06/2015
UNDP Project ID (PIMS #):	5664	CEO Endorsement Date (FSP) / Approval date (MSP):	25/01/2017
GEF Project ID:	9180	ProDoc Signature Date:	Project Document (ProDoc) Signature Date (date project began): 15/06/2017 for PRODOC under the Panama RH covering Global, Indonesia and Liberia; 3/07/2017 for the Paraguay ProDoc under UNDP Paraguay
UNDP Atlas Business Unit, Award ID, Project ID:	00098209 for UNDP Panama RH 00097177 UNDP Paraguay	Date Project Manager hired:	30/08/2017
Country/Countries:	Global	Inception Workshop Date:	26 November 2017 (Panama) December 2018 (Paraguay)
Region:	NA	Mid-Term Review Completion Date:	31/12/2019
Focal Area:	NA	Terminal Evaluation Completion date:	31/03/2022
GEF Operational Programme or Strategic Priorities/Objectives:	IAP-Commodities; BD-4 Program 9; CCM-2 Program 4; SFM-1; SFM-1	Planned Operational Closure Date:	31/03/2022
Trust Fund:	*GEF*		
Implementing Partner (GEF Executing Entity):	UNDP -Regional Hub for Latin America and the Caribbean UNDP- Paraguay		
NGOs/CBOs involvement:	Conservation International, World Wildlife Fund Indonesia		
Financial Information			
Project Financing	at CEO Endorsement (US$)	at TE (US$)	
[1] GEF financing:	14,584,403	13,009,023	
[2] UNDP contribution:	400,000	-	
[3] Government:	161,079,968	360,628,847	
[4] Other partners:	3,436,150	5,303,446	
[5] Total co-financing [2 + 3+ 4]:	164,700,268	365,932,293	
PROJECT TOTAL COSTS [1 + 5]	179,284,671	378,941,316	

1.2 Project Description

The focus of this evaluation is the *Reducing Deforestation from Commodity Production* (Production) project – a child project funded under the UNDP-GEF 6 Integrated Approach Pilot (IAP) programme titled *Taking Deforestation out of Commodity Supply Chains* (*also known as the Good Growth Partnership, GGP*). The programme advances an integrated supply chain approach addressing a root cause of 70% of global deforestation attributed to agriculture commodities, specifically beef, oil palm, and soy.

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

The GGP consists of the following five GEF- 6 funded "child" projects:

- The **Adaptive Management & Learning (A&L) Project:** a UNDP coordinated "hub" between the 5 projects for sequencing activities, platform-level monitoring and evaluation and knowledge management with an evidence-based component to understand the effects of Voluntary Sustainability Standards on Deforestation led by WWF.

- The "**Production" Project,** implemented globally by UNDP, improves the enabling environment for sustainable commodity production through dialogue platforms, policy reform, land use planning, and farmer training/support. The project targets palm oil in Indonesia and Liberia and beef production in Paraguay.

- The "**Demand" project,** led globally by WWF-US, raises awareness and strengthens demand for sustainable beef, palm oil and soy among consumers, policy makers, companies, and investors.

- The "**Transactions" project** is co-managed by IFC and the UN Environment's Finance Initiative (UNEP-Fi) to make sustainable financing accessible for businesses, farmers and producers who require capital to invest in environmentally sound practices.

- The "**Brazil" project**, led by CI, combines the production, demand, and transaction streams into a single project in a single country including a landscape focus in the MATOPIBA region.

The Production Project´s objective is to encourage sustainable practices for oil palm in Indonesia and Liberia and beef production in Paraguay while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities. The Project does so through four components:

- **Dialogue, Action Planning, Policies and Enforcement**: Partnerships are built, and national and global dialogue increased by establishing, extending and connecting national and sub-national commodity platforms for dialogue, planning, consensus building and knowledge sharing in the targeted commodity chains enabling more effective policies and the utilization of related enforcement standards and regulations.

- **Farmer Support Systems:** Unsustainable practices are addressed, and productivity increased particularly for smallholders producing targeted commodities through Farmer support systems.

- **Land Use Plans and Mapping in Targeted Landscapes:** Support systems for mainstreaming national and global benefits associated with protecting tropical forests into land use planning in areas where forests are currently threatened by commodity expansion.

- **Knowledge Management, Monitoring and Evaluation** ensures the effective and systematic gathering, dissemination and sharing of lessons and knowledge.

The Project is a GEF, full-sized project, which started in March 2017 and will close in June 2022, is in its 5th year of implementation. Due to institutional matters related with the internal delivery architecture of UNDP and request from governments, the impacts were realized through two separate UNDP projects[1] with one covering oil palm production in Indonesia, Liberia and global support, and the other covering beef production in Paraguay as per the project document titled *Apoyo a la Reducción de la Deforestación en la Producción de Commodities en Paraguay*. The Production project budget is $14,584,403 U.S. with planned co-financing of $164,700,268 U.S, for a total project budget of $179,284,671 U.S.[2]

1.3 Evaluation Ratings Summary

The target of this evaluation is The *Reducing Deforestation from Commodity Production* (Production) project, a successful project funded under the UNDP-GEF 6 Integrated Approach Pilot (IAP) programme titled, *Taking Deforestation out of Commodity Supply Chains* (*Good Growth Partnership* – GGP–) a global program of five projects working simultaneously on production, demand, and finance, in Brazil, Paraguay, Indonesia and Liberia to enable sustainable development in three global commodity supply chains: soy, beef, and palm oil. The Program promotes an integrated supply chain approach to reduce the drivers of deforestation caused by the expansion of commodity production, into High Conservation Value Areas. Commodities such as beef, oil palm, and soy contribute to nearly 70% of global deforestation.

The "Production" project, led by The United Nations Development Programme (UNDP) and executed nationally by UNDP´s Country Offices in Indonesia, Liberia and Paraguay in collaboration with Conservation International (CI), and the Word Wildlife Fund (WWF) launched in 2018 works in partnerships with governments at all levels and with private sector and civil society partners to foster dialogue, collaboration, capacity building, policy, Farmer Support Systems, and knowledge management. Despite the challenges related to working globally between different languages, cultures and incompatible time zones, the Project Management Unit (PMU) established within UNDP´s Regional Hub for Latin America (RH LAC), managed the effects of COVID-lockdowns, national elections, drought and flooding to realize over 90% of the Project´s targets and full execution of the Project´s total budget of $14,584,000 U.S. to produce, with $366 Million U.S. in cofinancing, Economic, Social and Environmental benefits, such as 847,330 ha of HCV areas and forest preserved and estimated 129 million tons of CO2 equivalent captured or avoided. These gains, despite the challenges, rank the project in the 90th percentile for a Ranking of **Satisfactory**. The analysis presented in this report 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 covered.

As a pilot project, the Production project was successful in defining our understanding of how the core "levers" to eliminating commodity driven deforestation can be addressed. The following summarize the achievements of each component and provide justification for the overall ranking. This group of actions was devised through a participative process taking into consideration the Relevance of the Project to national policies, sector strategies and taking into account global agreements and targets as well as conformity to the programming of the principal investor, the Global Environment Facility. The **Relevance** of the project to the mentioned was considered **Highly Satisfactory**. Most importantly, the Project´s

[1] both projects share the same GEF ID 9180
[2] Production IAP GEF CEO Endorsement

actions at the ground level are relevant to the interests of local farmers and authorities with tools and techniques for improving their situation and protect forests.

The Theory and strategy behind the Project were to invest in collaborative spaces for dialogue and planning and using that experience to fill policy gaps, invest in capacity building and decision-making support tools, and invest in Farmer Support Systems and Knowledge tools and opportunities. The Project was **Effective** in executing the defined components receiving a ranking of Satisfactory, despite the mentioned challenges. The PMU staff did an admirable job in producing all of the Project´s outputs that collectively yielded the expected Outcomes (Results). The following paragraphs briefly summarize the experience of the Project´s four components.

Dialogue, Collaboration, Policy and Decision-making support:

To achieve the Project´s objectives and targets, meaningful dialogue within safe spaces was an important first step. Using UNDP´s accumulated experience and with qualified consultants, toolkits etc. the Project achieved National and Subnational platforms for palm oil in Indonesia and Liberia, and for beef in Paraguay. These structures united Public and Private sector actors to discuss and plan a pathway for reducing commodity related impacts on HCV areas and forests. The Project achieved a total of 2 national, 4 subnational and 4 landscape-level *fora*. At present, all are "works-in-progress" currently formalizing their institutional status and operational identities. Most importantly, short term government and private financing will enable these structures over the short-term.

The number of participating organizations surpassed expectations and, COVID considered, so did the number of platforms consolidated. The national platforms are works-in-progress that will need continued support. What is important is that they are the product of multi-stakeholder dialogue in jurisdictions, some of which have strong social divisions, political differences, and capacity restraints. Regardless, traditional antagonists, such as private sector producers and regulators, have been finding common ground and that over 300 organizations of processors, producers, governments and community based organizations are much closer to understanding each other. It is also clear that businesses are slowly buying into the model. In Paraguay, for example, cooperatives which are the financial drivers of the beef sector are actively participating in the process, which would indicate that institutions are open to listening about a better way to sustain business. The same is happening in the Oil Palm sector in Liberia and Indonesia where International processors are in dialogue with communities, producers and Clans finding a workable model beneficial to buyers, sellers and the environment.

The first test of collaborative effort were the development and approval of Action Plans at the national, subnational and, in Indonesia, at the district level. The Action Plans define the way the stakeholders will work to reduce deforestation and secured commitments to continue work were gaining support at the end of the project. They also address cross-cutting issues such as stakeholder engagement, gender and women´s empowerment, among others. The process was very successful. National-level plans with high-level endorsement are in-force in Indonesia and Liberia. A total of two national plans are approved in Indonesia and Liberia, and one subnational plan in Indonesia and one subnational plan in Paraguay. Three district strategies were also developed and adopted in Indonesia, at the district level. The plans are a motivating first victory for the participants.

In the policy space, the project sought to improve policies in three areas: (i) that address systemic barriers to government oversight of and support for sustainable, reduced-deforestation commodity production practices; and (ii) related to land use allocation for commodity production; and (iii) that increase protection for and conservation of HCV and HCS areas. The policy aspects took a long time to develop, but once the collaborative structures were in-place and COVID lessened, the results were admirable. In the first category, on commodity production, eight policies were developed with four approvals. These support spatial regulations, protection of endangered species, and importantly regulations to stimulate

private sector investment in Corporate and Social responsibility, Public Private partnerships, and sustainable development policy. etc. In the second and third groups, a suite of land-use planning regulations, designations, and resolutions defining HCV criteria, etc. Of this last group, seven regulations are in-force with an additional six in the approval pipeline. The results were a suite of legislation in each country that were both normative and regulative.

What the first component teaches us is that trust is a key factor that must be planned for and that stakeholders are willing to come to dialogue over common interests if the space is safe. The tools and technical assistance on multi-stakeholder processes were essential in preparing leadership to manage a dialogue. Finally, the steps, effort, and timeframes needed to achieve a policy outcome were underestimated and underbudgeted. Based-on the experience, the following blueprint emerged: (i) a policy proposal with a win-win proposition developed through a participative process effectively leveraging or responding to demand for the policy; (ii) strategic communications to consolidate demand for the policy; (iii) effective advocacy and stakeholder engagement strategies targeted to different levels; (iv) strategic communications at the decision-making juncture to support the policies through the political process and maintain momentum through a generally protracted process; (v) a highly visible and trustworthy champion that can broker trust and facilitate decision-making; and (vi) targeted capacity building and planning support to enable the process, ensure adequate preparation for implementation and establish rules for discourse. These can be done by UNDP in collaboration with partners who may be better placed than UNDP to act on some of these points.

Farmer Support Systems:

By the numbers, the most successful component dealt with was component 2 on Farmer support systems. This component goes to the heart of the interests of the producer by providing training needs assessments, subsequent training programs, and finally farmers support development strategies. A total of 2,752 smallholders (897 females and 1,855 males) were trained in Indonesia, where the implementation of Good Agricultural Practices (GAPs) averages 89%. In Paraguay, 4,915 persons were trained (1,302 females and 3,613 males), and the average implementation of GAPs was 79%. In addition, strategies for strengthening farmers support system were developed in the three countries. The most important activity for producers were targeted pilots that demonstrated the effectiveness of agronomic techniques in intensifying production. These also appealed to farmers interest and helped build trust, whereas policy development focusing on deforestation, a delicate theme for the producers, does not appeal as much to their interests and causes suspicion.

The suite of activities piloted increased yields for farmers by amounts comparable to other projects and between countries roughly a 2 to 3x increase in yields, which is bankable. In addition, other returns to producers were noted, such as an increase in the price of their lands following certifications, etc. The techniques must also consider technologies, such as pre-processing equipment, genetic improvement, etc. Many of these factors are known to some partners, companies, agriculture academics and to producer groups. These need to be better quantified, analyzed for their different levels of returns and, if warranted, synthesized for financing proposals for cooperatives, micro-businesses, etc. The results would be measured in tons/ha./year, or other weights or volume yields and also financial yields. Follow-on initiatives or corporate partners could explore these possibilities. Nonetheless, the Project, together with results from other initiatives demonstrates that farmers are willing to participate, they have received increases from the practices promoted, and there is interest in cooperatives (Paraguay) and corporations (Indonesia, Liberia) in continuing the process (all countries). Like the first component, an additional take-away is the deep distrust of outsiders by farmers and the lengthy time it took for Project technicians to gain trust. Technicians themselves advised that when available to use local talent that have local reputations and can reduce the time of acceptance.

Component 3 seeks to set aside High Carbon Value areas and Forests based on the assumption that the political sector or power centers would be willing to set-aside land. Establishing go/no-go zones is the result of a very difficult political process that requires a policy strategy based on the information produced from the mapping of High Conservation Values (HCVs) and High Carbon Stocks (HCS) followed by a well-established dialogue and political and communications strategy. The combination of enabling structures (platforms), information (maps), and a vehicle for sharing these with a synthesized interpretation (platforms) are important elements in achieving an agreement for set-asides. These must be combined with effective communications, consciousness-raising and stakeholder engagement from trusted individuals or entities. The project therefore was initiating a process with many moving parts.

First among everything is the ability to define HCV and High Carbon Stock (HCS) lands. The project supported the governments to develop and approve these criteria. Indonesia was ahead of the curve with a considerable amount of science developed. By the end of the project, Paraguay reached the technology goal of mapping Land Use Cover Change (LUCC) in HCV and HCS areas and forests. Liberia still needs support in installing the technology and completing the Cartography. Indonesia´s "Ecosystem" tool and an app were developed, to see LUCC in very short cycles and on a smart phone. By the end of the Project, the technology was positively tested but not yet rolled-out at the provincial or district levels. These are regardless exciting developments that will help all in the mid-term and have high replication potential. Maps are in essence decision support tools that when combined with policy experience and platforms for dialogue, can help the countries moving closer to an adequate level of Land Use Planning.

In Liberia, adjustments to failed concessions may be taking place. MPOI/MANCO and the National Concessions Directorate are exploring the possibility of an updated agreement between the Liberian government and formal relationships with Non-Government Organizations to assist them to work with the Zodua community in a productive public-private partnership. Similar results have been obtained in Paraguay and Indonesia. The important aspect is that the capacity to correctly define and map HCV and HCS resources will be needed very soon and will be important to inform decision-making in areas that were previously politically charged. These structures will continue to provide benefits to the Liberian process.

Regardless, and thanks to negotiation, the Project did realize the set-aside of lands ranging from small, protected areas to larger tracks of connected areas totaling 847,330 ha. with a carbon equivalent of 129 million tons CO2 eq. The spatial policies mentioned earlier will greatly improve this process and enable dialogue on larger tracks and more strategic set asides in concessional land in oil palm concessions for example.

Knowledge Management

Component 4 supported the knowledge aspects of the Project by ensuring that the project gathered and shared lessons systematically and effectively. It also supported adaptive management enabling the project to integrate and react to the success and failures of relevant activities, both within and outside the Programme and project. The project sought increased knowledge of factors underpinning the readiness of landscape-level environments to adopt reduced-deforestation commodity production thereby improving future project design and implementation of intervention and capacity building strategies and tools for improving the sustainability of commodity production.

The project developed a tool for tracking the status and dynamics of change at the landscape level and an understanding of how the impacts of commodity production on deforestation may be influenced in addition to the Project´simpacts. Based on this process, the Project developed thematic studies, policy briefs, a range of communication materials for sharing in various fora and online awareness and communications materials for dissemination. The Project also provided training and capacity building to

promote learning and uptake and sharing and dissemination of knowledge with regional and global policy and programme development and implementation.

Tools created include a landscape assessment tool developed by Conservation International in 2019 through a peer reviewed process. Using this tool, five baseline assessments were developed, one for each target landscape. Following refinement, the tool was rebranded as Causality Assessment for Landscape Interventions (CALI), which was piloted in all 5 landscapes, with 5 contribution assessment reports completed. Lessons learned from these end-of-project assessment reports feed into the development of a final version of CALI. In addition, 8 guidelines and 17 country knowledge products were developed and available through GGPs online Green Commodities Community.

Despite the challenges, most of the Project's results were achieved to an acceptable degree with some targets exceeding expectations. The activities, products and services rendered were generally of high quality. rendered. Because of COVID and other challenges, many products were realized too late in the project to be applied and adequately tested. For that reason, a rating of **Satisfactory** was awarded.

Efficiency

The execution of all components was **Satisfactory** in terms of efficiency. The most efficient was Component Four with all outputs being achieved on 73% of the funds budgeted. Likewise, Components Two and Three delivered on their targets slightly under budget. Component One was the outlier with a 14% gap in achieving the targets in spite of delivering 95% of the funds.

Adaptive Management

The project was well managed. Project implementation proceeded with delays at start-up and due to COVID. The management team achieved positive rankings in all cross-cutting areas, including gender mainstreaming, environmental safeguards, and sustainability criteria, Monitoring and Evaluation and Adaptive Management was **Highly Satisfactory**.

Overall, the project established the basis for further catalyzing the system-level changes needed to guide the palm oil and beef sectors towards a more sustainable future – including through the lessons learned that should be applied in future initiatives which should focus on enabling "good growth" by increasing farm yields, access to finance and return on labor, all while better managing natural resources with effective and informed policy.

1.4. Concise Summary of Conclusions

Conclusions are presented in each section of the Terminal Evaluation Report. The salient conclusions are summarized as follows:

Project Design:

- The project context provided justification for the "levers" needed for reducing commodity-based deforestation. The justification is heavy on policy and light on production aspects. While there is a thorough policy baseline, the agronomic baseline for the Project was missing for the commodities targeted. There was no analysis of the BAU condition in terms of yields, water use, pesticide use, etc. against which the expected changes within the pilots could be measured. This might have been useful in validating the results of piloted techniques for agricultural intensification. There was no communications baseline that enablesda comparison between the EOP condition and the BAU scenario making it difficult to gauge the effects of the knowledge management actions. The response areas of the project are however justified.

- The indicators do not tell the story of the project. The Impact and Outcome indicators are structure indicators. Without a blend of process indicators, Project managers do not receive credit for work well done in producing the outputs. The report lists many situations where the indicators are not specific to the intended result. The "*number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities*" does not capture the details of work within the production aspects related to Farmer Support Systems. As a result of the pilots, baseline initiatives and parallel projects consulted in Indonesia, Liberia and Paraguay, yields increased 2 to 3x depending on the commodity, a considerable difference. Adequate measuring and reporting of the results of the Project´s effect on agronomic parameters, such as changes in yield, could prove that the practices employed contribute to the "sustainable intensification" thesis within the Theory of Change (TOC).

- The policy approval process suffered from changing national priorities and context, the slow process of policy approval, unrealistic assumptions, and underestimated effort and costs associated with policy development. Key aspects associated with successful policy development were missing or understated. There was no systematic or sufficient estimation of the demand for the proposed policies during design phase, a strategic communications process, provision for effective advocacy or a clear champion, all important for generating support for policies and neutralizing strong interests. The Action Plans, delivered late in the project, provide policy guidance for the future.

- In theory, the Project´s architecture was solid. However, the stated outcomes were not sufficient to achieve the Project´s objective due to delays and financing constraints generally due to unrealistic estimates of capacity, timeframes, and costs. Assumptions were not presented for 7 of 11 outcomes. National-level barriers were underestimated at the formulation stage. For example, the cost of garnering trust in terms of time and management energy was underestimated making targets, such as a *1,000,000 ha. set aside* a politically difficult proposition, especially for local authorities under pressure to keep-up production. Another contributing factor is the heavy design footprint. The Project´s design 4 components are parsed into 11 outcomes supported by 42 outputs. The Project could have potentially been handled as two integrated and targeted Policy and Production projects, each with focused design, well targeted indicators based on pertinent baselines and an adequate budget.

- A strategic communications function is critical to policy development and must be included in any project with policy design. The communications strategy from the overriding A&L Child Project was focused on dissemination of information with good outcomes and high quality products. The project in each country required a strategic communications plan to support the policy development process, especially the National Action Plan (NAP) approval process and trust-building in the development of Farmer Support Systems. Strategic communication was not thoroughly planned or budgeted which affected the capacity to support the outcomes in each country, e.g. communications support to on-farm pilots at critical junctures in their development, such as targeted communications to support policy development and ratification..

- The Project demonstrates that the main interest of the producers is in increasing production and securing a more stable market ultimately towards increased profits. This was true in all jurisdictions and landscapes. The Good Agricultural Practices developed and piloted spoke to their interests and hence achieved buy-in, built trust and ultimately increased yields.

Project Effectiveness, Efficiency, Relevance:

- Efficiency: The project executed 89% of its budget by December 2021 for $13,009,023 of 14,584,403. The amount of co-financing reported at TE was $365,932,293 exceeding the target by 222%. Regardless, Paraguay, Liberia and the Indonesia components reported budget constraints. In Liberia these were acute and affected project implementation. The Co-financing was not available or was ineffective in

responding to underestimated budgets in Liberia and Paraguay. The efficiency rating for the Project is "Satisfactory."

- Relevance: The Production Project conforms to GEF Biodiversity Focal Area, goals and objectives BD4(Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors), the UNDP strategic framework, CCM2 (Climate Change Mitigation Focal Area Strategy), SFM1 (Sustainable Forest Management Strategy) and Sustainable Development Goals (SDGs): 1, 2, 12, 13, 15 and 17, Aichi BD Targets, UNFCCC Paris 2015, UNFF Global objective on forests. The Production Project is aligned with the national priorities in the three target countries. The Relevance rating is "Highly Satisfactory" (6).

- Effectiveness: The multi-stakeholder platforms are productive spaces. Corporate and government officials interviewed in all countries indicated that differences between stakeholders have been mitigated and that the private sector processors, producers, and governments are much closer to understanding each other and seeking opportunities. The Action Plans developed are important to orient the development of the respective sectors in a post-COVID economy. In addition, the project successfully developed national and subnational action plans, policies for commodity production practices, improved land-use allocations for commodity production and set-asides, and improved monitoring and endorsement for policies and regulations. The project achieved 86% of its targets.

- Effectiveness: Farmer support systems were furthered through needs assessments, technical assistance, and technical trainings. The pilots were successful in convincing farmers to participate with visible results from the practices proposed. Component 2 achieved 100% of targets related to Farmer support systems.

- Effectiveness: All countries advanced in developing the tools for mapping deforestation in High Conservation Value (HCV). The tools developed had not been deployed to the field level, so it will take time and follow-up to get these into the hands of local users and field-test them as decision-making support tools. Liberia was still early in the development process. The time needed to build and test the systems was underestimated. Component 3 achieved 847,330 ha. (92% of target) of HCV land set-aside and 129 Million tCO_2 eq. sequestered or avoided. The project achieved 96% of its targets.

- Effectiveness: The lessons learned from the project were captured in multiple knowledge products and publications, such as the Farmer Support System Toolkit and Scorecard, a Multi-stakeholder Collaboration Guidance, Recommendations for Sustainable Financing of Platforms, and information products such as the Causality Assessment for Landscape Intervention (CALI), amongst others. The products were of high quality, used by their target audiences, and facilitated management. Due to time drags, certain key products, such as CALI, were only available late in the project. The Component achieved 100% of its targets. The composite Effectiveness rating for the Project is "Satisfactory"

Sustainability

- Financial: The multi-stakeholder platforms are not yet legally and financially viable. National-level and subnational structures in Paraguay and Liberia are not officially registered or formally taken-in by government. Some have a legal status while others seek formalization within government. The latter have precarious financing. UNDP has developed short-term arrangements with Development assistance organizations for short-term assistance. Please refer to the Sustainability section or Annex 25 for more details.

- Institutional: The main achievement was the creation and operation of the Regional Platform that addressed technical and political issues with a diversity of actors, representing diverse institutions such as public government, academia, indigenous groups, producers, agricultural technicians, leaders of

production cooperatives, among others. The work plan and Action Plans reflects the multiple interests, problems and challenges of the actors within each territory. The capacities and frameworks for dialogue spaces and the action planning process were effective in garnering multi-stakeholder support and in producing lessons learned that will enable future actions towards the elimination of commodity-based deforestation.

- Socio-political: The project achieved the participation diverse economic and political actors with greater availability of land and access to influence, financial resources and technologies to expand the agricultural frontier. The alliance and articulation between them will help to safeguard against unchecked expansion in combination with reasonable enforcement. The integration of groups of respected citizens, such as the Pioneers of the Chaco Foundation, will be key to the sustainability. Public-private partnerships reduce and mitigate the risks associated with changes in political administration.

- Environmental: The benefits obtained from the GEF increment, carbon sequestration, cover, water retention, etc. The lands protected and the farm improvements will produce benefits yearly for many decades. This is an opportunity for academia, government and others to study the effects and associated values on production and on the environment. Table 2 illustrates the Terminal Evaluation ratings. The overall evaluation rating is "**Satisfactory**" and the quality of activities for coordination, communication, and reporting has been "**Highly Satisfactory**". The results of the project are "**Moderately Likely**" to be sustained. A summary of the ranking system is included in Annex 2.

Table 2. Evaluation Ratings Table

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

Overall Likelihood of Sustainability	ML

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

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

1.5 Recommendations Summary

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

Rec #	TE Recommendation	Entity Responsible
A	**Category 1: Project Strategy and Design**	
A.1	When designing a Production project, especially a "Pilot," the PIF and PPG phases should identify and provide sufficient resources to analyse the variables appropriate for the specific commodities and components (policy, science, regulation, capacity, etc) for all of the results expected of the investments and effort made. This would include a blend of appropriate indicators that are oriented to expected results. If the project invests in techniques to increase yields in palm oil, then the indicator of the result would be a time-bound yield measurement at x months following training and a process indicator might be how the farmers feel about it on a scale of 1 to 5, etc. The same recommendation goes for policies and structures. A pilot project needs to know (a) if the policies are in-force and (b) are they providing the intended result. The former is applied in this project and the latter is absent. The PPG phase should also define the means of verification and the cost, effort and/or the partnerships required. It is common that this process extends beyond the life of the project. If these tasks are deferred to the project implementation phase, then the time to develop the baseline must be factored into the expectations and costs of the project keeping in mind that it could take several crop cycles or multiple measurements over an extended period of time.	GEF
A.2	When considering policy actions as part of project design, successful policy gains have certain core elements of success: (i) a policy proposal with a win-win proposition developed through a participative process effectively leveraging or responding to demand for the policy; (ii) strategic communications to develop or consolidate demand for the policy; (iii) effective advocacy strategies targeted to different levels; (iv) strategic communications to augment public opinion and to influence decision-makers at critical times in the decision-making juncture to push the policies through the political process and maintain momentum through a generally protracted process; and (v) a highly visible and trustworthy champion to facilitate advocacy. These elements need to be considered for their level of effort, costs and timeframes when designing	GEF

	projects expected to produce approved policies.	
B	Progress towards objectives (Catalytic Effect)	
B.1	Consider producing brief 1 minute video "newscasts" that can be shared via whatsapp, email, or Instant messaging to decision-makers. Key decision-makers are more likely to watch a 1 minute video than read a 2 page memo. This type of strategy can contribute to advocacy efforts reinforcing demand for policies – adding value to other communications strategies employed.	UNDP Green Commodities Programme
B.2	Although the project has been completed and this recommendation is not directly actionable by the PMU, it is recommended that in future similar projects, the executing partners seek other interested parties to attempt to document the results of the training and piloting of agricultural intensification efforts in terms of changes in yield, cost and/or efficiencies etc. and compare these to production data from other interventions such as IFC IPOD (Indonesia), Solidarity W.A. (Liberia), corporate agronomic records, etc. The anecdotal yield differences reported indicate that the practices might be "bankable." These situations require a more robust M&E design approach to facilitate monitoring and up-scaling. It is recommended to seek support of private sector partners, universities, research organizations etc. to determine the economics of the results. The GEF and UNDP could share and seek partners to team with Roundtables to assist in disseminating this type of information. If determined to be "bankable" the practices could be scaled-up through leveraged financing such as through corporate partnerships or agricultural loans, which can then provide a source of incentives for practices, such as integrated Pest management, that could recognize the positive externalities associated.	UNDP Green Commodities Programme
C	Sustainability	
C.1	Because the support to the platforms in the short term is partially government and donor driven, it may therefore not be permanent. If not already completed, GGP should translate the Guidance on the Financial Sustainability of Multi-stakeholders Platforms into Spanish and Bahasa for distribution to key partners within the platforms and donor organizations providing short term support to the platforms (FOLUR Country Projects implementing partners, Proforest, SECO, et.al.) with the aim of working with the public and private stakeholders to move towards financial sustainability models appropriate to each.	UNDP Green Commodities Programme
C.2	Paraguay: strategy for a common vision on sustainable beef; define "sustainable beef production". Systems approaches are often very valuable for getting collective agreement over defining what sustainable beef production looks like.	UNDP – Paraguay CO
C.3.	Liberia: HCV/HCVS Planning Liberia has yet to complete mapping of HCV/HCVS values and use that base to indicate Land Use Cover Change in those areas. It is important for the government, UNDP, FOLUR if applicable and others to plan this process, train and field test technicians and field test the use of the maps and dialogue. With evolving concession agreements, this infrastructure should be in place as soon as possible as a tool for dialogue and conflict resolutions. Discuss with	UNDP – Liberia CO

	MPOI/MANCO the possibility of donating resources and assure participation of the other commodities companies that might make good use of the tool in their traceability programs. This is a very important piece for NOPPOL to put into place.	
C4	As the concession agreements are coming into line, possibly facilitate a dialogue between MPOI/MANCO and Musim Mas in Indonesia to discuss how their arrangements work with smallholders, the benefits, challenges, etc. UNDP Indonesia and Liberia could coordinate that dialogue. In Liberia, we would recommend a similar in-country dialogue with Maryland and their Oil Palm producers.	UNDP – Indonesia and Liberia COs
C5	To enhance the financial sustainability of the Multi-stakeholder Platforms such as NOPPOL, et.al., encourage platform stakeholders to apply the UNDP Guidance on Sustainable Financing of Multi-stakeholder Platforms.	UNDP – Indonesia, Liberia and Paraguay COs

2. THE TERMINAL EVALUATION PROCESS

A detailed description of the Terminal Evaluation (TE) process is provided in Annex 3. The process is summarized in the following sections:

2.1 Purpose, Objective, and Scope of the Terminal Evaluation

The evaluation is an independent technical and financial Terminal Evaluation (TE) of one endorsed 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 requirements[3], UNDP the GEF Implementing Agency (IA), contracted *Asesoramiento Ambiental Estratégico -AAE-* an independent consulting firm to execute the TE with the objective of determining the realization of the Project´s 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 feedback and lessons learned garnered allows the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio and contributes 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 as well as effective and adaptive management of GEF resources.

The TE adheres to UNDP guidance for TEs of GEF-financed Projects[4] [5]. The Findings are presented with respect to 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 (Annex 1). The findings are presented in Section 4 for the (a) Project Design; (b) Project Implementation and (c) Project Results. The terms and rating scales utilized are standard for TEs and are presented in Annex 2.

2.2 Evaluation Methodology

[3] 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

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

[5] 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.

The Implemented TE Methodology is presented in detail in Annex 3 and is summarized as follows:

TE Coordination/Kick-off meeting: The TE process was launched in an inception meeting between UNDP´s Regional Hub for Latin America (UNDP RH LAC) the Implementing Agency´s (IA) Project Management Unit (PMU) and AAE on 8 August 2021, during which the evaluation process, deliverables and timeframes were agreed upon per the TOR (Annex 1). An Inception Report was submitted to UNDP RH LAC on 29 August 2021 including an Evaluation Matrix (Annex 4) demonstrating the alignment between the key evaluation questions, the evaluation categories, criteria and Means of Verification (MOV).

The Data Collection and Analysis process is summarized as follows:

A Desk Review of relevant documents and data provided by the PMU to March 2022. A list of documents and resources reviewed is presented in Annex 5.

Key Informant Interviews (KIIs): A six-person evaluation team conducted 195 interviews between September to December 2021 as a primary data source and to triangulate and the information gleaned from the Desk Review. Annex 6 presents a Semi-structured Interview Guide from which questions were drawn prior to each interview. A list of stakeholder consulted is available in Annex 7.

Site visits: Six missions were implemented by national consultants in Paraguay, Indonesia, and Liberia to conduct face-to-face meetings with key local stakeholders and beneficiaries as well as to validate project actions on-site. The Indonesia mission involved visits to Riau, Pelelawan (19-25 Sept.2021), South Tapanuli (27-29 Sept.), Medan (29 Sept. – 2 Oct.) and Sintang, West Kalimatan (4-6 Oct.). A site visit to the Gran Chaco region in Paraguay was implemented between 17 September and 4 October. A site visit to Liberia´s Sinje District, NW took place between 12-14 October 2021.

Presentation of Preliminary Findings: were delivered to the respective Country-level UNDP Project Execution Units (PEUs) on 28 October for Paraguay, 25 November for Indonesia and 12 January for Liberia. A Summary presentation was delivered to UNDP RH LAC on 13 February 2022.

Terminal Evaluation Report: The Findings presentations initiated a feedback loop consisting of a comment phase to Draft Terminal Reports and ultimately into the Final Termination Evaluation Report submitted in March 2022. The analysis presented in this report 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 covered. The TE Report adheres to the format established in UNDP-GEF guidelines.

2.3 Ethics

The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations[6]´. A full statement of Ethics is included in Annex 3 and a signed declaration is included in Annex 8.

2.4 Limitations to the Evaluation

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

- UNDP country units insisted on coordinating meetings with national government KIs. Interviews

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

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.

- During the Indonesian mission, travel in the Sintang region was prohibitive due to local flooding. Planned face to face interviews were conducted by phone.

- Time constraints and delays were caused by virtual interviews requiring more time to manage and process and schedule than anticipated, Vacation season complicated availability of KIs, Two members of the evaluation team succumbed to COVID-19 causing a significant time delays, and The COP26 summit, November 2021, caused UNDP PEUs to divert their attention.

- The Liberian Mission started one month later than planned. AAE turned to CI for assistance in facilitating access to local stakeholders to facilitate a two-day mission for AAE´s Liberian team member to execute a two-day field mission at the landscape-level and contacts with KIIs. AAE subsequently contacted KIIs, with the exception of high government officials.

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Despite the challenges mentioned, evaluators were able to address the issues with the mentioned and complete missions and interviews to the satisfaction of the evaluation team. The team is grateful to UNDP RH LAC and all country units for their kind support, understanding and solidarity during COVID-related delays.

3. PROJECT DESCRIPTION

3.1. The Development Context

The approved Project documentation provides ample references indicating that land clearing for agriculture production is a major driver of tropical deforestation[7]. The negative impacts associated with commodity-driven deforestation biodiversity loss, high levels of greenhouse gas emissions and the reduction of carbon storage sinks. Deforestation also degrades soil, uproots indigenous communities and compromises fresh water sources. Despite this, agriculture is a vital economic backbone for developing nations and provides livelihoods for 40% of today's global population[8] and the largest source of income and jobs for poor rural households.

Soy, beef, and palm oil and derivatives, consumed by billions of people worldwide through global commodity trade, are among the largest drivers of tropical deforestation and habitat conversion in Latin America, West Africa, and Southeast Asia. In response to a growing population, economic growth and changing diets, the demand for Palm Oil "estimated at US$42.8 Billion in 2020 is projected to reach a US$57.2 Billion by 2026, growing at a compound annual growth rate (CAGR) of 5%. Likewise, Beef is

[7] Hosonuma, Noriko, Martin Herold, Veronique De Sy, Ruth S. DeFries, Maria Brockhaus, Louis Verchot, Arild Angelsen, and Erika Romijn. 2012. "An Assessment of Deforestation and Forest Degradation Drivers in Developing Countries." *Environmental Research Letters* 7 (4). doi:10.1088/1748-9326/7/4/044009..

[8] United Nations, Factsheet_summit.pdf. "2015 Time for Global Action for People and Planet". URL: https://www.un.org/sustainabledevelopment/wp-content/uploads/2015/08/Factsheet_Summit.pdf accessed 15 July 2021.

expected to increase from $338.5 B U.S. to $434.5 B U.S. growing at a CAGR of 5.1%. Soy has also[9] increased from 51.5 MMT in 2016 to 57.9 MMT in 2020 thereby registering a CAGR of 3.5% during the forecast period (2021-2026)[10]. Forty to 60% of tropical deforestation is related to agriculture –40% commercial and 60% subsistence farming– in addition to the lower biodiversity values associated with the mentioned agricultural systems[11]. With increasing demand, action was needed to save High Conservation Value Forests and Ecosystems from expansion of the agriculture frontier to meet the increased global demand for these commodities. A GEF-6 framework document indicates, "Sustainability within these commodities will only be reached by linking long term national sustainable development plans with day-to-day value chain management[12]."

3.2. Problems that the Project Sought to Address

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

The Production project focuses the development challenge as: *How to expand production of key agricultural commodities—in high demand globally due to expanding populations, rising incomes and low substitutability—without imposing external costs on local, national and global populations and environment?*

In the baseline scenario, production aspects were oriented towards environmentally sound practices that could qualify the producer for access to niche markets or premium pricing as a reward for investing in positive externalities. The GGP recognized that "*support to smallholder farmer production standards is still being achieved only in pockets and not at scale*[13]," too limited for large scale change in the drivers of commodity related deforestation. A commodity approach, when implemented in isolation could also produce a perverse effect: Could additional rents from production lead producers to expand their operations and increase deforestation? Accelerating systemic change in sustainable agricultural commodity production would therefore need to happen within a land-use planning framework.

3.3 Theory of Change and Barriers Targeted

The approved Project Document (PRODOC)[14] outlines the Theory of Change (TOC) upon which the project strategy is developed. The TOC is paraphrased as follows:

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[9]Research and Markets, Dec.2021. Global $323.45 Bn Beef Markets Analysis & Forecasts, 2016-2020 & 2021-2026. URL: https://www.researchandmarkets.com/reports/5504575/global-beef-market-analysis-by-cut-brisket?utm_source=GNOM&utm_medium=PressRelease&utm_code=9vnhf2&utm_campaign=1636047+-+Global+%24323.45+Bn+Beef+Markets+Analysis+%26+Forecasts%2c+2016-2020+%26+2021-2026&utm_exec=chdo54prd

[10] Mordor Intelligence. "SOYBEAN MARKET - GROWTH, TRENDS, COVID-19 IMPACT, AND FORECASTS (2022 - 2027)".

[11] Forest Trends Report Series: Consumer Goods and Deforestation: An Analysis of the Extent and Nature of Illegality in Forest Conversion for Agriculture and Timber Plantations. September 2014. http://www.forest-trends.org/documents/files/doc_4718.pdf.

[12] GEF-6 Program Framework document "Taking deforestation out of Commodity Supply Chains".

[13] GGP Workshop Report. Accelerating systemic change in sustainable agricultural commodity production

[14] Cite Project Document

The [TOC]… stems from the evidence that trends in global commodity expansion are unsustainable, inequitable, and the source of global environmental damage. Urgent changes are needed on the production side relating to how, where and with what levels of productivity and environmental impacts, agricultural commodities are produced. ...the challenge of expanding production efficiently and with minimal further loss of forested areas and associated values depends on: (1) where and in what manner production is intensified, (2) which new lands are selected for expanding that production, and (3) the extent, importance and location of any biodiversity and other environmental service set asides within productive lands.

The PRODOC recognizes how these factors are "affected by a combination of market-driven, legal/regulatory and knowledge-related processes, and by issues related to weak demand, poor lending oversight and limited or dysfunctional incentives." The baseline opportunities, or "levers," are:

- Public-private Partnerships and Dialogue: Commodity platforms are essential tools for increasing transparency, building consensus, enabling coordinated planning, regulatory oversight and encouraging sustainable investment.
- Production and Policy Enforcement: National and sub-national governments can influence market-driven productive forces to correct market failures, serving broader societal interests and addressing equity issues in international supply chains.
- Farmer support systems: Encouraging best practices and regulating good production practices and sustainability principles that contribute to adjacent forest conservation, in-farm set asides, and protection of water sources are among the ways in which forests and associated natural capital can be conserved.
- Land use planning and mapping systems: important from a global environmental perspective is the need to make use of spatially resolved data on high conservation value (HCV) and high carbon stock (HCS) forests, important biological corridors and related ecosystem services, which is increasingly accessible through remote sensing etc. and can support land use planning.
- Knowledge and Learning: there are ample, largely untapped opportunities to capture and share experience and lessons learned and to apply these to the development of national strategies as well as to the more localized deforestation situations.

By enabling these levers, it is possible to catalyze the development and transformation of national and sub-national systems that will permit an increase production of agricultural commodities which have a high global demand without imposing externalities on populations at the local, national, and global levels.

There are however persistent barriers to systematic change, such as conflicting laws and regulations, absence of land use planning, and the speed of change. These and national level barriers identified during the TE are presented in Annex 9.

3.4 The Project Development Objective, Strategy and Expected Results

The development objective of the **Production project** is to "*encourage sustainable practices for oil palm and beef production while conserving forests and safeguarding the rights of smallholder farmers and forest-dependent communities.*"

The selected strategy was targeted at the system-level and sought to catalyze the development or transformation of national and sub-national systems by strengthening the mentioned levers. To realize the objective and address the barriers, the Project proposed the following components and results as summarized from the Project´s Results Framework (Annex 10):

Multi-stakeholder Dialogue, Action Planning, Policies and Enforcement: Partnership building to increase dialogue globally and nationally by establishing, extending and connecting national and sub-national commodity platforms for dialogue, planning, consensus building and knowledge sharing in the targeted commodity chains. This supports the enabling environment for more effective policies and the utilization of related enforcement standards and regulations. The expected results are:

- Strengthening of national commodity platforms and landscape-level *fora* with at least 60 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue under two national and four subnational platforms established and 4 district fora in targeted landscapes.
- Two national-level and 4 sub-national level Action Plans under implementation.
- Five improved national and sub-national policies, programmes and regulatory priorities proposed related to commodity production practices in the target countries.
- Four improved national or sub-national policies, regulations or programmes drafted, proposed, and adopted for land use planning and conversion;
- Five national and sub-national policies, regulations and programmes drafted, proposed, and adopted that encourage the identification and conservation of High conservation Value (HCV) and High Carbon Stock (HCS) forests through the use of spatial, economic and analytical techniques.
- Improved monitoring of land use change in the three countries and within targeted landscapes as witnessed through 10 land-use monitoring reports.

Farmer Support Systems and Agri-inputs were intended to address unsustainable practices and increase productivity, particularly for smallholders producing targeted commodities through enhanced Farmer support systems with the following results:

- Two national and one sub-national and landscape-level farmers support strategies.
- 6000 farmers trained in sustainable agricultural practices via GGP pilot projects with at least 25% of farmers trained applying Good Agricultural Practices (GAP).

Land Use Plans and Mapping in Targeted Landscapes: Support systems for mainstreaming national and global benefits associated with protecting tropical forests into land use planning in areas where High Conservation Value Forests (HCVF) are threatened by commodity expansion. 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 with the aim to eventually set-aside 50% of HCVF (Objective level indicator).

- Technical support in mapping HCVF, High Carbon Stock (HCS) and other environmentally significant areas. Zoning of go/no-go areas for commodity production
- 925,000 ha. of HCVF, HCS and other environmentally significant areas through agreements to protect and shift production away from these areas.
- 59.3 million tons of CO2e emissions avoided due to land use and protection strategies

Knowledge Management, Monitoring and Evaluation ensures the effective and systematic gathering, dissemination and sharing of lessons and knowledge, of factors underpinning the readiness of landscape-level environments to adopt reduced-deforestation commodity production improves the design and future implementation of intervention and capacity building strategies and tools for improving the sustainability of commodity production.

- Ten end-of-project assessments improving the technical understanding of landscape-level

dynamics of change towards reduced-deforestation commodity production for each target landscape completed, in addition to the baseline assessments Uptake, adaptation and replication of demonstrated lessons and knowledge in seven other sub-national and national situations via the GGP´s Green Commodities Community (GCC).

4. FINDINGS

4.1 Project Design/Formulation

4.1.1 Project Context and Justification

The Project Context presented at the formulation stage was generally complete and was supported by data cited from credible sources. The PRODOC establishes the underpinnings of the Project´s policy aspects and the baseline situation upon which the development assumptions and GEF alternative were developed. Adequate justification supports the development of Components 1, 3 and 4 in support of policy responses needed to check the expansion of deforestation into HCVF and HCS areas that could result from increased production. These support the Theory of Change (TOC) that policies must be developed within an integrated and multistakeholder process and in providing tools to support decision-making.

With regards to Component 2, the Project´s context has a limited agronomic baseline with little information on the production methodologies employed in the baseline, why these exist, why producers look to these (risk avoidance, custom, lack of capital, etc.), their baseline valuation, which are generally expressed as yields, such as, bunch weight, tonnes/ha. /year or in the case of livestock, tonnes of beef, reproductive success, etc. There is also limited reference to the genetic aspects of the production systems. A better baseline would enable a better understanding of the real results and outcome of the project´s investments in farmer support. This causes problems for the justification of the activities and, as pointed out later in this report, leads to the development of indicators that do not adequately “tell the story” of the project and leads to difficulty in gauging the real efficiency and effectiveness of the Farmer support activities.

The justification is established for developing the four “levers” including multi-stakeholder structures, partnership agreements that can address the poverty and barriers to credit and low inputs and for developing diagnostic tools.

The Project is now more justified than at formulation given evolving conditions in each country, COVID-related policies, changes in political administration and evolution of national policies. The pandemic is affecting the global economy and supply chains in ways that are emerging. The lessons learned from the Ebola virus in Liberia, for example, indicate that short-term travel bans, curfews, etc. cause spikes in inflation at different points of the supply chain over time, *e.g.*, trucking fees, cargo fees, etc. that caused increases in the cost of goods sold that lead to lower margins impacting smallholders the most. All countries responded to the pandemic with economic stimulus measures targeted to increase commodities production. Easy access to credit lessens a traditional barrier but adds temporarily to the suite of drivers presented at project design with potential to increase deforestation. The evolution of the Project´s context at the national-level is presented in annexes 20, 21 and 22 for Indonesia, Liberia and Paraguay respectively.

All nations experienced different degrees of changes in political administration. The changes generally proved to be positive for the project as new administrations embraced economic stimulus and the opportunities for developing national platforms and National Actions Plans as a vehicle for economic development. These high visibility activities were given an added boost by COP 26 which provided an obvious jolt to the political will for further environmentally sound commodities production.

The barriers presented at the project approval stage were validated with the project producing important results that will mollify several of these, especially sub-nationally (See section 4.3.). Country specific barriers were not thoroughly vetted at project design stage nor were barriers to effective project management at the national and sub-national levels. These include, among many, powerful economic interests resistant to change, distrust of outsiders, financial regimes that support the status quo, etc. Annex 9 provides a list of barriers gleaned through interviews at the national and subnational levels.

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

A review of the project documentation and through interviews with managers at the country-level, leads evaluators to conclude that the architecture of the project design was solid. However, the expected outcomes were not sufficient to achieve the Project´s objectives due to unrealistic estimates of capacity, timeframes, and costs. The project was clearly pointed in the right direction at the outcome level. Regardless, the assumptions for each and the execution requirements were underestimated. Finally, the indicators chosen, especially at the outcome level, do not tell the whole story of the project

Based on the Project´s Context presented in Section 3, the problem addressed is well documented in the Project´s approval documents[15], GGP[16] and was thoroughly litigated at the Mid-term Review (MTR)[17]. The Project is designed in response to the following development assumptions:

- Voluntary private sector [and niche] action for reducing deforestation in major commodity supply chains is insufficient for sustainable production. Government actions, regulations and platforms are needed to complement private sector initiatives for a sustainable commodity sector.

- Support to smallholder farmer production standards is still being achieved only in pockets and not at scale. Public-private partnerships are needed to support sustainable agricultural practices and thus contribute to sustainable commodity production and reduced deforestation

- Sectoral infrastructure[18] for land-use planning () is still underdeveloped. Supporting the development of capabilities for land-use planning (data, tools, technologies and methodologies) and for setting HCV within the commodity-producing landscapes will reduce deforestation substantially.

The Project´s four components are aligned with the development assumptions and collectively respond to the Project´s and the GGP´s development problems and barriers across the suite of outcomes. There is integrity between the components and the development objective. Component 1 provides spaces for productive dialogue and pursues policies and National and Subnational Action Plans; Component 3 providing inputs for decision-making on land-use allocation by defining HCVF and HCS ecosystems for protection. Together, these addressed the policy barriers and sought to protect HCV and HCS areas from expansion of the agricultural frontier. Component 2 supported pilot actions aimed to demonstrate to

[15] Project Identification Form, Project Document, CEO Endorsement Request
[16] GGP Workshop Report. Accelerating systemic change in sustainable agricultural commodity production:
How can we most effectively align donors, international development agencies, NGOs and the private sector? DC 2018
[17] UNDP -GEF Midterm Review, GGP Production Project no. 5664, November 2019. Prepared by Endeva, 194.pp.
[18] data, tools, technologies, and methodologies

farmers techniques to produce more on existing land and/or sustain production through training, technical assistance and targeted pilot projects. Component 4 provides cross-cutting knowledge management. With the exception of linkages between Outcome 1.4.2 and Component 3, which the evaluators feel should have been merged, the Project´s components are related but not co-dependent, which made the project less risky and generally followed best practice in project design.

At the objective level, the project includes three GEF Core Indicators. The first, "*the number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational levels*" with a TE target of "*at least 60 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue under national and sub-national platforms.*" The indicator´s target does not reflect on "*mechanisms with funding.*" The wording suggests that good ideas or needs might lead to financing through deals or partnerships. The target, on the other hand, focuses on dialogue suggesting policy, conflict resolution, etc. Both the indicator and the target are good "structure" indicators at the outcome-level. A more coherent impact indicator might lead us to a financing result in support of ecosystem services or new deals/partnerships affecting a given number of hectares, etc. If policy is intended, as outcome 1.1 indicates, then the corresponding impact should have been reflected in the target.

The second objective-level indicator does not lead us to understand the impact with regards to the Project´s objective. The "*number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities*" defines a target but does not lead to the expected impact. How will they benefit? From what? and more importantly, what is the impact of the benefits received? A logical impact indicator for a Production Project would be the efficiency of the practices as a measure of sustainability; or increases in livelihood on the same amount of land, or even the change in amount of CO_2 eq. sequestered. The latter is reported at the outcome level in Component 3 but not considered as part of the overall changes fomented by the project in support of sustainable practices at the objective level.

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 a good impact indicator. The total amount of CO_2 sequestered or avoided is an important objective-level indicator. Outcome indicator 3.2.1. could have informed the overall CO2 contribution of the project at the Objective-level and would have obligated the project to also calculate the amount generated through pilots in Component 2 and add that to the total for the project.

The overall project seeks to realize the project objective through 11 stated outcomes and 42 outputs which are further divided into country-specific outputs (tasks). Overall, the design is excessive and could have been better focused at the Outcome level leading to a lower and more targeted number of outcomes, and consequently, outputs. The policy realm in particular has several co-dependent outcomes that could have been consolidated to improve linkages to the project´s objective, as discussed further in section 4.3. The following briefly reviews the design aspects by component:

Component 1 seeks "Dialogue and public private partnerships; production policies and enforcement" through five outcomes and a total of 6 outputs. It creates the conditions for dialogue and policy discussion through the multi-stakeholder platforms (Outcome 1.1) and through the "practical alignment and implementation of public and private investments and other actions related to target commodities (Outcome 1.2) attained through commodity action plans at the national and subnational levels. The action plans are important policy instruments in themselves by defining needed policies and investments. The project tries to jumpstart the process by investing in a large list of policies that were indicated in Table 7 of the CEO Endorsement Request document (Outcome 1.3). The project continues in the Policy space seeking "*improved national and subnational policies, regulations and programmes related to land-use*

allocations for commodity production and set asides in the targeted countries." The later are distinct from the former in that they operationalize the findings from investments in definition of HCV and HCS zones in Component 3. Finally, Outcome 1.5. invests in "improved monitoring of land-use-change in the target countries and landscapes.

Since the action plans and associated strategies were intended to present the policies needed, the Outcome 1.3 "puts the cart before the horse." It might have sufficed to add an indicator suggesting the number of action plans policy recommendations developed and in-force. A comparison of the CEO Endorsement Table 7, the action plans, and project reporting indicates that the important policies that pre-dated the action plans ended-up being included in the action plans anyhow. Outcome 1.5 also shows co-incidence with Component 3. In effect, outcome 1.5 creates the capacity needed for a successful result in Outcome 3. It might have been better to move this function to Component 3 enabling 2 related outcomes: one on capacity development for determination and monitoring of HCVs and one on declaring protection of HCV landscapes. **Component 2** addresses the need to increase production sustainably to deliver benefits to both farmers and markets and goes to the heart of a "production" project by focusing on "Farmer support systems and agri-inputs." The component´s two outcomes focus on breaking smallholder support out of small pockets. Central to the strategy is the formation of the "*improved national and subnational systems for supporting sustainable, reduced deforestation, commodity production and intensification* "(Outcome 2.1.) the indicator and targets (2.1.1.) are by TE "…at least 2 national and 1 sub-national…farmer support… strategies emphasizing reduced deforestation, sustainable intensification, biodiversity conservation and the elimination of gender gap in agricultural productivity." Outcome 2.2. is dedicated to the demonstration of "*effective approaches to smallholder support (via public private partnerships) have been demonstrated*" (Outcome 2.2) with an indicator and target of "*6,000 smallholder farmers trained in with at least 25% employing sustainable agricultural practices by the TE*[19]."

The description of the mentioned outcomes presented in the text of the PRODOC is inconsistent with the description presented in the results framework, which juxtaposes the two while maintaining the supporting outputs in their original order. This problem was not addressed in the revised Results Framework at the inception workshop (Annex 10), which has been consistently utilized in work planning, Project Implementation Reports (PIRs) and the MTR. Notwithstanding this oversight, the component provides an understandable progression beginning with the determination of farmer´s training needs necessary to inform strategies that "determine how many farmers need support, in which technical topics and priority geographic areas, and at what potential cost."

Unfortunately, all of the indicators selected do not enable the Project to effectively highlight the benefits that have been generated. The first indicator (2.1.1.)is the existence of national and subnational farmer support strategies emphasizing reduced deforestation, sustainable intensification, biodiversity conservation and the elimination of gender gap in agricultural productivity. These are not the key production issues signaled in the project context, such as pesticide use, water overuse, etc. or the drivers of commodity-related decision to deforest. This component could have been cleanly oriented to directly support *sustainable intensification,* a theme with which the beneficiaries interviewed indicated are the most closely aligned with their interests and is a cornerstone development assumption. The support and training functions oriented to the mentioned production issues. The "effective approaches" could have been documented from the multiple projects linked and farmer training provided in those themes. The indicator, "at least 25% employing sustainable agricultural practices" is too vague to support the

[19] UNDP-GEF, 2017. Inception Workshop Report, GGP Global Projection Project (GEF 9180)

knowledge base for an Integrated Pilot. The PPG phase should have identified the sustainable themes, oriented the project to test them through training and the dedicated pilots, and then measured the results and impacts in terms of increase in bunch weight, or tonnage /ha. or number of live offspring, pounds (or costs) of pesticides reduced, or available soil moisture, etc. Finally, the amounts of CO_2 eq. of improved practices could have been calculated through the pilot farms and reported at the Impact-level of the project. If fact, the project did a lot of those things and much more but did not have an indicator that adequately expressed the results of those efforts.

The same logic applies to partnerships. What is the expected result of these with regards to the project objective? The indicator points to national and subnational strategies. That is (a) not coherent and (b) does not lead us to understand what the result in terms of sustained intensification. Once that element is determined, then a variable that indicates a result can be drafted. Again, this aspect should have been determined during project formulation. Another possible result would have been the number of farms that achieved certification or had credit or access to a predictable market, or access to company extension services, etc. What is the indicator of success or failure from the corporate side? This would imply a clear vision of what a good partnership is and what it is not in order to find the right indicator. Is a secure buyer with no support a good partnership? Because this is an IAP, we should have known by the end of the project the results of the partnerships and the number and types of partnerships as applicable.

Component 3 provides the land-use plans and maps, or tools to enhance land-use governance in targeted landscapes. The spatial planning exercises to identify HCV/HCS and a framework for moving forward to define set-asides or "no-go" areas. This component responds to the need to provide decision-makers at multiple levels with an objective framework that is also applicable to determine land use policy, enable agricultural expansion to non-HCV areas, to gauge the effects of markets and production incentives and finally, facilitate enforcement. The design of the component focuses on Land-use plans and maps in targeted landscapes with the aim of providing improved land use planning and zoning to avoid shifts from HCV and HCS ecosystem service-rich forested lands to commodity production to degraded or otherwise appropriate lands. It does so by investing in mapping of HCV areas and working towards zoning or similar legal protections. The main investments are in HCV criteria mapping, the development of Land-use Plans, increased awareness of go/no-go areas. The baseline situation indicates various degrees of preparedness to undertake the land-use planning involving HCVs. The capacity to do so was included in Outcome 1.5 and as mentioned, would probably be better incorporated into Component 3 to provide a structure indicator reflecting the effort needed to develop the needed capacities and finally, the outcome indicator framing the number of hectares receiving degrees of protection. The MTR suggested adding a process statement to the indicator such as, *the amount of agreed upon land set aside.* Regardless, the indicator remains as the number of hectares covered. Acceptable intermediate indicators would be the deforestation in HCV and HCS mapped or other capacity indicator such as forest inventory, the national determination of HCV values, etc. The second indicator, "tons of CO2 eq. avoided" or sequestered is probably best utilized at the impact-level for all outcomes, especially from Components 2 and 3. Without an intermediate indicator, good work in capacity development will not be recognized.

Finally, **Component 4** responds to all of the development assumptions by promoting increased knowledge of effective strategies through targeted consultancies, knowledge projects, communications and information dissemination and replication of lessons needed to backstop the previous three components. Outcomes 4.1 and 4.2 related to knowledge management required to bridge the gap between the "increased knowledge of effective strategies and tools" and the "number of reports generated in each landscape" are separate concepts that require connection. A process indicator, such as the conformity, usefulness, understandability, etc. might be useful in that regard.

Section 4.3. describes the actual progress towards results for each component. All persons interviewed with direct knowledge of the Project´s Results Framework stated that *the suite of components and outputs*

was right for the project. As a pilot, the Project´s design provided the range of opportunities and situations that required testing across different landscapes, cultures, social and environmental conditions and provides an adequate test of the Theory of Change.

In terms of technical design criteria, the Project´s 4 components are parsed into 11 outcomes supported by 42 outputs by country: Indonesia (14), Liberia (12), and Paraguay (16). From a design perspective, the project is too dense in the number of outputs and for its length and system boundary, thereby requiring a considerable amount of management energy and cost to monitor and report. It is therefore both a complex and ambitious project. The project could have been simplified into Governance (sub divided into Governance and Policy), Farmer Support and Knowledge Management. Perhaps, there was a need for separate but integrated child projects on Governance/Policy and Farmer Productivity Support, each with Knowledge Management components within the GGP. There are enough experiences and partners with success stories to support a stand-alone Farmer Production Support project building-off of the partnerships and linkages with private sector developed.

Given the Project´s complexity, all those interviewed agreed that *the project timeline was too short and underbudgeted for an ambitious pilot project*. Areas that increased the time-load are trust-building, policy development and authorization, socialization of concepts at the landscape level, increased resources for field presence and promotion, strategic communications and M&E, and knowledge management. A 6-year window for this project and more financial resources to extend the management of the project would have provided sufficient time to adapt to changing political landscapes and push through policies that are known to take 3 to 4 years to come to fruition in addition to developing tools and allowing sufficient time for their deployment and evaluation.

The GEF Core indicators are: (i) area of landscapes under sustainable land management in production systems; (ii) area of HCV forest loss avoided; (iii) carbon sequestered or emissions avoided in the agriculture & forestry sectors and other land uses; and (iv) the number of direct beneficiaries disaggregated by gender are covered by the project´s indicators are included in the project´s indicators as indicated in the GEF Core indicator worksheet (Annex 11). A challenge faced by the project on this aspect is the discrepancy existing between the results framework and GEF Core Indicators, requiring a lot of M&E support work.

4.1.3. Assumptions and Risks

The Development Assumptions upon which the Project is based are presented above in Section 4.1.2.

The Results Framework included assumptions[20] at the project objective level and for Outcomes 1.1, 1.5., 2.1., and 2.2. The remaining 7 Outcomes did not present assumptions, a weakness in project design. None of the assumptions presented are independent and are pre-conditions that influence the project´s outcome and are responsive to management. For example, the Objective-level assumption, "*Platforms and action plans fully incorporate the objective of, and provide effective support for, reduced deforestation commodity production,*" describes exactly what the platforms are supposed to do. An example of an assumption would be, "that there are no unforeseeable policy changes that challenge the legal status of

[20] Assumptions are conditions that must prove true if the suite of successfully completed outputs are to foment the desired outcome. They are independent and outside of the influence of project management. They establish the limits within which Project´s actions will be effective.

the Platforms; or their ability to operate and implement action plans." A list of suggested Assumptions is included in Annex 10.

The UNDP Country Offices and the Global PMU collaborated in tracking and logging **risks**. Risks were identified at design and re-assessed throughout the life of the project. A Risk Log lists and analyzes risks by category, likelihood, impact and for changes in risks since the PPG phase. A revised risk rating table is provided in Annex 12. The initial risk assessment was incomplete and did not include extremely high risks, such as a resurgence of Ebola or a return to violence in Liberia. Both were subsequently given the highest ranking of 5 of 5. The risk management process is described in Section 4.2.6.

4.1.4 Planned Stakeholder Participation

Stakeholder participation was effectively mainstreamed into the design of all project components and in project´s governance structure.

The Project benefitted from a comprehensive Partnership Strategy developed for the IAP[21] that identified and logged the relevant stakeholder groups and their expected roles and relationships[22]. A partnership database included information about stakeholder participation at both the global and project-levels. During the PPG phase, stakeholders were engaged in the Project´s design process. Relevant organizations were jointly consulted through a Program Advisory Committee who, through virtual meetings in 2016, provided technical and strategic guidance to the design of the GGP child projects. .

Stakeholders included governments at the national and subnational level, private sector actors, producers, especially smallholders including women and indigenous communities, NGOs and civil society organizations, as well as, NGOs, institutes and thought leaders, the banking and financial sector representatives, the commodities sector, donors, academia, and GEF Operational Focal Points. National stakeholders were consulted through collaboration *fora*. Child project working group meetings, national and sub-national design workshops[23] and focus group discussions were held to solicit inputs in vetting the Project´s proposals. These consultations included supply chain integration and linkages with the IAP demand and transactions and learning projects.

The Project´s design incorporated participative and inclusive processes. These include a multistakeholder process in developing platforms to facilitate dialogue (outcome 1.1) and a participative process for developing national action plans (outcome 1.2); dialogue to foment improved policies (Outcomes 1.3, 1.4.); the development of partnerships for small holder support (Outcome 2.1) and inclusive processes for Land-use Planning (component 3). The knowledge management outcomes in component 4 are designed to disseminate the lessons learned on sustainable commodity production. The implementation and the effect of these measures is further discussed in sections 4.2.2 and 4.3.2 respectively.

KIIs indicated that, although the process was inclusive, *it was heavy on the production of technical documents and feedback led by technical experts in a tight timeframe. The Project´s policy actions, which represent most outcomes, could have benefitted more involvement by politicians and policy experts that*

[21] UNDP, Project Document: Adaptive Management and Learning Project (PIMS 5665, GEF ID 9179), Annex K: Partnerships Framework for Commodities IAP Program.
[22] UNDP, 2017. Project Document: Reducing Deforestation from Commodity Production (PIMS 5664; GEF ID 9180) Table 8 "Key Partners and Their Expected Involvement in the Production Project;" page 54. URL: https://www.thegef.org/projects-operations/projects/9180
[23] These included workshops in Paraguay (January 2016), Indonesia (October 2015 and April 2016), and Liberia (May 2016), among others

could have adjusted expectations on the scope and timeframes required for the authorization of policy actions and on the strategic policy and communications required to enable the passage of policies.

4.1.5. Lessons Learned and Critical Linkages Incorporated into Project Design

The project´s design effectively incorporated lessons learned from relevant and related projects and established productive, mutually beneficial linkages that 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 enables comparisons and validation of the results of the Project, especially with regards to the development of Farmer Support Systems and in promoting agricultural intensification.

Lessons learned from experience in the Project´s targeted commodities, supply chains, geographies and landscapes were adequately incorporated into the development assumptions, or "levers," and into the design of the project. In many cases, the formal linkages established supported project execution. Annex 13 provides a comprehensive description of projects that provided lessons learned, strategic linkages and benefits at the global and national levels. The following stand-out for supporting the Project´s results and for providing independent results enabling a comparison of the effects of the multi-stakeholder approach and inputs to developing Farmers Support Systems:

- The IFC-Musim Mas IPODS Programme in Indonesia on building communication with the smallholder participants and training and technical assistance in sustained intensification provided results in terms of yield and farmer buy-in which informed the TE analysis of component 2. UNDP´s local Indonesian staff utilized specialists trained in the IPODS initiative and coordinated their actions by zones, effectively grafting experience between projects.

- The UNDP/GEF 2014-2020 "Mainstreaming Biodiversity Conservation and Sustainable Land Management into Production Practices in all Bioregions and Biomes in Paraguay;" BAAPA Green - experience 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 project improved the capacity of UNDP and partners to monitor land use change and transferred lessons and training packages. Both UNDP-managed projects shared personnel further grafting experiences and approaches to working with Chaco´s beef sector.

- CI´s development of a Landscape Accounting Framework (LAF) to monitor the changes in key indicators on ecosystem health and loss, human development and agricultural production as well as measuring impact and local decision-making support, etc. CI´s experience with Conservation Agreements in supporting sustainable landscapes facing extensive commodity development was incorporated into the design of component 3.

- Solidaridad West Africa´s experience in farmer support programmes in Palm Oil sustainability in Liberia contributed to the understanding of potential results of farmer support systems. Solidarity´s results corroborated the results of IFC and UNDP results in Indonesia and was important in informing Liberian officials´ understanding of the role of successful farmer support systems. It also appears to have influenced the way the Liberian government will structure concessions.

Knowledge Management coordination and dialogue mechanisms, including landscape-level *for a* national-level platforms and the GGP-level Global Community of Practice (Green Commodities Community–GCC–)[24] ensured that lessons were systematically gathered and disseminated.

4.1.6 Gender Responsiveness of Project Design

Gender considerations were effectively mainstreamed into the design of the project and is compliant with the GEF Policy on gender[25] and to the UNDP Gender Equality Strategy 2014-2017.

A Project Preparation Grant (PPG) phase analysis compiled information on gender differences within the commodities supply chain. Issues such as reduced productivity of female-led farms due to differential access to inputs, such as land, livestock and financial services, were examined as well as legal rights and land tenure issues that may act as a barrier to increasing productivity for women. Other issues such as the gender division of labor and differences in availability of time were also factors that were assessed. A Program Gender Mainstreaming Strategy and Action Plan was prepared[26], to ensure that Gender was adequately mainstreamed across the IAP´s components and addressed throughout implementation at all levels. The plan assessed gender issues in the oil palm, soy and beef supply chains, and describes the gender mainstreaming strategies of each child project. It is closely aligned with both the UNDP Gender Equality Strategy and with the GEF Gender Mainstreaming Policy.

The Project was assigned a gender marker of GEN2[27] indicating that although "gender equality is not the main objective of the expected outputs, the outputs promote gender equality in a significant and consistent way". Changes related to women's equality were foreseen at the design stage were integrated into Outcome 2.1.(1) whose indicator points towards the elimination of the gender gap in agricultural productivity. However, gender disaggregated targets were not assigned in the Results Framework beyond Core Indicator One. However, Gender was mainstreamed into all operational aspects. The environmental and social screening tools informed how gender issues were to be addressed during project implementation and the M&E process captured and reported gender-disaggregated data in quarterly and yearly evaluations. Lessons learned were rolled into a Knowledge Product and disseminated at the Program-level and through the GCC.

4.1.7 Social and Environmental Safeguards in Project Design/Formulation

During the formulation phase, a Social and Environmental Screening (SES)[28] analyses was prepared for each country yielding a “Low” Risk Rating. Subsequent review through a consultative process, the SES Identified 10 risks in Indonesia, 6 in Liberia, and 3 in Paraguay. These and other risks identified were tracked in the UNDP Risk Log and monitored in the QPRs and PIRs. UNDP had a dedicated Grievance

[24] UNDP, 2016, CEO Endorsement Request for Project Endorsement/Approval
[25] https://www.thegef.org/council-meeting-documents/policy-gender-equality .
[26] Annex I: PROGRAM GENDER MAINSTREAMING STRATEGY AND ACTION PLAN, Adaptive Management and Learning for the Commodities IAP Project Document.
[27] "gender mainstreamed initiative"
[28] A SESP was carried out for each country: SESP: 5664_Indonesia,Liberia,Paraguay_ProDoc Annex H_SESP.docx .

Mechanisms and procedures in-place. The management of risks is further described in Section 4.2.6 and Safeguards Assessment in Section 4.3.8.

4.1.8. The Project Implementation and Governance Modality

The design of the implementation and governance modalities provided for all required management functions at the global and national/project levels. The governance structure links the Project to the broader GGP structure, creates linkages to other Child Projects and links global and National level stakeholders with conduits for communication and decision-making The structure at design was inclusive as possible for a geographically extensive and diverse project and considers all management aspects.

The project was implemented under UNDP's Direct Implementation Modality. The UNDP RH LAC was the IA responsible for global project management, monitoring and evaluation, and oversight of EAs in achieving the project´s outputs, and for the effective use of GEF/UNDP resources. UNDP Country Offices Indonesia and Liberia had delegated authority as EAs. UNDP Paraguay was the implementing partner and executing agency in Paraguay[29]. A Responsible Party Agreement (RPA) was signed with Conservation International (CI) for execution of outputs at the landscape level with the Zodua Community in Liberia´s Northwestern Province. A similar agreement was signed with CI and the Worldwide Fund for Nature (WWF) for the execution of tasks in Indonesia´s South Tapanuli and Sintang districts, respectively. The EAs were responsible for the oversight of RPAs.

The Project´s governance was integrated into the GGP´s three-tier international management structure (illustrated in Annex 15) within which all child projects were coordinated. The upper tier consists of a **Program Steering Committee (PSC)** chaired by UNDP´s Green Commodities Programme Director with representation from each partner agency and GEF. The arrangement provided coordination, communication, and decision-making between the Program and all Child Projects, among other functions described in Annex 15. The PSC is coordinated by a **Secretariat** comprised of the global child project managers and chaired by the A&L Global Child Project Manager[30], to facilitate upstream and downstream communication and coordination between the child project and partner agencies.

The Production outcomes and global management functions were coordinated by a **Project Management Unit (PMU)** from within UNDP RH LAC, which is a shared entity with the A&L Project in a 70% to 30% split respectively. The PMU is responsive to a Project Board comprised of the UN Representatives of the participating countries to enhance representativity recognizing that project management is divided amongst UNDP RH LAC and UNDP Paraguay. for implementation/execution in that country. The Indonesia/Liberia/Global Board and the Paraguay Board differ with Paraguay having direct participation of national stakeholders. In the former, the UNDP Country Representatives represented the interests of the governments they served. Each country had additional governance structures (see Annex 15) that embraced the range of important stakeholder groups.

4.2. Project Implementation

4.2.1. Project Implementation and Oversight

[29] With a separately endorsed PRODOC a national board structure was required.
[30] The Adaptive Management and Learning Child Project Manager also manages the Global Production Child Project

The Project´s implementation suffered from early delays. The start-up phase took almost one year to complete. At inception, modifications to the global structure occurred. The IAP coordinator position was eliminated and the Project´s organizational chart (Annex 15) was modified adding a Monitoring & Evaluation Specialist and a Programme and Communication Support Consultant. The measures filled gaps in the project management structure and function. The Project was challenged by significant turnover amongst key staff and consultants that reduced the operational time horizon of the project. This was further complicated by the COVID-related lockdowns. Although the Project eventually recovered from the delays, the time lost was not. Almost 30% of the Project´s deliverables were realized in the final quarter of operations which, as discussed further in this report, left little time for assimilation of the structures and knowledge produced.

The downstream execution arrangements were generally good with all countries reaching important achievements. UNDP Indonesia was an executing agency and managed the RPAs with WWF and CI. The partners brought strong programming, financing, local relationships and experience. Differences in institutional approaches and government relations created challenges but were ultimately managed. The range of multi-sector contacts supported diversity in the national and subnational platforms. Their collective network created efficiencies in management over large distances. UNDP incorporated several technicians from the IFC IPOD project into their staff adding a layer of tested local experience.

During their Inception Workshop (IW) the Paraguayan team reported a significant budget miscalculation at formulation and additional constraints 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, Project implementation was notably reduced until a new budget was assigned in response to MTR recommendations (See also Section 4.3, Efficiency). The MTR did not explain why the PMU opted not to request a formal budget readjustment at inception, which would have involved negotiations with GEF with the possibility of an earlier, timely and adequate allocation of resources to support the execution at a critical phase and would have enabled sufficient human resources to avoid overloading a small staff. Once the budget issues were resolved, UNDP Paraguay added an on-site staff member in Chaco to add local coordination. UNDP contracted credible trainers with established confidence within the community to advance component 2 activities

In Liberia, the 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. In 2020, following the Project Managers resignation and due to lack of funds, UNDP´s Country Team Leader assumed the lead with additional support from the PMU during the last months of the project. The RPA agreement with CI without sufficient funding for renewal, lapsed far short of the Project´s termination date leaving additional management and coordination burden to the UNDP Liberia team without full-time Project management. A Letter of Commitment between CI and UNDP eventually kept CI engaged with the Zodua Community, local CSOs and community leaders in support of the conservation agreement, helping the project forward during a critical stage. The departure of the Project´s communications specialist left another critical gap. Again, the position was not filled due to budget constraints. The project was able to be extended to April 2022 thanks to costs savings from multi-tasking staff and adding a UNDP Intern. The budget issues were known early -on but not addressed with contingency actions, such as seeking alternate funding streams to co-finance the effort. Given the complexities presented in Liberia´s Risk assessment, a management response was needed to ensure that a fully dedicated and funded management structure remained in-place until the end of the project.

The delays in implementation coupled with an underestimate of the budget and resources needed to produce the stated outputs reduced the delivery capacity of the executing agencies and partners who felt that the outputs were overly ambitious for the resources available. When combined with the effects of

COVID, the project had little time to produce the outputs, many of which were realized at the end of the project cycle leaving little time for assimilation. In fact, 30% of the outputs were realized in the final quarter of the project.

KIIs indicated that the project could have been managed with the participation of more local technicians. This could have reduced the costs of remote management and led to greater levels of trust early in the project. KIIs also reflected a mutual respect for the institutional capacity and effectiveness of coordination between the Executing agency and executing partners. This helped mitigate the challenging environments in which the project operated, the sensitivities related to the programmatic area, and the outbreak of the COVID-19 pandemic.

The PMU and UNDP RH LAC provided oversight31 of the EAs and Responsible Party Agreements (RPAs) based-on the M&E plan (section 4.2.2). Oversight requirements were built into the RPAs with follow-up by EAs and periodic international visits from the PMU and contracted technical experts. COVID-related travel restrictions eliminated international, site-specific oversight. Regardless, the PMU maintained close contact with the Project´s execution through the planning process, M&E tracking, reports and scheduled calls. Strong one-on-one relationships established early in the process between the PMU, EAs, RPAs and national-level stakeholders facilitated the transition to a digital oversight.

The EAs directly monitored results and deliverables. Where EAs did not have a direct presence in the target area, the process was not as effective. The situation in Paraguay greatly improved with the addition of a Chaco-based professional creating a direct linkage between the Project and rural stakeholders. In Liberia, due to the constraints previously described, direct oversight of the RPA and in-site validation was noticeably "distant" in comparison to the other countries. Regardless, strong RPA agreements and the selection of partners with strong GEF-qualified administrative and financial systems provided for adequate oversight.

The project was executed well given the design constraints, budget challenges and the effects of COVID. The Implementing and executing partners did, in fact, realize the outputs under challenging circumstances. For that reason, the Implementation and oversight aspects of the project were rated as Highly Satisfactory and the Project´s Execution rated as "Satisfactory" for a total ranking of "Satisfactory." The quality of implementation and oversight met expectations for a complicated project while the quality of execution met expectations given challenges mentioned. The ability to bounce back following COVID indicated the level of resilience of the mentioned execution arrangements.

Table 4: Rating for Project Implementation & Oversight

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	HS
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Oversight and Execution	S

[31] GEF project cycle management services

4.2.2 Monitoring, Risk Assessment and Evaluation

A comprehensive Monitoring and Evaluation (M&E) Plan[32] compliant with UNDP/GEF Evaluation Policy was approved within the Project´s endorsement package. The plan, summarized in Annex 15, detailed roles, responsibilities and budget within a complete and integrated management decision-making cycle. Importantly, Component 4 on Knowledge Management and the M&E Plan was designed to inform the GGP M&E process[33].

The M&E function focused on the Results Framework, provided timely monitoring of the Project´s outputs and involved progressive participatory evaluation that facilitated decision-making and adaptive management. Independent Quality Assurance was provided by UNDP RH LAC with the involvement of the UNDP Country Offices Indonesia, Liberia, and Paraguay.

Annual and quarterly workstreams were well documented and oriented to the results framework with corresponding annual and quarterly work planning, monitoring and reporting of progress towards outputs, challenges, lessons learned and progress in cross-cutting areas. Additional inputs, such as qualifying information to report on GEF Core indicators, were communicated by country. Risks, mitigating actions and management responses were updated and logged quarterly. The reports also captured adaptive management and mitigation strategies in response to challenges.

The PMU identified, reported and progressively responded to risks in coordination with the executing partners. A total of 46 risks[34] were tracked in an Adaptive Management Practices Log which registered all the risks, concerns, and opportunities of which 37 were country-specific and 9 were global. An updated EOP Risk Management Table is included in Annex 12. Risks were evaluated and logged in the Atlas Risk Register and were reported quarterly to the PSC and Board. The risk management system added the proactive element to adaptive management process.

The PMU, UNDP RH LAC, UNDP Country Offices, and the UNDP-GEF Regional Technical Advisor provided feedback, formally reviewed the annual GEF APR/PIRs and maintained communication with the Project´s board and the GGP steering committee. UNDP´s Quality Assurance Assessment provided an independent check of the quality and conformity to UNDP-GEF Policies and Guidelines.

The PMU and country teams maintained upstream and downstream communication through bi-monthly calls. The structure and materials provided by the PMU to the EAs were appreciated and had the added benefit of developing local capacities, according to KIIs in all countries. Unfortunately, no national-level M&E specialists were considered for the project, placing the burden on the Project´s national coordinators and generally Landscape managers who had access to digital data needed to report on indicators. Neither the effort nor the complete costs of data- was fully considered during formulation and overburdened the project staff. Ideally, a dedicated M&E person with GIS capability could have supported the landscape-level activities, enhanced the M&E Plan and strengthened the country teams.

The M&E results were enhanced by a series of knowledge products developed both by the GGP and/or by the Project, such as Gender Mainstreaming or the Causality Assessment for Landscape Intervention (CALI), further discussed in Section 4.3. These products drew from in-country information and helped to increase local capacity. The M&E results were further analyzed by the GGP in periodic summary documents facilitated by periodic internal stocktaking of lessons learned both internally driven and in

[32] included the project inception workshop and report, annual work plans, quarterly reporting, annual reporting, mid-term evaluation, elaboration of tracking tools, terminal evaluation, and financial audits, all requirement documents defined in the M&E plan.

[33] implemented through the A&L Child Project

[34] operational, security, political, environmental, financial, organizational, strategic, and regulatory

response to GEF agency requests to update core indicators. This periodic process was both participatory and introspective, facilitating knowledge management and external evaluations. In addition, the PMU implemented as planned the requisite external evaluations.

Financial audits were to be executed periodically. The evaluation team was provided with only three audit reports in which UNDP Indonesia and WWF Indonesia were audited in 2018, and CI Indonesia in 2019, per UNDP Financial Regulations and policies for DIM implemented projects. Therefore, it was not possible to draw from independent findings from the base of information provided. However, quarterly and yearly financial reports were provided to the evaluation team and were important in determining the Project´s efficiency as discussed in section 4.3.2.

Based on the findings presented, above, the M&E design at project startup the M&E Plan at entry did provide all requisite actions but underestimated the efforts and costs. for that reason, the design is considered "Satisfactory." The implementation of the M&E plan overcame many of the limitations and produced the expected results warranting "Highly Satisfactory" ranking. Therefore, the Overall Quality of M&E rating is "Satisfactory."

Table 5: Monitoring & Evaluation Ranking

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

4.2.3. Adaptive Management

Based on the results of Inception Workshops[35], the PMU clarified and modified the Project´s organizational structure and Results Frameworks. In response to ongoing feedback from Country Management, the PMU reduced the time burden on managers by streamlined the number of management interventions, such as moving to targeted country-specific calls rather than have all managers involved in all things.

Global and national challenges were adequately captured in an IAP-level Adaptation Log managed by the A&L Project, which documented issues and management responses across all Child Projects. For the Production project, 57 management adaptations were tracked for Liberia (11), Indonesia (25) and Paraguay (15) as well as for the PMU/Global level (6). The Country Annexes illustrate the types of adaptations rendered by the Project.

The MTR completed in 2019 provided 10 recommendations to improve project execution. The PMU tracked responses through a Response Matrix indicating nine actions taken and one recommendation, that of redeveloping the Project´s TOC, was rejected by the PSC. Also in response, the GEF provided a no-cost extension to enable policy-related targets and secure government approval which required longer processes to develop due to COVID-19 related office closures.

Throughout the process, the Project´s governance structure functioned well in tandem with the PMU. The Project´s bi-annual Board meetings facilitated communication, addressing constraints, and identifying

[35] November 2017 in Indonesia, December 2017 in Panama City, Panama, in January 2018 in Liberia; and, in Paraguay, the IW was implemented in March 2018.

risks and mitigation strategies. The GGP structure also functioned as an advisory board supporting the PMUs adaptations and providing guidance.

The MTR concluded that the adaptive management process was reactive rather than proactive. The TE evaluators found this not to be the case. The mentioned Adaptation log (Annex 16) effectively tracked issues as countries filed their Quarterly Reports and PIRs, which were indeed reactive. Risks, as mentioned, were logged in a separate instrument, which identified many forward-looking management situations upon which the PMU acted. Both instruments together with an effective governance structure, procedures, and response mechanisms enabled the PMU to adaptively and proactively manage the situations encountered in the project.

4.2.4. Actual Stakeholder Participation and Partnership Arrangements

The Project implemented the proposed Stakeholder Engagement Strategy providing the conditions, tools and structures needed to facilitate the meaningful participation of all stakeholder groups at the national and subnational levels and foment involvement in the decision-making process. The PMU and EAs implemented through the deployed multi-stakeholder tools; participation in *fora* established at multiple levels; through productive partnerships operating at the ground level; and, by developing the capacities of local stakeholders to use online resources. Despite COVID-related challenges, UNDP and executing partners fostered a participative multi-stakeholder process that met expectations.

UNDP Indonesia established direct execution relationships in the target areas of the project. UNDP Liberia relied on an RPA with CI for local coordination within the target geography with day-to-day contact with local stakeholders and beneficiaries. To the contrary, Paraguay managed the Project from their base in Asuncion, approximately 12 hours from the Project site before finally recruiting a staff person to reside and maintain operations in the Chaco. With the onset of COVID, the countries with a best local presence maintained productive relationships with local stakeholders until face-to-face contact was restricted. All countries adapted a virtual format in response to the pandemic, which allowed the Project teams to reach international and provincial-level stakeholders accessible through digital media. Locally, the project teams offered virtual meetings, webinars and training. In many cases, stakeholders responded reasonably well to online interactions and drew heavily on the resources. In Paraguay, greater participation in trainings was noted where stakeholders, with more available time due to lower daily responsibilities, began attending online events. UNDP in Indonesia also added local consultants and organizations to maintain engagement at the District levels where internet access is deficient.

Stakeholder participation was also facilitated through guidebooks produced at the global-level and, through training on multi-stakeholder approaches to policy and agriculture intensification at the national and local-levels. In Liberia, for example, having recognized that the platform did not include ample smallholder participation, more space was provided for smallholders and an arrangement was made between small holders and NGOs, such as Sustainable Development Institute (SDI), for greater representation. In Paraguay, the Project was able to bring cattlemen and indigenous leaders together into the Platform greatly enhancing cooperation between them. In addition, a former governor and pillar of the Chaco community agreed to lead the sub-national platform creating a new level of confidence in the process. As a result, Local cooperatives engaged in supporting livestock development training with technicians and financing. In all cases, the government agencies and companies indicated that their relationships to the producers had grown closer because of the platforms.

The multi-stakeholder process was implemented with qualified experts deployed to steward the integration process through the development of toolkits based on local consultation, technical assistance

and training in the multi-stakeholder approach. Specific examples of how stakeholder participation was promoted and maintained during Project implementation are provided in the country annexes. Overall, the process is summarized as follows:

- Authorities from leading and supporting government agencies were invited to participate in webinars and international workshops through the GGP´s GCC on commodity-specific themes. When interviewed, they portrayed pride in those engagements. Recognition of the knowledge and special skills of national authorities in global *fora* is an important in dynamizing the participation of key actors and, hence, government agencies, NGOs, amongst others.

- In all countries there was meaningful engagement of the private sector with local producers. Companies such as Musim Mas (Indonesia), Stockmen's Cooperatives (Paraguay) and MANCO (Liberia) supported, or were on-track to support, linkages, training, and/or financing for sustainable production. All cited direct benefits of this collaboration to their businesses and for smallholders, discussed further in section 4.3.

- UNDP and partners worked closely with all mentioned stakeholders to promote a collaborative model of development through the establishment of multi-stakeholder platforms. The collaborative process was important in bringing new stakeholders, such as indigenous communities in Paraguay, in contact with producers, regulators, and other NGOs and CSOs. Lead government agencies maintained a particularly close relationship and leading role in the process. Private sector participation was also well noted, especially in Liberia where the private sector is now revolving from years of conflictive relationships with communities.

The UN Country Representatives and the PMU were responsible for upstream-downstream communication with key national counterparts and providing a conduit for the exchange of ideas, observations, and information to inform decision-making related to the project.

4.2.5 Project Finance and Co-finance

The project was financed through a GEF grant approved for $14,584,403 U.S. with $164,700,268 U.S. in parallel planned co-financing (No cash co-financing was administered by UNDP). The budgeted total cost of the project was $179,284,671 U.S. at CEO Endorsement. UNDP, as the GEF IA, was responsible for the delivery of the GEF resources and any cash co-financing. The following table illustrates the total project budget of $14, 584,403 U.S. by component for each of the two financing steams: for the Global, Indonesia, and Liberia outcomes ($12,584,403 U.S.) and for Paraguay ($2,000,000 U.S.) components under a separate PRODOC. By the end of December 2021, the project for Global, Indonesia, and Liberia executed $11,042,137 U.S. or 88% of the $12,584,403 U.S. and, in Paraguay, 98% or $1,966,886 of total budget of $2,000,000 U.S. was executed.

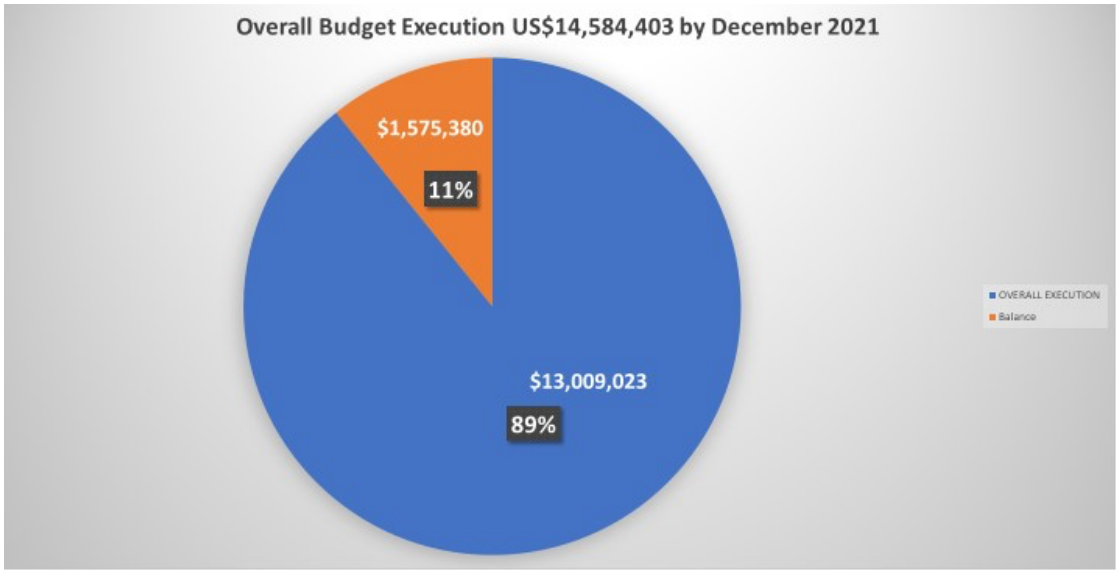
Table No. 6. Overall Production Project Financing

PROJECT BUDGET				BUDGET EXECUTION		
PRODOC BUDGET	**INDONESIA, LIBERIA & GLOBAL**	**PARAGUAY**	**OVERALL PROJECT**	**INDONESIA, LIBERIA & GLOBAL**	**PARAGUAY**	**OVERALL EXECUTION**
C1	$5,139,874	$876,500	**$6,016,374**	$4,867,240	$864,123	**$5,731,363**
C2	$2,302,215	$735,200	**$3,037,415**	$2,110,260	$765,857	**$2,876,117**
C3	$1,833,663	$193,100	**$2,031,525**	$1,692,424	$147,386	**$1,839,810**

C4	$2,709,394	$95,200	**$2,804,594**	$1,959,157	$99,311	**$2,058,468**
PMC	$599,257	$100,000	**$694,495**	$413,057	$90,209	**$503,266**
	$12,584,403	**$2,000,000**	**$14,584,403**	**$11,042,137**	**$1,966,886**	**$13,009,023**

In total, the project executed 89% of the combined GEF investment by December 2021 and, at the time of the TE was on track to execute all available funds.

Figure No. 1 Overall Budget Execution



The project exceeded expectations in mobilizing co-financing over original estimates presented at CEO endorsement. Table 6 illustrates that the Global/Indonesia/Liberia track exceeded its co-financing target with a total of $359,271,243 U.S. The Paraguay track also exceeded expectations with $6,661,050 U.S. The total co-financing at the TE was $365,932,293 U.S., 222% higher than expected. By the MTR, the project had already exceeded targets and demonstrated an additional 2% increase by the TE. Co-financing is further detailed by country in Annex 17.

	Amount confirmed at CEO Endorsement (US$)	Actual amount contributed at stage of Midterm Review (US$)	Actual Amount contributed at stage of Terminal Evaluation (US$)	Actual % of Expected Amount
Indonesia	$158,490,000	$354,623,973	$357,540,607,34	226%
Liberia	164,000	$200,000	$269,528,40	164%
Paraguay	$6,262,118	$3,632,009	$6,661,050	106%
Global	-	$1,200,936	$1,461,107	
Total	$164,916,118	$359,656,917	$365,932,293	222%

Table 7. Cofinancing Summary

4.3. Project Results

4.3.1 Progress Towards Objectives and Expected Results

Based on observations, desk review, interviews, data collection, and review of the Project's technical reports and annual and quarterly progress reports (PIRs and QPRs), matrices were developed to determine the contribution of each country to outcomes for the four components of the project. The analysis tracked the progress as reported through the PIRs and the latest QPRs received for the period of September to December 2021. These are presented in Annex 20 for Indonesia, Annex 21 for Liberia, and Annex 22 for Paraguay. The composite results of all countries towards the stated outcomes and objective indicators are presented in Annex 19. The assessment against the end-of-progress targets is rated via the traffic light color system. A rating is assigned for each outcome according to Rating Scales in Annex 2. Table 9 below provides a summary of the results:

Table 8: Assessment of the Project´s Impact Indicators[36]

Description of Indicator	**End of project target level**	**Cumulative progress since project start**	**%**	**Rating**	Indonesia		Liberia		Paraguay	
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.	At least 60 private sector, civil society, and donor organizations newly connected and engaged in broad-based dialogue under national and sub-national platforms	The project has exceeded its end of project target, allowing a total of 315 organizations to be newly connected and engaged in broad-based dialogue.	**100%**	**HS**	245	78%	37	12%	33	10%
Number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities	At least 6,000 households benefitting	A total of 8,931 households have been directly benefitting from the project interventions, exceeding the target	**100%**	**HS**	2752	56%	632	11%	4915	82%

[36] The analysis presented in this report 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 covered.

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	At least 50% of HCVF is set aside (the 50% of the total area on high conservation value forest (HCVF) within commodity production landscapes in Indonesia, Liberia, and Paraguay amounts to 897,766 h.	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 (43% of EoPT) have been protected so far.	**43%**	**MU**	278,865	40%	5,000	1%	17,248	3%
			81%	**S**		58%		8%		32%

Based-on the table above, only two of three of the Project´s objective (impact) indicators were 100% achieved indicating that the project objective has been achieved satisfactorily.

As described in Section 4.1, the indicators do not tell the story of this project or its contribution as a Pilot to reducing commodity driven deforestation. When properly evaluated, the project was highly effective in producing lessons learned that will enable future actions towards the elimination of commodity-based deforestation. The following section provides a component-by-component analysis of the Project's progress towards Outcomes. There a much clearer picture emerges and we conclude that the project was successful as a pilot and was especially important in defining our understanding of how the core "levers" to eliminating commodity driven deforestation can be addressed.

Within Objective 1, "funded" mechanisms were not achieved but were certainly in progress. The target, a number of organizations newly connected and engaged in broad based dialogue under national and subnational platforms, does not refer back to "funded." The number of organizations participating was clearly surpassed but the concept of these organizations contributing to a "funded" mechanism is not clear. The indicator and the target do not match. The "number of platforms" or spaces for dialogue (reported in Outcome 1.1) was also achieved, even though the national platforms are in some cases lacking a legal status and have dubious financing to move forward. Those aspects are works-in-progress. What is important is that they are the product of multi-stakeholder dialogue in jurisdictions, some of which have strong social divisions, political differences, and capacity problems. Regardless, there is clear evidence indicating that differences between stakeholders have been worked out and that the private sector processors, producers, and governments are much closer to understanding each other. A good example is Liberia where officials in charge of concessions, companies, and smallholders expressed interest in replicating a successful model broadcast through the platform (NOPPOL) that have influenced how companies and the government are going to approach concessions in the future. In all three countries, the spaces created have produced similar results. It is also clear that businesses are slowly buying into the model. In Paraguay, for example, cooperatives which are the financial drivers of the beef sector are actively participating in the process, which would indicate that institutions are open to listening about a better way to sustain business. Finding a workable financing model that shares the investment is the next obvious step.

A second lesson learned from the pilot related to objective 1 confirms the development assumption that change on the ground is faster than changes in policy. The Production Project is, in reality, a Policy Project. There are no production related indicators despite having investments and co-financing to increase

production through training or reduce some of the negative externalities. All components that link up to Objective 1 are policy oriented, with NAP, strategies, policies, or enabling GIS tools to support policy development. The project in fact was quite successful at pushing and completing many policy results as defined in the next section. What the pilot teaches us is the steps, effort, and timeframes needed to achieve a policy outcome. That would require a comprehensive strategy involving, for example, the following: (i) a policy proposal with a win-win proposition developed through a participative process; (ii) strategic communications to develop or consolidate demand for the policy; (iii) effective advocacy strategies targeted to different levels; (iv) strategic communications at the decision-making juncture to push the policies through the political process and maintain momentum through a generally protracted process.

With regards to the second indicator, the number of direct project beneficiaries exceeded the 6,000 households target: 2,752 households in Indonesia; 632 households in Liberia through the implementation of the Conservation Agreement and 4,915 households benefited in Paraguay through trainings on sustainable production practices. This project, together with linked projects, has demonstrated that farmers are willing to participate, they have received increases in yields or improvements in resiliency from the practices promoted, and there is interest in cooperatives (Paraguay) and farmers groups in continuing the process (all countries). These results, validated by AAE's evaluators, indicate a 2 to 3x increase in yields, which is bankable. In addition, other returns to producers were noted, such as an increase in the price of their lands following certifications, among others.

Finally, the third indicator and its linkage to Component 3 is based on the assumption that the political and private sectors would be willing to set-aside land. Establishing go/no-go zones is the result of a very difficult political process that requires a policy strategy based on the information produced from the mapping of HCVs and HCSs followed by a well-established political strategy as outlined above. The combination of enabling structures (platforms), information (maps), and a vehicle for sharing these with a synthesized interpretation (platforms, Green Commodities Community[37] through participation in learning activities, Global Practice webinars in HCV approaches, Standards and Certifications, working with the Private Sector.) are important elements in achieving an agreement for set-asides. These must be combined with effective communications and consciousness raising. Some of the policies achieved under the project will have the desired effect and the new conditions developed by the project will lead to a political process that, given the inputs indicated above, can produce land set-asides. Finally, some of the intended set-asides, such as the Sime Darby concession in Liberia, is finding new life with the new concessioners (MPOI/MANCO) and the Concessions Directorate exploring the possibility of an updated agreement with the Liberian government and formal relationships with NGOs to assist them to work with the Zodua community in a productive public-private partnership. The important aspect is that the capacity to correctly define HCV and HCS resources was overestimated and were at very different levels within the 3 target countries, and the political process needed once those systems are in place. All countries moved forward in developing the HCV/HCS methodology and definition and HCV/HCS maps with respective government partners all of whom demonstrated their strategic interest in developing the analytical capability to inform land-use decisions.

[37] The **Green Commodities Community** serves first and foremost the dialogue and learning needs of its members. Every year, the focus topics and themes of the annual programme are selected by members. https://www.greencommodities.org/content/gcp/en/home/global-initiatives/green-commodities-community/types-of-learning-activities.html

4.3.2 Effectiveness

The effectiveness analysis focuses "what" the Project accomplished. Overall, the Project realized 94% of its End-of-Project Targets (EOPT) for a rating of "**Satisfactory**" as illustrated in Figure 2.

Project was effective in improving multi-stakeholder governance and collaborative action to drive reduced deforestation in the project target landscapes; in developing the underpinnings for the development of Farmer Support Systems; and in contributing to the protection of HCV/HCS areas through informed cartography and policy support for sustainable land management. The time was not enough to reach all the indicators' targets, which was mentioned during interviews with key stakeholders.

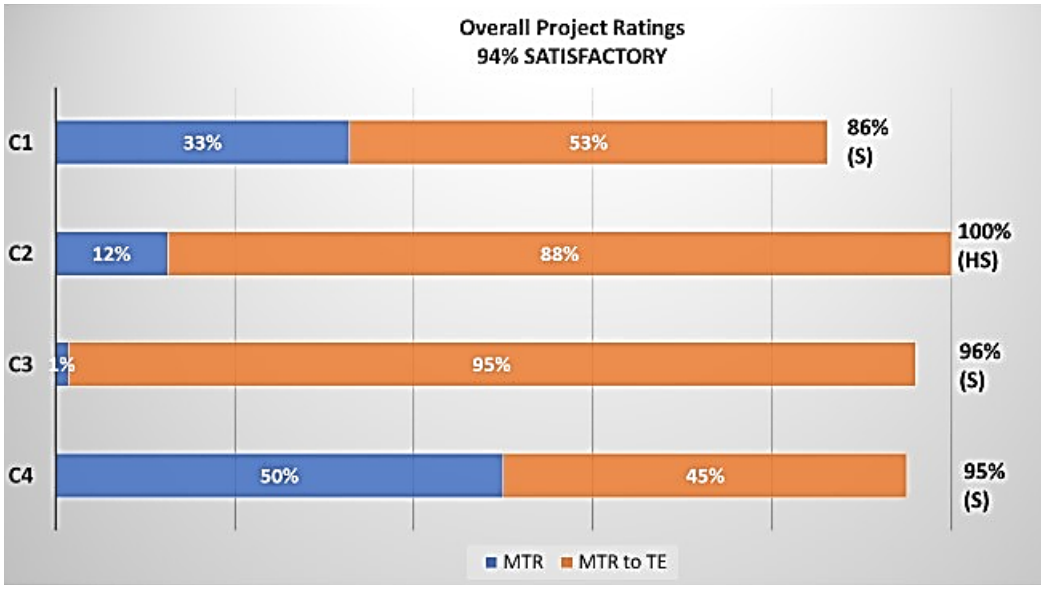


Figure No. 2. Summary of Project Effectiveness in Achievement of Results

The following table provides a summary ranking of the Project´s 12 outcomes and country contributions towards the EOP targets. Additional information is provided in country-specific annexes for Indonesia, for Liberia and for Paraguay.

Production Project Results			**% Country Contribution to EOPT[38]**		
Project Outcomes	% Completion	Rating	Indonesia	Liberia	Paraguay
Outcome 1.1	100%	HS	70%	20%	20%
Outcome 1.2	67%	MS	33%	17%	17%
Outcome 1.3	100%	HS	100%	20%	40%

[38] The analysis presented in this report 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 covered.

Outcome 1.4.1	50%	MS	25%	0%	25%
Outcome 1.4.2	100%	HS	60%	20%	20%
Outcome 1.5	100%	HS	70%	20%	20%
Outcome 2.1	100%	HS	67%	33%	33%
Outcome 2.2	100%	HS	46%	0%	83%
Outcome 3.1	92%	S	89%	1%	2%
Outcome 3.2	100%	HS	186%	23%	9%
Outcome 4.1	100%	HS	60%	20%	20%
Outcome 4.2	100%	HS	n/a	n/a	n/a

Table 9: Outcome Ranking and Contribution by Country to EOP Targets.

A review of the supporting outputs indicates the following:

- In Component 1, 86% of the EoPTs were achieved. 10 of 20 outputs had been realized at the time of the evaluation with a high likelihood of completion by EOP. The ranking is SATISFACTORY (S).
- Component 2 achieved 100% of the EoPTs. Six of six outputs were realized at the time of this draft for a rating HIGHLY SATISFACTORY (HS).
- 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 4 achieved 100% of the EoPT: HIGHLY SATISFATORY (HS)

The evaluation concludes that the composite effectiveness of the project is **Satisfactory (S=94%)**

The following provides a description of the findings per Component.

Component One:

The primary mechanism to facilitate in to foment dialogue and policy action are the multi-stakeholder *fora* for commodity development and subnational and landscape-level planning under Outcome 1.1. The targets were attained with the establishment of three national commodity platforms and eight subnational platforms. Through these structures, the project built consensus that enabled action planning, improved policies, and practical alignment and implementation of public and private investments and sustainable production. In addition, eight subnational structures as described in Annex 19, Effectiveness Analysis are in-force.

Through the multi-stakeholder dialogue process under Outcome 1.2., the Project yielded two targeted national Palm Oil Action Plans in Indonesia and Liberia. In addition, in all three countries, four (of six) expected sub-national Plans were completed. In Paraguay, commitments exist to continue the process at the national level. The financial and institutional aspects are further discussed in Section 4.3.13 on Sustainability. The Action Plans produced are backed by policy instruments, e.g., decrees or resolutions, provide adequate blueprints for the next stages of sustainable commodity development. In addition, they provide continuity to the cross-cutting themes, such as gender mainstreaming, stakeholder engagement, etc. There is also transitory financing in place to continue the process in the short-term. UNDP shared

recommendations for sustainable long-term financing with all partners (See section 4.3.13.). The platforms have been instrumental in building trust among actors and enabling discussion about commodity based on the local (regional) condition. The subnational platforms were also instrumental in incorporating local perspectives and, in Paraguay, the indigenous community leadership adding to the breadth of the platform across the landscape.

KIIs considered the gain of trust as the most important factor for the success of the project. That factor will facilitate future dialogue on policies and eventually enable the more difficult decisions, such as the definition of zones for production and protection. The time and effort necessary required for trust building is critical and was not factored into the design of the project.

While the platforms are operational, they are fragile. In Paraguay and Liberia, stakeholders are still working on achieving a type of legal incorporation required to enable financing. There are now donor-driven commitments to continue funding over the short-term. As recommended in the Sustainability section, future participants are advised to put into effect the UNDP recommendations for sustainable financing of the platforms.

The project achieved 2 targeted National Action Plans (Indonesia and Liberia) and 2 of 4 targeted Subnational Action Plans finalized and adopted by national and sub-national governments (North Sumatra in Indonesia and Chaco region in Paraguay) totaling 67% of the EOP target for Outcome 1.2.

The Action Plans are timely as all governments involved are funding agriculture within post-COVID economic stimulus packages. The concepts in the NAP provide a pathway for improving rents and protecting forest with proposals for policies and safeguards to uncontrolled agricultural expansion.

The NAP structure and content varies between countries. The Chaco action plan is more of a blueprint intentionally drafted with a broad vision to engage stakeholder participation and trust-building by enabling stakeholders to define the particular actions in future stages. The MTR pointed out that concepts such as “sustainability” are not defined and should be addressed as policies are developed. Indonesia, however, provides a thorough treatment of the subject and policy, and fiscal regimes. Beyond those differences, the process demonstrated that the principal stakeholder groups were willing to engage in a multi-stakeholder process and work and incorporate their different perspectives into a collective vision. KIIs indicated that the knowledge products, training, and technical assistance on multi-stakeholder processes from the Project were important factors in developing the dialogue needed to arrive at the NAPs.

The process, which was still underway at the TE, requiring dialogue, consciousness-raising and advocacy suffered from COVID-related restrictions limiting the type of face-to-face dialogue needed in places like rural Liberia. COVID also forced government officials to change priorities and reallocate budgets and absences due to the pandemic causing complications such as loss of mobility for Agencies in Indonesian Provinces. In addition, COVID economic stimulus packages increased the need to increase Palm Oil outputs, which favored the development of the strategies. Finally, policy changes, especially in Indonesia, related to changes in political administration caused the need to re-align the document and legalization processes (Indonesia) to changes in government priorities.

Within **Outcome 1.3.:** The Project exceeded its target, the 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. In total eight targeted policies on sustainable commodity production were drafted and proposed in Indonesia (6) and Paraguay (2). In Liberia, the project team decided to not develop policies under Outcome 1.3 due to lack of time before EOP and resources. However, policy work continued focused on Outcome 1.4.

All of the policies noted (Annex 19) relate to barriers. Indonesia demonstrated the most comprehensive policy response package with policies on fomenting community plantation development, Strengthening Private sector and independent Extension services to smallholders, Fomenting Corporate and Social Responsibility, and on Public-private partnerships in Palm Oil Plantations, in addition to enabling regulations of the mentioned policies. Paraguay focused on polices related to strengthen MADES regulatory ability with 2 Jaguar related law modifications and regulations.

All of the mentioned policies point to issues within the respective commodities and articulated in the national action plans. Indonesia is by far the most comprehensive in scope. Evaluators were impressed with the CSR legislation working to increase and orient the participation of the private sector. Evaluators also respect the decision of Liberia to pivot their focus to Outcome 1.4 because of the extensive effort required to build the platforms and the Action Plan, which were finalized well after the start of the TE. An important next step for Liberia and Paraguay is to articulate the Commodity specific regulations needed to address the barriers. In the case of Paraguay, MADES reinforces their role as regulators in a Command-and-Control system. Given the tense relationship between stockmen and MADES, identifying policies involving the private sector, such as those in Indonesia, to address Beef-specific production barriers would be an important next step. The partnership between private sector and smallholder can be an avenue to foster transformative changes in smallholder practice. The private sector can facilitate for supply of agricultural input at low prices, capacity development and act as off-taker of the produce.

Under Outcome 1.4.1. the Project sought four *improved national and sub-national policies, regulations and programmes drafted, proposed, and adopted* ***related to land use allocation for commodity production*** achieved 50% of its EOPT target of at least four new or revised national and sub-national policies, regulations and programmes drafted, proposed, *and* adopted related to *land use allocation for commodity production.* With regards to the former target, two regulations have entered into force that wither limit land-use or crate enabling conditions: (i) The Indonesian Sintang Regent Regulation on Lake Buffer Protection provides spatial protection for lakes and wetlands; and (ii) The Paraguayan Resolution Unifying the Terminology Used for Land use Change Licenses modifies the Environmental Impact Assessment Law to clarify criteria and terminology in Land Use Cover Change (LUCC) analysis. and improves alignment between documentations related to land use change. An additional six policies listed in Annex 19 are in the policy pipeline focused on land-use planning, management and administration. Several of these, namely, the National Regulation on Land-Use Planning in Liberia could be transformational.

Outcome 1.4.2. sought five new or revised national and sub-national policies, regulations, and programmes established or endorsed that **increase protection for and conservation of HCV and HCS areas.** In total, five policies of five targeted (100%) policies were in-force by the end of the project. Indonesia, Liberia and Paraguay with 6 more in the approval pipeline. The adopted policies are also listed in annex 19 and include land categorization, spatial regulations, protection of specialized habitat e.g., peatlands, and on limiting products commercialized as a result of land conversion. Policy, such as the South Tapanuli Regents Regulation on the Designation and Management of the Special Cultivation Areas (KBK) in Indonesia demonstrate that it is possible to work collaboratively to define better patterns of land use and regulate those choices. In the group of projects in the pipeline, several stand out as important to solidify the TOC of the Project. In Paraguay, the proposed MADES resolution on HCV and HCVS on the Chaco Connectivity Map is an example of a cornerstone policy that will solidify the transition from the investments in mapping and capacity building to sustainable land use. The policies presented are also a litmus test of the appetite of the governments for sustainable land and ecosystem management.

In Liberia, stakeholders indicated that the priority is the NOPSAP, and that legalization of policies will only take place following the NOPSAP´s official launch expected by March 2022. This effectively places the NAP

in the center of policy development which is a good practice in policy management. The NOSAP dialogue can foment the dialogue on Forest Conservation Agreements currently under consideration.

The experience generated through the policy outcomes presented underscore the policy challenges related to legislating land-use change and particularly the set-asides of the HCV/HCS lands. The fate of Indonesia´s KEE demonstrates the complicated and transitory nature of the political will towards regulating land-use and management. The uncertain nature of policy development dictates a strategic approach establishing through consciousness-raising a popular demand as an initial step in the process. After collaborative formulation, strategic communications and well timed and targeted lobby is necessary at the approval stage and advocacy at all stages and multiple levels throughout the process. As policies are implemented, barriers will continue at multiple levels indicating that assessment and adaptation mechanisms must also be in place. For example, in Indonesia, a letter from local government cooperation is required for Cultivation Registration to qualify for ISPO and RSPO certification, which is sometimes difficult for small holders to obtain illustrating the importance of monitoring the results and impacts of policy implementation at all levels as an integral part of a policy cycle within a socio-economic system.

A prime lesson learned from this outcome is the understanding that there are limits as to what lower levels of government can do. A positive policy outcome on land-use and conservation requires a correct combination and alignment of national and subnational policies at multiple levels. Their operability requires a common vision, significant training, technical assistance, advocacy and safeguards, including grievance mechanisms to promote rights-based conservation. Many of these were not in place to support the development of the policy agenda. Using the NAPs and drafts to provide a suite of policy ideas that can be subjected to a checklist or assessment for policy development, determine advocacy and training needs etc. which can be used to build a policy development program. The policies indicated are important to commodity development and in some cases, Liberia for example, mention Free and Prior Informed Consent (FPIC), but do not promote the full suite of upstream and downstream policy instruments and the other investments required for rights-based conservation.

Outcome 1.5 "strengthens capacities to build the rule of law across targeted sectors, including via the implementation of effective and locally appropriate remote sensing and other cost-effective monitoring systems tailored for use within specific landscapes" to "help implement monitoring systems and build capacity to run the systems effectively. Ultimately, this outcome will lead to more effective and consistent responses to violations of environmental protections." The target is on Improved monitoring of land-use change in targeted landscapes and sought 10 reports on land-use change from improved systems published and disseminated (6 in Indonesia, 2 each in Liberia and Paraguay); In total, all 10 reports were completed. However, as discussed in section 4.2. the number of reports does not necessarily translate into enforcement, which is a separate and distinct process.

In Indonesia, significant effort was dedicated to developing tools for mapping and tracking Land-use Cover Change. Micro level mapping, especially on STD-B[39] or smallholder mapping, is an important aid in the legalization of their plantation; to support the government inventory of smallholders, and to have an inventory of the baseline of smallholder plantations that are in the non-forest and forest areas. The "Ecosystem" tool was fully developed with tracking capabilities in real time and apps for access to the tool via smartphones or tablets and training on using the tools provided on a limited basis. At the time of the TE, the recently developed system had not yet been socialized with provincial and local government officers who were not familiar with the existence of the tools, let alone their use in monitoring. It will take time and effort to socialize, train and internalize the "Ecosystem" tools. Evaluators found that the Ecosystem tool has a great potential to be leveraged and adopted at the local level and should be

[39] Surat Tanda Daftar Budidaya: a required document for legalizing plantations, used for land title and ISPO certification

encouraged as a next stage in development. In addition, the tool provides the information on the amount of land under cultivation in the protected zones, which will most certainly add to the policy discussion and contribute to the enforcement of these areas. In terms of the Production project, the timeframe available to develop and test the tools was not sufficient to allow for training and deployment of the technology to local officials.

The tools created have potential for positive application. West Kalimantan is included in the Governor´s Climate and Forest Task Force and there are indicators to help the independent smallholders to gain STD-B,. There is a strong government agenda in West Kalimantan because the region is included in the restoration agenda. The government REDD taskforce already has the system for MRV REDD which is also in the development process and also requires socialization. Harmonizing these efforts would be beneficial to the end users, certifiers and eventually regulators.

In Paraguay, the ability to monitor and produce the reports has been established. At the time of the evaluation, the reports had monitored deforestation across many land categories, e.g. biosphere reserves, protected areas, private lands, etc. The reports however do not reference HCV or HCS criteria nor did they provide the cumulative deforestation in those areas over time. Without that information, it is difficult to establish trends or hotspots, all necessary for efficient management and aligned with the Outcome of the Project. To the enforcement aspect, evaluators found that the information published is the product of an excessively long evaluation period rather than the real-time or short-cycle alerting required for enforcement. Like Indonesia, no evidence was obtained to indicate if and how local authorities were using the information to enhance enforcement, which is the essence of this outcome and will remain an opportunity for future development.

In Liberia, the capacity for land-use change analysis improved and forests conservationists were trained to monitor compliance to conservation agreement. The system is not yet capable of producing LUCC maps with an HCV/HCVS layer. To that end, The National Forest Inventory was completed and HCV National Interpretation was reported by government sources to be completed. The next step in the process, of applying HCV values to the LUCC system is for another project to complete and will require training and technical assistance. The project used proxy values of 70% cover in absence of HC values established indicating that local decisions on the conservation agreement were being made using LUCC information, a point that was further confirmed by CI UNDP has indicated that two reports filed support the targets for the Outcome. Without HCV or HCVS values, evaluators question if the results go to the spirit of the Outcome. This is a case where the indicator (number of reports) needs to be more specific.

The lesson learned is that it is hard and slow to both build trust and dialogue while simultaneously promoting enforcement or command-and-control practices. The criticism levied against the Project and its executing partners is that there is more emphasis placed on deforestation than on producers´ needs. Hence, the nature of the trust gap. In Paraguay, MADES recognized the need to learn to work with producers and, “speak their language.” The production aspects of the project were precisely those that helped to build trust with the producers because “sustainable intensification” goes to the heart of their interest. Along that line of thinking, making the focus of the GIS tools as tools to support sustainable management responds to all interests and greatly reduces institutional jealousies. At the same time, training in the applications can certainly include the applicability of the systems to enforcement in addition to the commodity-specific applications of the systems. The messaging surrounding the dissemination of the products should focus on the opportunities for problem solving within a system approach rather than command-and control.

The time needed to build and test the systems was, again, underestimated. The systems, especially Indonesia´s “Ecosystem” and the technology to put it together should be shared with the other participating countries.

Component 2

This component enhanced the understanding of the commodity farmer´s needs and demonstrated approaches to meeting these through training and other support to be incorporated into Farmer Support Systems. Training needs related to sustainable intensification were assessed and applied to strategies that determined the characteristics of the farmer population, in which technical topics and priority geographic areas, and at what potential cost. The assessments were prepared with Government and private sector stakeholders and sought to complement REDD+ strategies and associated Policies and Measures.

Outcome 2.1 sought the adoption of two national and one sub-national Farmer Support Strategy. The Project was successful in adopting two national Farmer Support Strategies and two of one subnational strategies; reaching the target in the former and exceeding the target in the latter. In reality, the Indonesia NAP incorporates a National Strategy for Farmers development sufficient to guide agriculture policy and future programs. For that reason, evaluators consider the indicator to have been satisfied.

In Indonesia, the NAP outlined the national-level actions to strengthen farmer support, a subnational strategy was developed in Pelalawan. The Pelalawan Smallholders Support Strategy Report was developed through the application of the UNDP Farmers Support System Toolkit. Subsequently, the Government requested UNDP to facilitate a regulation based on the results, which resulted in a Ministerial decree titled, the “Guidelines to Strengthen Private and Independent Extension Service for Smallholders” (see indicator 1.3.). This was an important example of the Project´s support mechanism leading to policy.

In Paraguay, a Farmer Support Strategy was developed during the second half of 2018, when meetings were carried out with cooperatives to gather their inputs for its development. Following a review from the government and other relevant stakeholders, the strategy was approved by the Chaco regional platform in 2019. Implementation of the strategy continued until the end of the project to develop a "living instrument" including producers' needs, study on existing extension services, and opportunities taken and costs to improve them by the government who will lead on replication.

Through a similar process, Liberia incorporated a national Farmer Support Strategy into NOPPOL but unfortunately did not participate in Farmer training events.

Outcome 2.2: The second indicator seeks 6,000 farmers and producers benefitting from farmer support activities and 25% of beneficiaries employing the sustainable practices (Objective indicator). The process exceeded targets with 7,667 benefitting in Indonesia (2,752) and Paraguay (4,915) with a utilization rate between 89% and 79% respectively, which are impressive results.

Evaluators reviewed the needs assessment. 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 indicated ideal locations 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 examples:

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. In the Sintang District of Indonesia´s West Kalimantan province, WWF facilitated training that produced 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. Similar results were obtained in Paraguay´s Chaco region where a strategy to strengthen producer support system evolved from experience gained through pilot trainings oriented to cattle ranchers. Training opportunities were offered to Chaco´s beef production sector. Technical training in sustainable intensification techniques, such as water-smart production technology, was delivered to 4,915 cattle ranchers. In addition, training and awareness raising workshops on sustainable intensification practices were also delivered to representatives from public institutions (357), academia (701) and civil society (747). Given the diversity of producers in the Chaco, tailored approaches were taken to ensure the needs of different producer groups were met. Like Indonesia and Liberia, monitoring studies in Paraguay demonstrate a high level of adoption with an average of 79% of all GAPs conveyed being implemented within two years of the training. The results of the interventions, especially in water saving, produced immediate results increasing the amount of pasture available during drought periods, which was especially welcomed by beneficiaries in the dry Chaco.

A list of experiences captured by the TE is included in Annex 19 all of which demonstrate that the GAP methodology is working for farmers, and they accept it. Section 4.3.12 describes further the replication potential of the GAP programme. A demonstrated increase in yields is the single most important factor needed to gain trust in the suite of techniques. Furthermore, the results, if correctly evaluated could prove to be bankable to agricultural banks or private sector partners which could lead to the rapid expansion of techniques proven to sustainably intensify agriculture.

However, no systematic analysis was done of the practices, yields, and the suite of returns to smallholders as part of the evaluation. This pilot project with the mentioned linked projects, indicates that the investments in the Farmer Systems can work and that the smallholders, companies, and NGOs involved can create improved yields on the same land, are interested in doing so, and have the desire to invest in the necessary inputs. The evaluators urge the GGP to work with partners and companies involved to finance a collective analysis or systematization of the practices and the returns from the various projects to the producers. Another option might be to sponsor a seminar through the Green Commodities Community with the aim of moving towards determining the bankability of the practices, which could lead to financing of either producers or micro-enterprises of the necessary inputs. A third option might be to sponsor a full-sized Production Project that seeks in a larger number of countries to validate the results and take them to scale through national financiers, agricultural banks, or business-to-business arrangements.

Component 3

This component sought to improve land use planning and zoning systems that help protect priority areas by orienting the conversion of land for commodity production to environmentally appropriate areas. To meet that end, the project worked towards two related outcomes. The first sought "*improved land use planning/zoning to help 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*" (outcome 3.1). The Project sought to achieve this through mapping of HCV and HCS areas, negotiating limits and developing regulations. The second promoted "*enhanced land use protection strategies, including gazettement, of HCV and HCS forest areas within commodity-producing landscape to avoid 59 million tons of CO2e emissions and contribute to conservation of over 650,000 ha of high value forest areas and associated biodiversity."* It achieves this through different protection strategies, such as conservation agreements, wetland protection, etc. and through awareness raising campaigns.

The project was successful in protecting land from commodities development but with a lower result than expected. The number of hectares of HCV and HCS forest areas in commodity-producing landscapes protected through zoning, or similar legal protections, is 847,330 ha of HCV and HCS areas protected,

representing 92% of the EOP target (3.1.) of 925,000 ha. for an estimated CO2 eq. of 129,069,683 tons avoided (3.2.) as reported for the following areas:

Table No. 10: Land (ha.) conserved through conservation instruments

Location	**HCVF**	**Other HCV/HCS**	**Total**
Pelalawan Spatial Plan	2,759	17,460	20,219
Sintang Lake Buffer Zone	74	3,378	3,452
S.Tapanuli Special Cultivation Areas	46,104	103,415	149,519
Pelalawan Peat Protection & Management Plan	145,384	505,850	651,234
Zodua Clan NW Liberia Cons. Agreement	5,000		5,000
Military areas protection acts; Chaco	17,248	658	17,906
Total (ha.)	**216,569**	**630,761**	**847,330**

At the time of the TE, the following conservation set-asides were under development but not reaching fruition:

Table 11 Estimated Conservation Pipeline at TE:

Location:	HCVF/HCS
Sintang Plantation Master Plan	119,734
Riau Peatland Protection and Management Plan	TBC
Carmelo Peralta & Puerto Casado Local Land Use Plans	430,000
Total:	825,286

Please refer to Annex 19 for a description of the justification by country.

Outcome 3.2 relates to tons CO2e emissions avoided due to gazettement and other related land use and protection strategies, as well as indirectly through other project activities, calculations of the tons of CO2e emissions avoided are 129,069,683 tons of direct and indirect CO2e emissions avoided across the three landscapes. In Indonesia, 37,153,260 tons of direct CO2e and 72,943,934 tons of indirect CO2e; in Liberia, 5,695,070 tons of direct CO2e and 7,902,842 tons of indirect CO2e; and in Paraguay, 3,740,783 tons of direct CO2e and 1,633,794 tons of indirect CO2.

Component 4

Component 4 supports the knowledge aspects of the Project by ensuring that the project gathers and shares lessons systematically and effectively—with a special emphasis on developing and disseminating knowledge. According to the PRODOC, "*…it also support[s] adaptive management, so that the project fully integrates and reacts to the success and failures of relevant activities, both within and outside the Programme*." Specifically, the project sought "*increased knowledge of factors underpinning the readiness of landscape-level environments to adopt reduced-deforestation commodity production improves the design and future implementation of intervention and capacity building strategies and tools for improving the sustainability of commodity production"* (outcome 4.1). To do so, the project developed a tool for tracking the status and dynamics of change at the landscape level, as well as how the impacts of commodity production on deforestation may be influenced and the impact of the Project´s interventions. Data was also collected in the target landscapes to test and refine the tool. Beyond this, the project sought to capture and disseminate lessons at the landscape and country level (outcome 4.2). Based on this process, the Project developed thematic studies, policy briefs, a range of communication materials for

sharing in various forums and online awareness and communications materials for dissemination. The Project "*further uptake, adaptation and replication of demonstrated lessons and knowledge in 7 other sub-national and national situations via the IAP's Global Community of Practice and through other knowledge-sharing mechanisms*" (outcome 4.2) through the implementation of training and capacity building to promote learning and uptake and sharing and dissemination of knowledge with regional and global policy and programme development and implementation.

Outcome 4.1: In meeting the target, a first version of the landscape assessment tool was developed by Conservation International in 2019. A peer review process involving experts from UNDP, ISEAL Alliance, Conservation International, and Mondelez was conducted to strengthen the methodology, and the revised version was piloted in Eastern Paraguay. Lessons learned from this exercise fed into a revised methodology which was presented to the GGP Steering Committee, Secretariat and Country Teams in June 2020. During the same year, 5 baseline assessments were developed, i.e., one for each target landscape. Later, the landscape assessment tool was further refined, and the resulting product was rebranded as Causality Assessment for Landscape Interventions (CALI). CALI was piloted in all 5 GGP landscape, with 5 more reports (contribution assessment reports) completed and thus achieving the outcome EOP target of 10 reports produced. Lessons learned from these end-of-project assessment reports will feed into the development of a final version of CALI.

Outcome 4.2, related to documented examples of specific lessons shared via Community of Practice being applied in other sub-national and national situations, has exceeded its EoP target with 33 examples of new lessons learned collected through related surveys, especially during the online Community of Practice event in May 2021. At the global level, within the Production project, 25 knowledge products, i.e. 8 guidelines and 17 country knowledge products were developed and are presented in Annex 19.

4.3.3 Efficiency

Efficiency is a measure of how the Project´s inputs (funds, expertise, time, etc.) are converted to outputs and ultimately results by analyzing the input-output link in the causal chain of an intervention. Figure 3 demonstrates the Project´s execution as a percentage of the total budgeted and the overall attainment of the expected outputs.

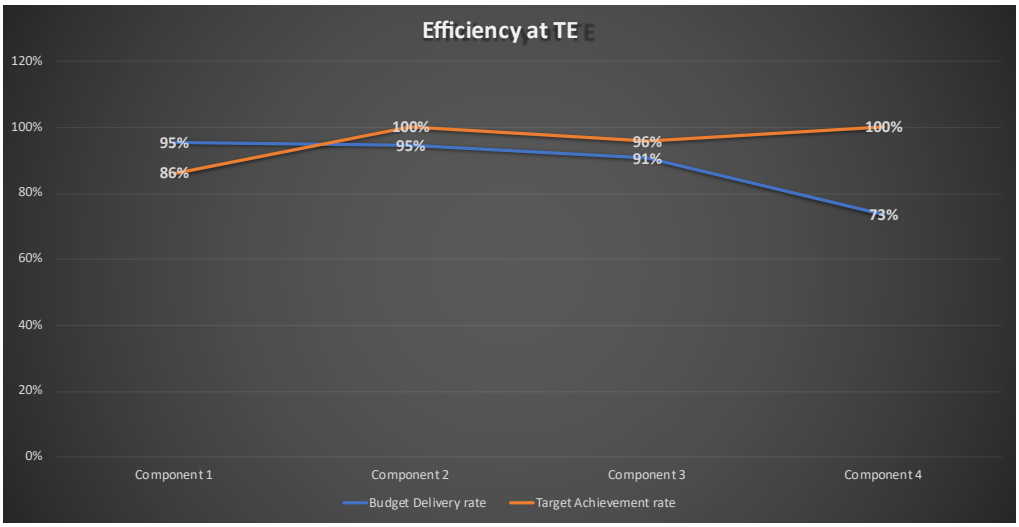


Figure No. 3. Project Efficiency

The results demonstrate that the execution of all components was efficient. The most efficient was Component Four with all outputs being achieved on 73% of the funds budgeted (Table 12). Likewise, Components Two and Three delivered on their targets under budget. Component One was the outlier with a 14% gap in achieving the targets in spite of delivering 95% of the funds. Overall, the Project delivery was **Satisfactory** in terms of efficiency.

. To achieve an average of 92% of the expected results achieved, the project executed 90% ($12,505,757 U.S.) of the total budget allocated to the 4 components ($13,889,908 U.S.)[40]

	Budget Executed	Targets Achieved
COMPONENT 1	$ 5,731,363	86%
COMPONENT 2	$ 2,876,117	100%
COMPONENT 3	$ 1,839,810	96%
COMPONENT 4	$ 2,058,468	100%

Table 12. Budget Execution by Component

[40] Not including PMC budget $694,495 U.S

To understand the question of efficiency in management, the quarterly execution per component and the Quarterly execution by global and country units is presented respectively as follows:

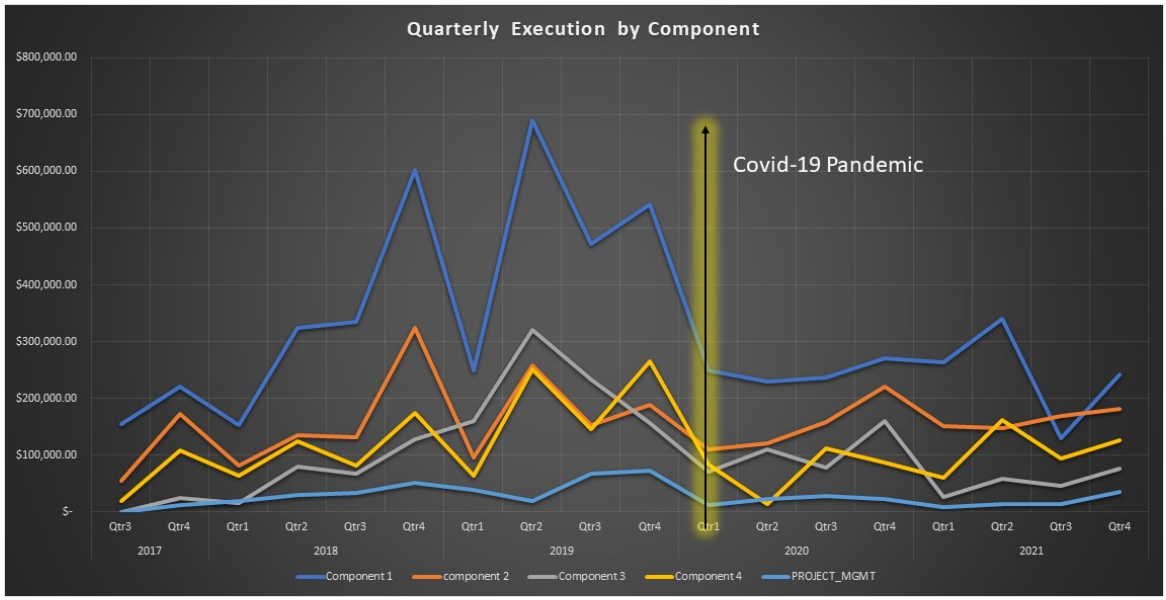


Figure 4: Quarterly Execution by Component

Figure 4 demonstrates the slow start-up period mentioned in Section 4.2. The budgeted amounts are small, and the main expenditure were the inception workshops. Work in earnest on the components began in 2018 and continued according to budget. The drop-in activities in 2019 are attributed to gaps in execution at the country level discussed further below. Interestingly, one quarter ahead of the pandemic, project execution began in all components and PMC, which was exacerbated by the onset of the Pandemic. The recovery period was slow at first followed by a final burst of activity in the last two quarters of operation to reach targets. That aspect is better demonstrated by analyzing the country efforts and using a more appropriate scale to observe the trends.

Figure 5: Budget Execution by Country and Global

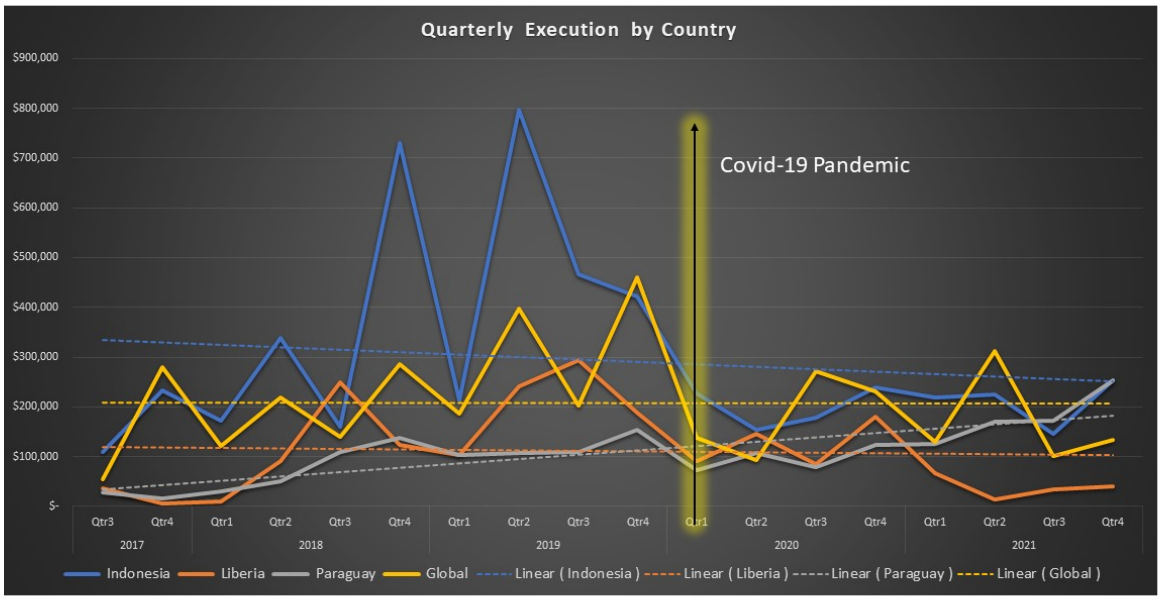


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Figure 5 illustrates the trends in execution. All trend lines are withered horizontal or slightly negative. This often indicates that the project was underbudgeted at design or inaccurate project planning. Evaluators believe that given the Project´s extensive and comprehensive planning process, the former was the influential factor. In the case of Paraguay, the extensive underestimation of the Projects budget dur to erroneous calculations was clearly influential. The uptick in activities demonstrated in Figure 5 is more prominent when evaluated at a different scale.

Paraguay, for example, as illustrated in Figure 6 shows that almost half of the Project´s resources were executed in the last year of the project, in particular, the last two quarters. Overall, almost 30% of the Projects outputs were achieved in the last two quarters of operation, which were under one-year, no-cost extensions granted by the GEF. The executing units took full advantage of the extensions. As a result, many of the tools, such as mapping systems, or new policies created have not had sufficient time to be tested and adapted following deployment. The executing units are credited for having achieved the outputs despite the slow-start-up and effects of restrictive COVID lockdowns, which persisted in many jurisdictions well into the project extensions. UNDP and other executing partners, all of whom are participating in follow-on initiatives mentioned in the Sustainability section of this document, are advised to observe progress made, apply the tools provided and manage an adaptive process

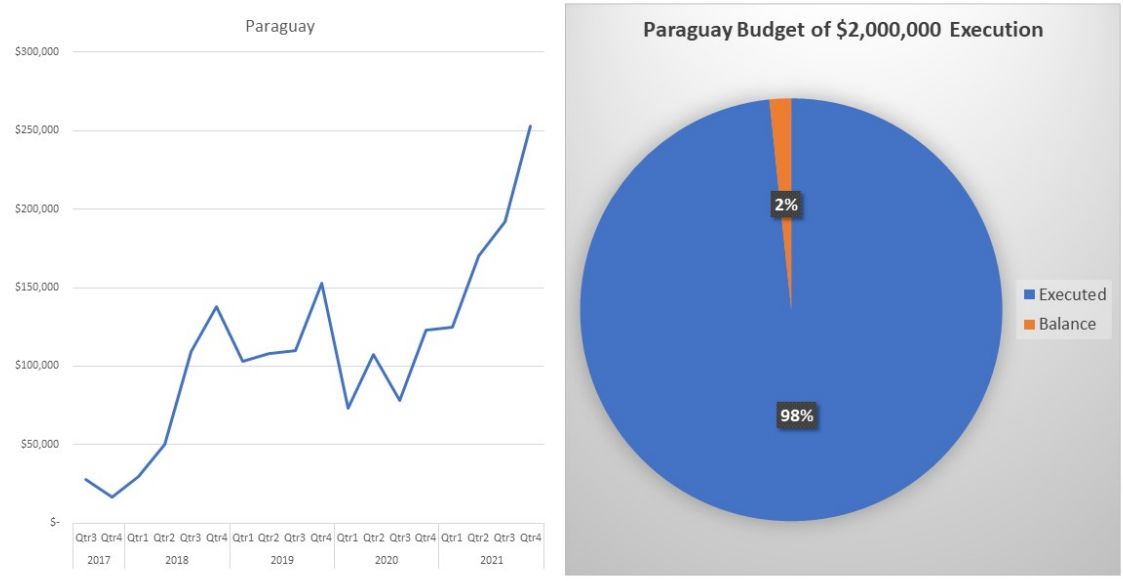

Figure 6: Budget Execution Paraguay

4.3.4 Relevance

Relevance is the extent to which the project's objectives are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. The project is aligned with all relevant national, sector and agency priorities. A ranking of **Highly Satisfactory** (6=HS) is warranted.

The Production Project is in line with each country´s national priorities through both Project documents that were specifically oriented to national priorities that seek economic stability for rural populations and seek to limit deforestation and environmental degradation. Each of the countries participating has experienced partial or complete policy shifts over the last four years. Sector-specific KIIs from Indonesia and Liberia expressed that palm oil was part of the post-COVID economic recovery and reaffirmed commitment to the environment through the policy instruments mentioned in the previous section. The platforms, policies and technology developed supports both ends. Liberia, for example has become very pro-business and is seeking a good deal for smallholders. The project is well aligned to their pro-poor strategy. In Paraguay, MADES indicated that the project is providing them with tools to support their goal of adding "sustainability" to their mission to promote the environment beyond simply law enforcement. In Indonesia, the investments and tools have been instrumental in helping farmers qualify for ISPO certification, which is requisite in that country. The commodities listed for each country are emblematic. Liberia has a nascent palm oil industry and although not currently a significant portion of exports, KIIs indicated priority in developing that sector as an opportunity for economic growth.

Because it is a global project, there is no UNDAF. The project responds to UNDP Strategic Plan 2018-2021 Outcome 1 "Eradicating poverty in all its forms and dimensions", and directly contributes to Output 1.4.1: "Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains".

The Production project directly contributed to the promotion of nature-based solutions for a sustainable planet, by supporting sustainable commodity supply chains and generating and facilitating lessons and knowledge exchange about it, especially through the multi-stakeholder platforms developed and through the IAP´s Green Commodities Community. KIIs indicated that the Project as part of the IAP enhanced coordination and integration between the partners and strengthened the programming of each with regards to more effective solutions for sustainable commodities and green and inclusive value chains.

The Project contributed to the IAP Program supports GEF's strategic goals and Core Indicators (See Progress Towards Impact), as well as with global commitments made under different environmental Conventions and key agreements. This program will help address the common goal of reducing and avoiding the loss of forest resources, and supported the achievements of the Aichi Biodiversity Targets, REDD+ activities, UNFF Global Objective on Forests, the objectives set forth in the 2015 New York Declaration on Forests, amongst others.

The IAP indirectly supports the achievement of the Sustainable Development Goals (SDGs), namely: SDG1: No poverty; SDG2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SDG12: Ensure sustainable consumption and production patterns; SDG13: Take urgent action to combat climate change and its impacts; SDG15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss, and SDG17:Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

4.3.5. Overall Project Outcome Rating

Assessment of Outcomes	Rating
Relevance	HS
Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	**S**

Table 13. Overall Project Outcome Rating

Overall Project Outcome Rating is Satisfactory.

4.3.6. Progress to Impact GEF Core Indicators

The Progress to Impact with respect to the Project´s Impact or Objective Level indicators is presented in Section 4.3.2. The GEF Core indicator worksheet updated at TE is provided in Annex 11. indicating the following progress towards the GEF core indicators[41] as summarized in the following table:

Table 14. Progress towards GEF Core Indicators

Indicator	Description	Target	Achieved*	%
4	Area of landscape** under improved practices (hectares)	7,082,000	28,310,903	400
6	Direct GHG emission mitigated***: Expected Tons CO_2e.	22,238,075	46,589,113	210
	Indirect GHG emission mitigated: Expected CO2e (indirect).	37,082,047	82,480,570	222
11	Direct beneficiaries disaggregated by gender as co-benefit of GEF Investment	6000	10,496: 6601 Males (63%) 3895 Females (37%)	175

* During second half of 2021, the PMU received GEF approval to change the scope of Paraguay´s targets given 1) information provided at inception of the area of intervention was outdated; 2) other organizations were operating in the indicated landscapes; 3) There were ongoing POUTs in the municipalities of Bahia Negro and Filadelfia covering the targeted landscapes; 4) new infrastructure is being developed (Bioceanica road) which increases the risk of deforestation in Puerto Casado and Carmelo Peralta. Hence, project interventions took place beyond the original targeted landscapes and covered the full Chaco.

**Based on the information provided by the PMU, the core indicators 4 is a composite of (i) area of landscapes under improved management to benefit biodiversity; (ii) Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations (iii) Area of landscapes under sustainable land management in production systems and (iv) Area of HCVF loss avoided. Adaptive management taken during project implementation and validated by the GEF led the project to consider a bigger landscape for the calculation of the results of this indicator in Paraguay, which explained the target being over-exceeded.

***Core indicator 6 is only supported by indicator 6.1. “Carbon sequestered or emissions avoided in the AFOLU sector.”

****In Indonesia and Paraguay: 1 beneficiary = 1 HH. In Liberia: there are 632 HH and 2,829 individuals.

4.3.7. Country ownership

Even though this is a global programme, country ownership was validated during the Project formulation stage and Project implementation. The Project initiates from within the national priority sectors and development plans and responds to post-COVID economic plans. It is aligned and interlinked with several

[41] as amended by GEF Secretariat November, 2017

international partners with nationally led projects and priorities. The Project was developed based-on comprehensive consultation with national stakeholders and endorsed by the national GEF Focal Points. National and Sub-national representatives from line ministries and departments are in leadership positions within the multi-stakeholder platforms developed and local authorities were involved in the decision-making process for execution of project activities. In-depth assessments and stakeholder consultations were conducted during the project preparatory phase in each country, and all barriers identified as significant impediments to the effective cultivation of commodities without deforestation and in lieu of climate change risks and opportunities were noted. GGP country-specific integrated workplans developed annually from country consultation workshops further orients the process to national priorities. Needs assessments identified for each country, specialized technical assistance. Finally, multi-stakeholder structures led by key national authorities supported decision-making.

4.3.8. Social and Environmental Standards

A SESP environment and social screening was implemented at the design phase. The SESP indicated that the project mainstreamed a human-rights based approach, was likely to improve gender equality and women's empowerment, and mainstreamed environmental sustainability. Based on the identified risks and risk categorization, five environmental standards (Principle 3) were triggered: Standard 1: Biodiversity Conservation and Natural Resource Management (Indonesia and Liberia); Standard 2: Climate Chance Mitigation and Adaptation (Paraguay); Standards 5: Displacement and Resettlement (Indonesia and Liberia), Standard 6: Indigenous Peoples (Paraguay); and Standard 7: Pollution Prevention and Resource Efficiency (Indonesia). The overall project categorization was marked as MODERATE RISK in the Indonesia SES. Paraguay and Liberia categorized the project as LOW RISK. New risks were later identified during project implementation and responsive measures for mitigation were developed and monitored through the Risk Log with no changes in the overall project categorization.

In 2020, following revision and in response to UNDP's SES Advisor recommendations, the project's SESP categorization was upgraded to MODERATE after taking into consideration risks of effects on indigenous populations, gender and social inclusion. Annex 23 provides a comparative Social and Environmental Risk Table illustrating the original risks identified in the PRODOC and the revised assessment in 2020.

The PMU actively tracked the risks and reported these in the PIR. In addition, other safeguards, such as stakeholder involvement plans, gender mainstreaming plans and a grievance mechanism was in place in all countries. Executing partners, CI and WWF, also had rigorous GEF-compliant ESM Frameworks and review processes in place[42][43], .

The responses were documented by UNDP including training in pesticide use to producers in Indonesia, especially women, training and inclusion of the Indigenous leadership in the Chaco Multi-stakeholder platform, and better inclusion of smallholders in the NOPPOL platform and more emphasis placed on Liberia's Free and Prior Informed Consent regulations.

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[42] Conservation International, 2020, CI-GEF/GCF Project Agency Environmental and Social Management Framework (ESMF) 148pp. URL: https://www.conservation.org/docs/default-source/gcf/ci_gef_gcf-esmf-version-7.pdf

[43] WWF, 2020, Network Implementation Arrangements: WWF Environmental and Social Safeguards Framework, 29pp. URL: https://files.worldwildlife.org/wwfcmsprod/files/Publication/file/6djwt9h3e8_ESSF_Network_Implementation_11_2020.pdf?_ga=2.108035714.1815252840.1646094145-641092231.1646094140 accessed 15 January 2022.

The documentation does not allow evaluators to see the whole picture. It was surprising that a Production project could have been initially screened as "Low," especially with "Sustainable Intensification" as a key lever within the project scope and with real possibility of expanding the use of agrochemicals, water, and other inputs associated with agriculture and livestock management. Even if the project does not purchase the inputs, the direct effect of agricultural intensification is an increased use of agrochemicals. This alone should have triggered a more vigorous Impact Assessment process with monitoring protocols and mitigative measures tailored to the types of agro-chemicals utilized, such as the promotion of low spectrum products and checking for banned or restricted-use chemicals. . The risk rating should have been "significant" or "High," which is standard within the industry where agricultural intensification occurs. For a production type project, these activities and parameters are often treated and measured as an outcome pointed at the safe and efficient use of agricultural inputs including gender roles which was recognized by the Project. This type of treatment assures an adequate process and budget for training, technical assistance and monitoring.

The training and actions provided did have the correct themes. No information was available to indicate if or how the executing partners monitored these variables, such as women in contact with chemicals, which would have been outlined in a more detailed process required of a higher risk rating. Although the UNDP screening process was superficial, the assurance process was alert and able to detect the deficiency leading to a stronger safeguard and documentation.

4.3.9. Gender Equality 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 efforts to safeguard gender equality and empower women. Please see Annex 24 for a description of gender specific activities at the national-level.

Gender was mainstreamed in the products and processes developed by the Project, including national and sub-national action plans and strategies. All Project teams produced a gender analysis that defined the role of women in the respective sectors and informed knowledge products by the Project and GGP for global audiences (see annex 24 for references). The Project promoted and facilitated meaningful participation of women in the multi-stakeholder platforms and dialogue leading to the actions plans. Gender also received specific treatment in the action plans for future commodity development.

At the national-level, UNDP involved the appropriate line-ministries dedicated to women's equality and empowerment. 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 at global knowledge events sponsored by the GGP´s GCC. Women were provided equal opportunity to advance their skills through training. Each county took specific steps to systematically treat gender issues. These experiences, such as Paraguay´s Women´s Leaders for Sustainable Commodity Projection or Indonesia´s Gender Analysis for ISPO Certification highlighted the role and challenges faced by women in commodity production and are described in the annex.

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.

4.3.10. Cross Cutting Issues

Gender is an important cross cutting issue that is constantly integrated in project activities. The Project also mainstreamed other UNDP priorities such as improved governance (Components One and Three), human rights (Safeguards), capacity development (Component Two), and knowledge management (Component Four).

Through the achievements of Component Two, the project demonstrated effective approaches to supporting the sustainable intensification of commodity production within target landscapes by training in Good Agriculture Productivity (GAP) and technical assistance through the pilot projects with very promising results: Smallholders in Indonesia, for example, who participated in 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. The program has also trained smallholders in Indonesia as trainers which is a best practice in agriculture training and crucial to replicate the learning. Four indigenous communities in Paraguay that received support to practice silvo-pastoral activities expressed that they are better equipped to adapt to drought, achieving better animal, water and land management and increasing productivity without forest loss.

Through the achievements of Component One, the project has built consensus and reduced conflict, brought practical alignment and implementation of public and private investments and improved policies (land governance) by reducing systemic barriers.

Finally, the project mainstreamed a human-rights based approach, gender equality and women's empowerment, and environmental sustainability as previously described in section 4.3.8. All of the cross-cutting issues were included in the annual work planning process with results reported in the PIR.

4.3.11.GEF Additionality

The CEO Endorsement Request presented a detailed Business-As-Usual (BAU) scenario linked to defined barriers and a plausible GEF incremental argument. At the impact-level, the project yielded 847,000 ha. of land protected with 129 million tons of C eq avoided, neither would not have occurred under the BAU scenario.

The GEF increment was realized by applying the HCV/HCS methodology as described previously for Component Three and applying those tools to policy reforms as previously described for Component One. In addition to the climate change benefits in terms of tons of C eq. avoided, the GEF increment also includes environmental benefits associated with the HCV/HCS[44] values achieved within the forest landscapes protected such as the following: (i) habitat protection in areas with high species diversity; (ii) preservation of connectivity contributing to more intact Forest Landscapes protecting biologic flows; (iii) protection of rare, threatened and endangered ecosystems, habitats and *refugia*; and (iv) protection of ecosystem provisioning services[45].

[44] Includes HCVF values.
[45] Criteria to define HCV and HCS

Pilot activities contributing to the Farmer Support Systems as presented for Component Two also contributed to the GEF increment. The practices piloted in Indonesia for palm oil and in Paraguay for beef have demonstrated immediate results such as increased yields and increased pasture cover available during drought periods. These experiences would result in increased biomass through improved management efficiency and water saving. Consequently, these would increase the amount of soil organic matter, reduced soil temperatures from improved cover, and increased biological action resulting in improved soil structure leading to continued increases in soil moisture retention and consequently increased carbon capture in both biomass and soils. Although this aspect was not quantified, other GEF initiatives in livestock management demonstrate that it is plausible that the carbon sequestered would be significant in addition to the intended impact of reducing the amount of forest converted.

GEF additionality would not have been possible without the platforms (Component One) that provided an essential space for dialogue that led to public-private discussions and greater coordination among different governmental institutions and ministries resulting in consensus for improved policies such as, the approval of commodity-specific Action Plans. Without the multi-stakeholder collaborative framework, the results cited would not have been otherwise possible.

4.3.12. Catalytic/Replication Effect

The Production project has several results that are catalytic with replication potential.

Within Component One, the potential for replication of policy actions is high. In Indonesia, The National Palm Oil Action Plans mandate sub-regional and local plans. Several sub-national plans pre-dated the national plan. At the TE, work was underway to retro-fit these to the approved national-level criteria. The policy enjoys high-level endorsement. There was no indication that the process would not continue. In Paraguay and Liberia, the process had not yet come full circle at the time of the TE but was consistently developing with expressed government and private sector support to expanding the results.

Agriculture and Livestock management practices piloted in Component Two demonstrated yield increases that appear to be bankable. Companies interviewed in Indonesia and Liberia indicated that the investments in farmer support in the Palm Oil sector were paying off and expressed willingness to expand the process. In both countries, evidence suggests that the farmers themselves, through peer observation are also seeking take the risk in replicating results. Demonstrated yield increases by peer farmers is the best catalyst for the expansion of good agricultural practices.

The Project invested in training-of-trainers, which contributes, albeit locally, to replicating practices. In Paraguay, the involvement of Farmers´ cooperatives in financing training demonstrates that the private sector is willing to finance the results. In Liberia, the Concessions authority was taking steps to replicate successful experiences in Palm Oil production, learned through the Platform, into a new concession agreement in the Northwest province. The process of agricultural intensification can be taken to scale if their potential for returns to cover the cost of capital is established and incentives, financial mechanisms or assistance is provided to cover the initial costs. The involvement of the Private sector companies and cooperatives in the project has produced financing for training. In all countries, the possibility exists for the multi-stakeholder planning process to be taken up by other sectors, such as soy in Paraguay.

Component Four contributes to replication through 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.

With the knowledge products and tools produced, with the lessons learned through the GGP and the recommendations contained in this report, this initiative will move into the replicability stage.

4.3.13. 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. See Annex 25 for the full Sustainability analysis.

Financial:

All countries realized the proposed platforms and actions plans. Of these, only Indonesia achieved a defined financing strategy and operational mechanism to implement their action plans. The government took responsibility for the implementation of the plan and added dedicated staff to support implementation. The other countries were still developing the institutional arrangements that would eventually facilitate sustainable financing. In Liberia, direct government administration from within its Ministry of Agriculture is expected to bridge the transition to a public-private relationship for the NOPPOL platform. In Paraguay, Stakeholders are seeking the formation of an NGO construct.

All countries have secured donor-driven financing for mid-term financing of the next stages of development. The Authorities involved are advised to use UNDP guidance for sustainable financing to transition from donor-driven support to a commodity driven public-private partnership.

In the second component, investments in activities piloted to inform Farmer Support systems proved to increase yields sufficiently to be considered "bankable," creating an opportunity for Palm Oil and Beef producers and processors to expand partnerships. Future development should work to document the outputs and returns of improved farming systems and roll these into private sector investments and for financing through national agricultural banks and cooperatives. Although evaluators see an exciting pathway towards upscaling of actions, the Financial Sustainability is rated as "**Moderately Likely"** because of still undefined elements related to the platforms and action plans.

Institutional Sustainability:

Institutionally, all countries confront capacity problems in differing degrees which affect sustainability. Institutional Sustainability was considered high in Indonesia and Paraguay because of the elevated capacity of agencies and local groups and cooperatives to manage and apply the technology investments realized in Components One and Three and their ability to convert these into policies. Liberia did complete a National Indication for HCV and HCS criteria but will require technical assistance and financing to translate this information into maps and eventually go/no-go zones for commodity development. Producers, processors and government agencies expressed the interest for further developing the Project´s components. UNDP has obtained institutional commitments to continue developing the Project´s outcomes giving a ranking of "Likely" which also reflect that among the challenges presented in Annex 23 are surmountable.

Socio-Political:

The Socio-political Landscape is promising in all countries. All countries have declared sustainable development of the respective commodities as sector priorities including the multi-stakeholder approach. The platforms provided excellent spaces for dialogue and cooperation. The increasing involvement of the

private sector is a priority to sustain the Project´s gains. Public-private partnerships both reduce and mitigate the risks associated with changes in political administration. Both Paraguay and Liberia are operating within relatively stable and predictable policy environments. Indonesia has experienced significant job creation policy the effects of which are not yet understood. Given the success of the policy instruments achieved; the development of public-private cooperation in the development of the Platforms and Action Plans; and, given the changing political situations in each country and world-wide, the Socio-political sustainability is ranked "**Moderately Likely**."

Environmental Sustainability:

The project realized land set-asides and protection that will provide for continued carbon sequestration over many decades and additional environmental benefits described in Section 4.3.12 on the GEF increment. Within that context, the countries still face threats from persons operating from within the areas technically off-limits to commodity expansion; the effects of uncontrolled land-use change; and a lack of information of the function of the landscape-level environmental services. The project´s on-the-ground activities enhanced environmental conditions in water retention, carbon sinks, and maintenance of cover. One positive aspect is that the techniques demonstrated were successful in retaining humidity and the next generation of producers are engaged. That success might be an entry point for universities and Ministries to understand the spatial aspects of production in the targeted landscapes.

Building the capacity of farmers to operate sustainably over the near- and long-term will provide short-term stability and more importantly, tested methods to increase production that are reported from all countries to increased yields and environmental services, such as water retention, and are therefore "bankable" which is the key to upscaling.

Because of the balance between environmental attributes and challenges, environmental sustainability was rated as **Moderately Likely**.

The Overall ranking for Sustainability is **Moderately Likely.**

Sustainability	Rating
Financial	ML
Socio-political	ML
Institutional framework and governance	L
Environmental	ML
Likelihood of Sustainability: ML	
(HL) Highly Unlikely; (U) Unlikely; (ML) Moderately Likely; (L) Likely; (HL) Highly Likely	

Table No. 15 Sustainability Assessment Summary

5. CONCLUSIONS, RECOMMENDATIONS, LESSONS LEARNED

5.1 Conclusions

Project Design:

The agronomic baseline for the Project was missing for the commodities targeted. There was no analysis of the BAU condition in terms of yields, water use, pesticide use, etc., against which the expected changes within the pilots could be measured.

The indicators do not tell the story of the project. The impact and Outcome indicators are structure indicators and do not allow credit to the project managers for many well done outputs. For example, indicator, the *number of new partnership mechanisms with funding for sustainable management solutions* does not reflect the impact expected of the multi-stakeholder platforms, which is making deals, settling conflicts, or reaching agreements. A blend is necessary. Based on the indicators, this is a policy project. Based-on the outputs, it is a split between Policy and Production.

The "*number of direct project beneficiaries among groups including smallholder farmers and forest-dependent communities*" does not capture the production aspects related to Farmer Support Systems. As a result of the pilots, anecdotal information suggests that palm oil pilots yielded 2 to 3x more due to the pilot´s actions, a considerable difference. Water management actions in Paraguay´s Chaco increased the amount of moisture for pasture production. Adequate measuring and reporting of the results of the pilot initiatives´ effect on agronomic parameters, such as changes in yield, goes to the heart of the project and could prove that the practices employed contribute to "sustainable intensification."

The policy approval process suffered from changing national priorities and the slow process of policy approval, unrealistic assumptions, and underestimated effort and costs associated with policy development. Aspects associated with successful policy development were missing or understated. There was no systematic estimation of the demand, or changes therein such as changes in political administration, for the proposed policies, a strategic communications process, provision for effective advocacy or a clear champion, all important for generating demand for policies and neutralizing strong interests.

In theory, the Project´s architecture was solid. However, the outcomes were not sufficient to achieve the Project´s objective due to delays and financing constraints generally due to unrealistic estimates of capacity, timeframes, and costs. Assumptions were not presented for 7 of 11 outcomes. National-level barriers were underestimated at the formulation stage. For example, the cost of garnering trust in terms of time and management energy was underestimated making targets, such as a *1,000,000 ha. set aside* a politically difficult proposition, especially for local authorities under pressure to keep-up production. Another contributing factor is the heavy design footprint. The Project´s design 4 components are parsed into 11 outcomes supported by 42 outputs. The Project could have potentially been handled as two separate projects: Policy and Production, each with focused design and well targeted indicators based on pertinent baselines.

The project context provided justification for the "levers" needed for reducing commodity based deforestation. The justification is heavy on policy and light on production aspects. While there is a thorough policy baseline, the agronomic baseline was missing for the commodities targeted. There was no analysis of the pre-project condition in terms of yields, water use, pesticide use, etc. that were expected to change in pilot project areas. There is no communications baseline that enables a comparison of the EOP condition and the BAU scenario making it difficult to gauge the effects of the knowledge management actions. The response areas of the project are however justified.

The trust building process is critical to success and requires time and investment that must be strategically planned. These elements need to be considered for their level of effort, costs and

timeframes when designing projects expected to produce approved policies.

A strategic communications function is critical to policy development and must be strategically included in any project with policy design. The communications strategy from the overriding A&L Child Project was focused on dissemination of information with good outcomes. The project in each country required a strategic communications plan to manage the policy development process, especially the NAP approval process. Strategic communications was not planned or budgeted.

The experience generated by the project demonstrates that the interest of the producer is increasing production and selling to a stable market. The IFC IPOD experience in Indonesia and the Solidaridad experience in Liberia saw farmers increase their participation as the cultural practices proved to increase yields. The producers in Paraguay do not have a quality-level of beef that qualifies as a premium product. As producers, a reliable local market opportunity is valued in connection with an opportunity to produce more or increase resilience. Extension services are oriented to existing markets. There is clear interest in a better deal if it can be had, but not if it means sacrificing their current market relationships or a lower margins.

Project Effectiveness, Efficiency, Relevance:

The project executed 89% of its budget by March 2022 for $13,090,023 of 14,584,403. The amount of co-financing reported at TE was $365,932,293 exceeding the target by 222%. Regardless, Paraguay, Liberia and the Indonesia reported budget constraints. In Liberia these were acute and affected project implementation. Support suffered from inadequate budgets. The Co-financing was not available, sufficient or effective in responding to underestimated budgets in Liberia and Paraguay.

Relevance: The Production Project conforms to GEF goals and objectives BD4 (Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors), the UNDP strategic framework, CCM2 (Climate Change Mitigation Focal Area Strategy), SFM1 (Sustainable Forest Management Strategy) and Sustainable Development Goals (SDGs): 1,2,12,13,15 and 17 Aichi BD Targets, UNFCCC Paris 2015, UNFF Global objective on forests. The Production Project is aligned with the national priorities in the three target countries. The Relevance rating is HS (6).

Effectiveness: All countries advanced in developing the tools for mapping. Indonesia developed the conducted HCV HCS mapping. Liberia was still in the development stage of the HCV HCS national interpretation and related maps. The tools had not been deployed to the field level, so it will take time and follow-up to get these into the hands of local users. The time and budget needed to build and test the systems was underestimated. Without the mapping done early in the project, building a political strategy and negotiating go/no-go zones was not possible. For example, in Paraguay the HCV HCS methodology had never been used. The project facilitated a process to define an equivalent for the Chaco region, but this took most of the project lifetime, and did not allow for using it for setting side areas as a second step. Component 3 achieved 92% of no. of ha. of HCV land set-aside. The process was effective.

Effectiveness: Farmer support systems were developed through needs assessments, technical assistance, and technical training were realized. The pilots were successful in convincing farmers to participate with visible results from the practices proposed. Component 2 achieved 100% of targets in Farmer support systems.

Effectiveness: The multi-stakeholder platforms are productive spaces. There is clear evidence indicating that differences between stakeholders have been mitigated and that the private sector

processors, producers, and governments are much closer to understanding each other and seeking opportunities. The NAPs are important to orient the development of the respective sectors in a post-COVID economy.

Sustainability:

The Multi-stakeholder platforms are not yet legally and financially viable in all countries. National-level structures in Paraguay and Liberia and subnational are not registered or formally taken in by government. Some are awaiting classification as not for profit entities while others seek formalization within government. The latter have precarious financing. UNDP has developed short-term arrangements with Development assistance organizations for short-term assistance while additional work to strengthen sustainability can be pursued.

The project was highly effective in producing lessons learned that will enable future actions that will lead to the elimination of commodity-based deforestation.

The main achievement was the creation and operation of the Regional Platform that addresses technical and political issues across a wide range of actors, representing diverse institutions such as public government, academia, indigenous groups, producers, agricultural technicians, leaders of production cooperatives, among others. The Action plans reflect the multiple interests, problems and challenges.

5.2 Recommendations

- When designing "Production" projects, the PPG phase should identify and provide sufficient resources to analyze the production variables for the specific commodities orienting the project to test them and measure the results in commodity-specific units, e.g., bunch weight, yield in oil, live weight of livestock, soil humidity, biomass etc. The resulting yields, costs of goods produced and the externalities, such as CO2 benefits can then be reliably measured by the project. If these tasks are deferred to the project implementation phase, then the time to develop the baseline must be factored into the expectations of the project keeping in mind that it could take several crop cycles or several animal reproductions cycles to produce benefits. That information can then be included in the Results Framework in the form of realistic indicators, targets and time frames.

  Although the project has been completed and this recommendation is not directly actionable by the PMU, it is recommended that in similar projects, the executing partners seek interested parties to document the results of the training and piloting of agricultural intensification efforts in terms of changes in yield, cost and/or efficiencies etc. and compare these to production data from other interventions such as IFC IPOD (Indonesia), Solidarity W.A. (Liberia), corporate agronomic records, etc. The anecdotal yield differences reported indicate that the practices might be "bankable." These situations require a more robust M&E design approach to facilitate monitoring and up-scaling. It is recommended to seek support of private sector partners, universities, research organizations etc. to determine the economics of the results.

  The GEF and UNDP could share and seek partners to team with Roundtables to assist in disseminating this type of information. If determined to be "bankable" the practices could be scaled-up through leveraged financing such as through corporate partnerships or agricultural loans, which can then provide a source of incentives for practices, such as integrated Pest management, that could recognize the positive externalities associated.

- The indicators must be aligned with the desired impact and outcome expectations with a blend of indicators and realistic targets. Development of the capacity to set aside land implies (1)

capacity to do so, (2) political process, and (3) a policy decision by the right persons. The approved policy is the result as is the capacity and the process. A blend of structure and process indicators is necessary to tell the story. If we rely only on the policy in-force, we will not recognize the capacity developed and other opportunities that can come from that. A blend of well-chosen indicators will tell the story.

- A rigorous analysis of the Project´s Outcome-level assumptions at the outcome level is necessary to avoid unrealistic planning scenarios. A Results Framework with missing assumptions must be intellectually challenged at the formulation stage. The stakeholder engagement process must be targeted to the groups pertinent to the Outcomes. If policy outcomes are sought, then amply consultation of policy-makers, elected officials, and former officials can help to design realistic timeframes. The same is true for technical outcomes. Participation provides 2 way benefits, including an efficient and cost-effective design. Although the project has been completed, it is recommended that the project´s executing partners with other interested agencies attempt to document the results of the training and piloting of agricultural intensification efforts in terms of changes in yield, cost and/or efficiencies etc. and compare these to production data from the IFC IPOD (Indonesia), Solidarity W.A. (Liberia), corporate agronomic records, etc. The anecdotal yield differences reported indicate that the practices might be "bankable." The GCC could team with Roundtables to assist in disseminating this type of information. If determined to be "bankable" the practices could be scaled-up through leveraged financing such as through corporate partnerships or agricultural loans, which can then provide a source of incentives for practices, such as integrated Pest management, that could recognize the positive externalities associated.
- Paraguay: within a strategy for a common vision on sustainable beef define "sustainable beef production". Systems approaches are often very valuable for getting collective agreement over defining what sustainable beef production looks like.
- Liberia has yet to complete mapping of HCV/HCVS values and use that base to indicate Land Use Cover Change in those areas. It is important for the government, UNDP, FOLUR if applicable and others to plan this process, train and field test technicians and field test the use of the maps and dialogue.

  With evolving concession agreements, this infrastructure should be in place as soon as possible as a tool for dialogue and conflict resolutions. Discuss with MPOI/MANCO the possibility of donating resources and assure participation of the other commodities companies that might make good use of the tool in their traceability programs. This is a very important piece for NOPPOL to put into place. Focus also on the sustainable Financing Guidance

- Consider producing brief 1 minute video "newscasts" that can be shared via WhatsApp, email, or Instant messaging to decision-makers. Key decision-makers are more likely to watch a 1 minute video than read a 2 page memo. This type of strategy can both advocacy and reinforce demand for policies and can add to the effectiveness of other communications strategies employed.
- When considering policy actions as part a project design, Successful policy gains have certain core elements of success: (i) a policy proposal with a win-win proposition developed through a participative process effectively leveraging or responding to demand for the policy; (ii) strategic communications to consolidate demand for the policy; (iii) effective advocacy and stakeholder engagement strategies targeted to different levels; (iv) strategic communications to augment public opinion and to influence decision-makers at the decision-making juncture to support the policies through the political process and maintain momentum through a generally protracted

process; (v) a highly visible and trustworthy champion to facilitate advocacy that can broker trust and facilitate decision-making and (vi) targeted capacity building and planning support to enable the process, ensure adequate preparation for policy implementation and establish rules for discourse. These can be done by UNDP in collaboration with partners who may be better placed than UNDP to act on some of these points. These elements need to be considered for their level of effort, costs and timeframes when designing projects expected to produce approved policies.

- Strategic Communications must be included when policy outcomes are called for. Like any outcome, these must be correctly timed and estimated for effort, costs, human resources and budget.
- Because the support to the platforms in the future is donor driven, it is therefore not permanent. If not already completed, GGP should translate the Guidance on the Financial Sustainability of Multi-stakeholders Platforms into Spanish and Bahasa for distribution to key partners within the platforms and donor organizations providing short term support to the platforms (World Bank, IDH, GIZ, SECO, et.al.) with the aim of working with the public and private stakeholders to move towards financial sustainability models appropriate to each.
- To enhance the financial sustainability of the Multi-stakeholder Platforms such as NOPPOL, et.al., UNDP Country Offices are encouraged to work with platform stakeholders to apply the UNDP Guidance on Sustainable Financing of Multi-stakeholder Platforms.

5.3 Lessons learned

With regards to training, the Pandemic created opportunities allowing producers and technicians who generally were too busy for training to logon to virtual events and to work more closely with local partners. Regardless, producers interviewed continue to place a high value on accompaniment. Training leads to knowledge, accompaniment leads to knowledge and trust.

In all countries, community members voiced a preference for local technicians receiving opportunities. The use of local technicians from the onset in places like, for example, Paraguay could have proven a more cost-effective better option than flying from the Capital City, Asuncion. Because trust is difficult and time-consuming to build, it makes sense to recruit local persons or those with a local reputation.

The combination of enabling structures (platforms), information (maps), and a vehicle for sharing these with a synthesized interpretation (platforms, Green Commodities Community, Roundtables, etc.) are important elements in educating to achieve agreement in supporting set-asides within the mapped areas. All of these must be in place in addition to consciousness raising which takes a considerable amount of time that needs to be correctly budgeted. By the end of the project, the political process was just beginning to demonstrate results underscoring the need to start the political process early in the project or assure an extended project with enough time for a political process. The time to develop the platforms was too short. This type of activity must happen early in the life cycle of the project. Even then, there might not have been enough time to move these to sustainability given the trust factors cited. As a pilot, the timing aspects are a valuable lesson learned.

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 ofthe 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 andindependent 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: 6

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

TIMEFRAME

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

Timeframe applicable to both projects.

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

For the Production project.

Timeframe	Activity
July 1st to 31st 2021 (11 days)	Document review and preparation of TE Inception Report
By August 31st 2021 (2 days)	Finalization and Validation of TE Inception Report
September 1st to November 15th (34 days)	TE mission: stakeholder meetings, interviews, field visits, etc.
By December 10th (1 day)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
Dec 11th - January 7th 2022 (10 days)	Preparation of draft TE report
Between January 7th and January 28th 2022	Circulation of draft TE report for comments
February 15th 2022 (2 days)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
January 7th – March 14th 2022)	Preparation and Issuance of Management Response
March 14th 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 15th 2021 (5 days)	Document review and preparation of TE Inception Report
By June 30th 2021 (1 day)	Finalization and Validation of TE Inception Report
July 1st – August 31st 2021 (6 days)	TE work: stakeholder interviews, etc.
September 15, 2021 (1 day)	Preparation of draft TE report
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 15th – December 15th 2021	Preparation and Issuance of Management Response
December 31st 2021	Expected date of full TE completion

TE DELIVERABLES

Applicable to both TEs.

#	Deliverable	Description	Timing	Responsibilities

1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: June 30th 2021 for the A&L TE; August 31st 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 15th 2021 for the A&L TE; December 10th 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 15th 2021 for the A&L TE; January 7th 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 30th 2021 for the A&L TE; February 15th* 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 ProductionTE:

[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 TE[7]:

- 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 Projects[46] and with consultation to the following GEF guidance[47] on Monitoring including but not limited to the following:

- Environmental and Social Safeguards (SD/PL/03) [48] and Guidelines[49]
- Gender Equality Policy (SD/PL/02)[50] and Guidelines[51]
- Stakeholder Engagement (SD/PL/01)[52] and Guidelines[53]
- 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.

50Global 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

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 requirements[56], 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 Kalimatan (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 Evaluations[59]' 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 Reponses	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 Commodity Action Plans 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 Reponses	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 # 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	National policies and/or strategies; project documentation; relevant stakeholders.	KII DR	PS PLATFORM	1	1	1	1
				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 to land use allocations 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
	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? How many Hectares of HCV and HCS forest areas in commodity producing landscapes have been protected through zoning? 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 (%)?	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 (%)	Document, GIS, KI Reports. M&E reports.	KII DR	GEF FP UNDP	1	1		1

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 targets 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 agricultural 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?	the # of reports generated from the application of a landscape assessment tool that: (i). Assesses the political, economic, social, and environmental drivers of deforestation related to commodity production and expansion; (ii). Scores and compares the enabling environment readiness towards deforestation-free commodity production of multiple landscapes within the Production child project; and (iii). Evaluates the effectiveness of interventions targeting the drivers of deforestation with a landscape.							
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	Cross-cutting Issues # of documented examples of specific lessons shared via Community of Practice being applied in other sub-national	Project documentation; relevant stakeholders. Community of Practice Survey…Ex post contact with	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 reports on Palm oil, beef						
	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		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
	S.17 Was a Gender Approach mainstreamed through all relevant project activities in a qualitative way? Did the project contribute to advancing gender equality and women's empowerment?	Cross referencing inclusion of gender aspects in all components and products; Gender disaggregated data. Execution/Performance against Gender Mainstreaming Plan	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?	Cross referencing inclusion of gender aspects in all components and products; Gender disaggregated data. Execution/Performance against Gender Mainstreaming Plan	PIR, M&E data, Gender Mainstreaming Plan		PS CSO	1		1	
Impact									
Was the Theory of Change validated by the results of the project? Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?	Was the Theory of Change validated by the results of the project? Are there indications that the project has contributed to, or	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 lad 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 appliable 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 Farcarthy,	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	Marianto 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	Mayasiri	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 Suliyanti	M	In person	West Kalimantan	Sub Nat	GIZ	O. INITIATIVE
7-oct-21	Indonesia	Yuliana Suliyanti	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. Zoduo	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 Kemhkadze, 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	Gradiah 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

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

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	**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	**Baseline 1.1.1** 1 national commodity platform (Indonesia = INPOP), 1 sub-national commodity platform (Indonesia = JSSPO)	**Mid-term Target 1.1.1** 2 national commodity platforms; 3 sub-national platforms; and up to 4 district/target landscape forums 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].	**End of Project Target 1.1.1** 2 national commodity platforms; 3 sub-national platforms; and up to 4 district/target landscape forums 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].	
	Outcome 1.2 Practical alignment and implementation of public and private investments and other actions related to target commodities **Outcome Indicator 1.2.1** Number of national and sub-national Commodity Action Plans finalized and	**Baseline 1.2.1** 0 national and sub-national Commodity	**Mid-term Target 1.2.1**	**End of Project Target 1.2.1** 3 national-level and four	

	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	
	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 policy and regulatory priorities achieved through technical co-operation, analysis and advocacy support 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 supportservices.	**Baseline 1.3.1** 0 policy and regulatory priorities realized	**Mid-term Target 1.3.1** 3 policy and regulatory priorities achieved (including at least 1 of the priority policies and practices listed in Table 7) 3 policy and regulatory priorities drafted and proposed	**End of Project Target 1.3.1** 5 policy and regulatory priorities achieved (including at least 3 of the priority policies and practices listed in Table 7) 5 policy and regulatory priorities drafted and proposed	

	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 **Outcome Indicator 1.4.1** Number of improved national and sub-national policies, regulations and programmes related to land use allocation for commodity production 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 **Outcome Indicator 1.4.2** 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 Number of new or revised national and sub-national policies, regulations, and programmes established or endorsed that	**Baseline 1.4.1** 0 improved policies, regulations and programmes related to land use allocation for commodity production **Baseline 1.4.2** 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	**Mid-term Target 1.4.1** 3 improved national or sub-national policies, regulations ~~and~~ or programmes **Mid-term Target 1.4.2** 3 improved national and sub-national policies, regulations ~~and~~ or programmes	**End of Project Target 1.4.1** 5 improved national or sub-national policies, regulations ~~and~~ or programmes **End of Project Target 1.4.2** 6 improved national and sub-national policies, regulations ~~and~~ or programmes	

	increase protection for and conservation of HCV and HCS areas				
	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 **Outcome Indicator 1.5.1** Substantial increases in relevant enforcement actions in target landscapes, based in part on use of improved monitoring systems and enforcement protocols [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.] 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.	**Baseline 1.5.1** Baseline and targets to be determined in co-operation with relevant sub-national authorities during the inception phase 0 reports (No monitoring system is in place)	**Mid-term Target 1.5.1** TBD 0 reports (Improved land-use change monitoring system is in place).	**End of Project Target 1.5.1** TBD 10 reports (6 in Indonesia, 2 in Liberia, 2 in Paraguay)	Increased risk of enforcement actions is sufficient to affect decision making re. whether to engage in illegal behaviour
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 1sub-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				

	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	**Baseline 3.1.1** 0 ha of HCVF and HCS covered	**Mid-term Target 3.1.1** 230,000 ha of HCVF and HCS covered	**End of Project Target 3.1.1** 1 million ha of HCVF and HCS covered 925,000 ha of HCVF and HCS c overed	
	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 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 **Outcome Indicator 3.2.1** Tons CO2e emissions avoided due to gazettement and other related land use and protection strategies	**Baseline 3.2.1** 0 additional tons Co2e emissions avoided	**Mid-term Target 3.2.1** 6 million tons Co2e emissions projected to be avoided based on actions to date	**End of Project Target 3.2.1** 52.6 ~~63.7~~ million tons Co2e emissions avoided (lifetime direct and indirect) [Revised target is the result of a rigorous assessment undertaken in October, and has been approved by the GEF.]	

				59.3[62] million tons CO2e emissions avoided (lifetime direct and indirect)	
Component 4: Knowledge management.	**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 **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.] 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:	**Baseline 4.1.1** No widely tested methodology or scorecard available 0 (No tool exists)	**Mid-term Target 4.1.1** Scorecard methodology developed and baseline capacity assessment completed for nine production landscapes covering 8 million ha 5 (Tool has been developed, and baseline assessments completed in each target landscape)	**End of Project Target 4.1.1** End of project assessment completed and utility of methodology assessed and improved 10 (End-of-project assessment for each target landscape completed, in addition to the baseline assessments)	

[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

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

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)”

<u>Suggested Assumptions to Compliment the Project Logframe</u>

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 Worksheet[63]

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 - national and landscape level platform and forum.			*n/a*	*n/a*		*259,000*
Paraguay: - national and regional platforms, and action plans			*n/a*	*n/a*		*24,069,725*
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s): *Roundtable on Sustainable Palm Oil (RSPO)*			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
		n/a	*200,000*	*17,719*	*427,432.35*
Indonesia	Pelalawan Spatial Plan				6,208.81
	Sintang Lake Buffer Zone				1,796.86
	South Tapanuli Special Cultivation Area (KBK)				28,620.85
	Pelalawan Peatland Protection and Management Plan				*381,692.95*
	Pelalawan farmers' training				*2,546.47*
	South Tapanuli farmers' training				*636.41*
	Total	*n/a*	*n/a*		*421,502.35*
Liberia		*n/a*	*n/a*		0
Paraguay	Parcelas demostrativas	*n/a*	*n/a*		*5,930*
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided				
		Hectares			
		Expected		Achieved	
		PIF stage	Endorsement	MTR	TE
		n/a	*1,000,000*	*5,000*	*378,116*
Indonesia	Pelalawan Spatial Plan	*n/a*	*n/a*		12,320.48
	Sintang Lake Buffer Zone				1,704.34
	South Tapanuli Limited Cultivation Area (KBK)				52,632.12
	Total				*66,656.94*
	Pelalawan Peatland Protection and Management Plan				*289,211.25*
	Total				*355,868.19*
Liberia - Conservation Agreement		*n/a*	*n/a*		*5,000*
Paraguay		*n/a*	*n/a*		
- Coronel Valois Rivarola					*790*
- Teniente 1º Adolfo Rojas Silva					*4,591*
- 1a División de Caballería Cuartel General					*11,867*
Total					*17,248*
Core Indicator 6	**Greenhouse gas emission mitigated**				***(Metric tons of CO_2e)***
		Expected metric tons of CO_2e (6.1+6.2)			
		PIF stage	Endorsement	MTR	TE

	Expected CO2e (direct)	*n/a*	*22,238,075*	*744,077*	*46,589,113*
	Expected CO2e (indirect)	*n/a*	*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_2e			
		PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)	*n/a*	*22,238,075*	*744,077*	46,589,113
	Expected CO2e (indirect)	*n/a*	*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_2e		
			Expected		Achieved
			PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)		*n/a*	*n/a*	*n/a*	*n/a*
	Expected CO2e (indirect)		*n/a*	*n/a*	*n/a*	*n/a*
	Anticipated start year of accounting		*n/a*	*n/a*	*n/a*	*n/a*
	Duration of accounting		*n/a*	*n/a*	*n/a*	*n/a*

Indicator 6.3	Energy saved			
			MJ	
			Expected	Achieved

			PIF stage	Endorsement	MTR	TE
			n/a	*n/a*	*n/a*	*n/a*
			n/a	*n/a*	*n/a*	*n/a*
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)	*n/a*	*n/a*	*n/a*	*n/a*
		(select)	*n/a*	*n/a*	*n/a*	*n/a*
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	*n/a*	n/a	*1,964*	*3,895*
		Male	*n/a*	*n/a*	*2,715*	*6,601*
		Total	*n/a*	*6,000*	*4,679*	*10,496*
Indonesia		Female	*n/a*	*n/a*		*897*
		Male	*n/a*	*n/a*		*1,855*
		Total	*n/a*	*n/a*		*2,752*
Liberia		Female	*n/a*	*n/a*		*1,696*
		Male	*n/a*	*n/a*		*1,133*
		Total	*n/a*	*n/a*		*2,829*
Paraguay.		Female	*n/a*	*n/a*		*1,302*
		Male	*n/a*	*n/a*		*3,613*
		Total	*n/a*	*n/a*		*4,915*

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

Source: 2021 GGP Production PIR

Table 2. Indonesia Stakeholder Participation

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

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

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	

	Indonesia Sustainable Finance Initiative (IKBI).		

Source: 2021 GGP Production PIR

Table 3. Liberia Stakeholder Participation

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

		Green Advocates (the Association of Environmental Lawyers of Liberia); NGO Coalition Liberia (NCL); Liberia Agricultural and Environmental Journalists Network (LAEJN); Local Farms., Foundation to Sustain People's Dignity (FSPD); Citizens Against Hunger; CI Liberia; Zodua land management committee

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.

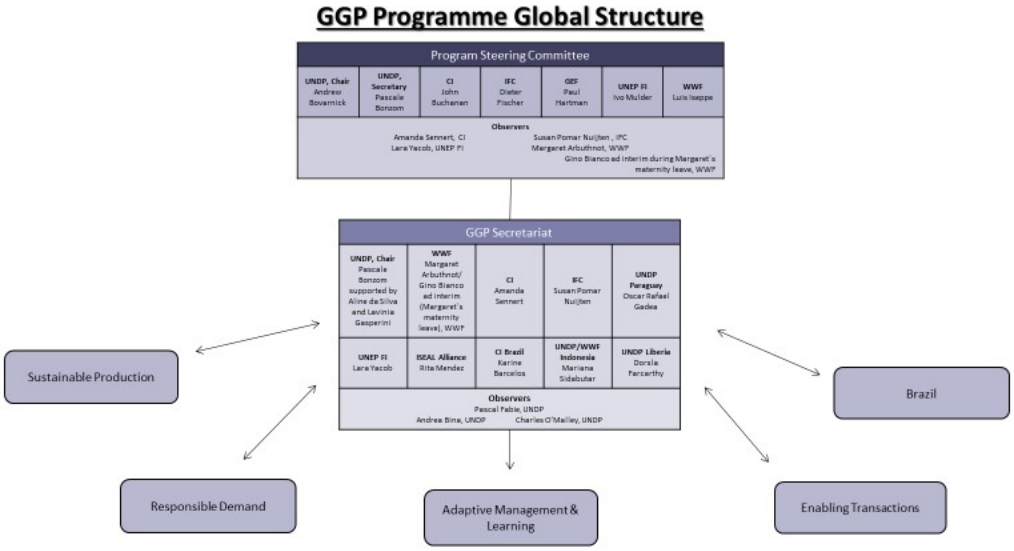


Figure A15-1 GGP Programme Global Structure

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.

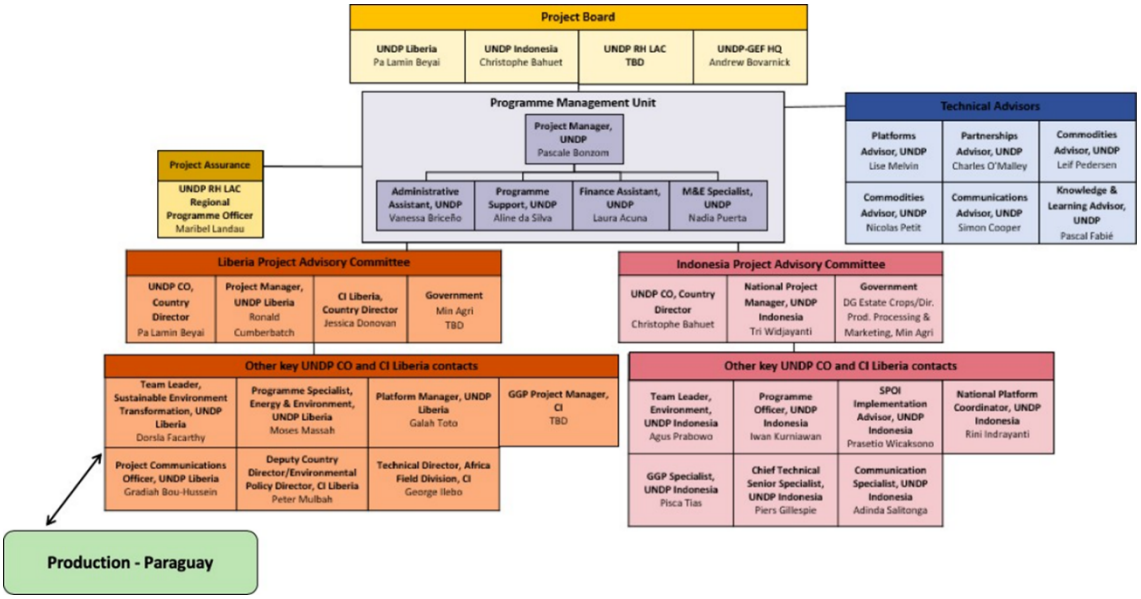


Figure A15.2 Production Project Organizational Chart-Indonesia and Liberia

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.

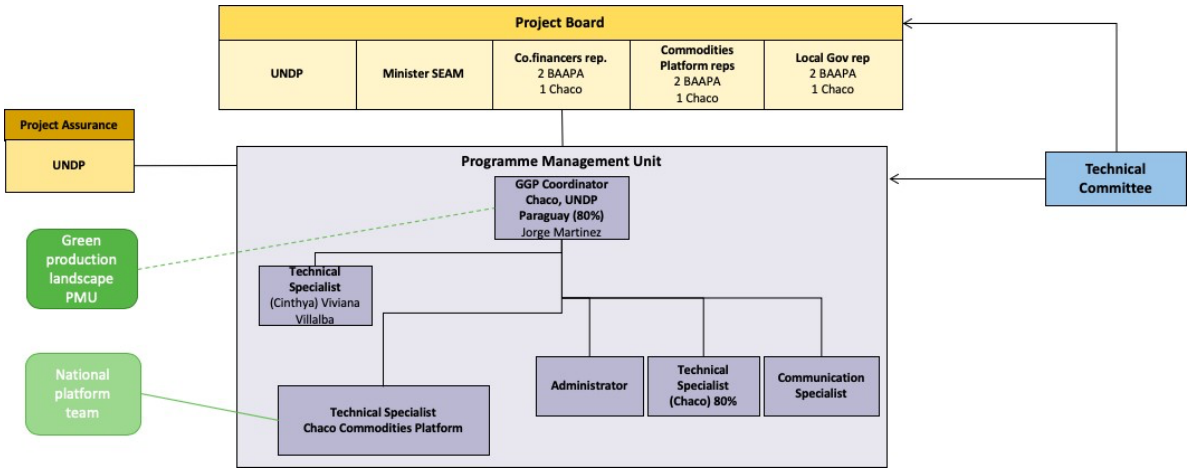


Fig. Sustainable Production Project Organizational Structure – Paraguay

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	9environmental	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
IPrivate 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
National Government	Directorate General of Estate Crops Ministry of Agriculture	In-kind	$6,500,000.00	$353,920,888.27	5445%	$-	
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%	$-	
			$158,654,000.00				

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	Public Investment	$6,500,000.00	$4,810,864.53	76%	$4,810,864.53	
		In-kind		$111,550.41		$111,550.41	
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			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	164,000	143,030	87%	143,030.00
Conservation International Indonesia	490,000	Cash								Other	Generations Investments	Cash		90,398.40		90,398.40
Conservation International Liberia	164,000	Cash								Other	Proforest	Cash	0	22,000		22,000
TOTAL	158,654,000									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

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

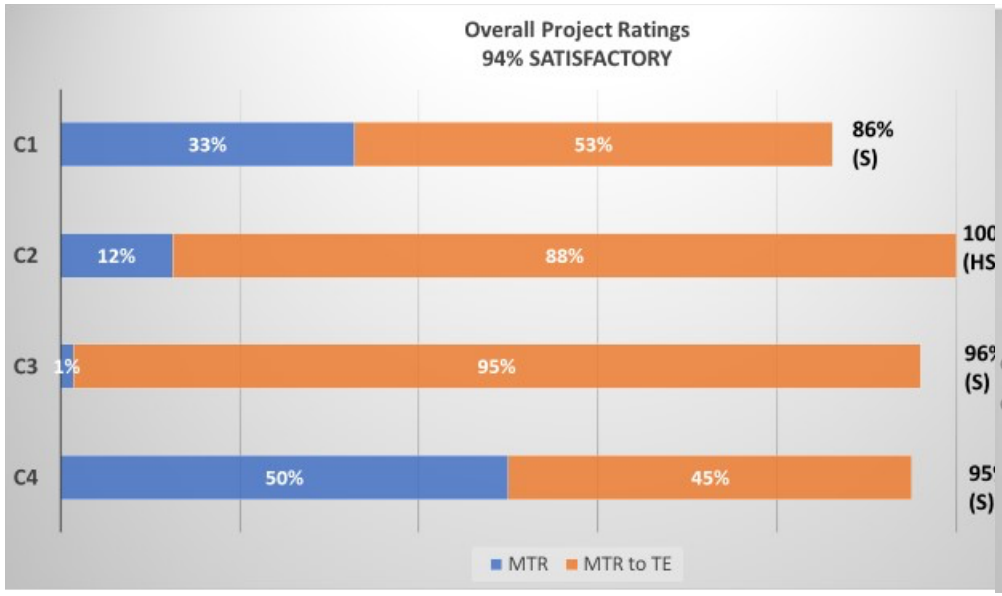
FCA-UNA - Paraguay									
National University FCA-UNA - Paraguay	35,000	In-kind	National government	FCA - UNA	In-kind	35,000	25,000	71%	
WWF	2,782,150	Grant	Others	WWF	Grant	2,782,150	1,852,362	67%	
UNDP	100,000	Grant	Multi-lateral Agency	UNDP	Grant	100,000	45,000	45%	
UNDP	300,000	In-kind	Multi-lateral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

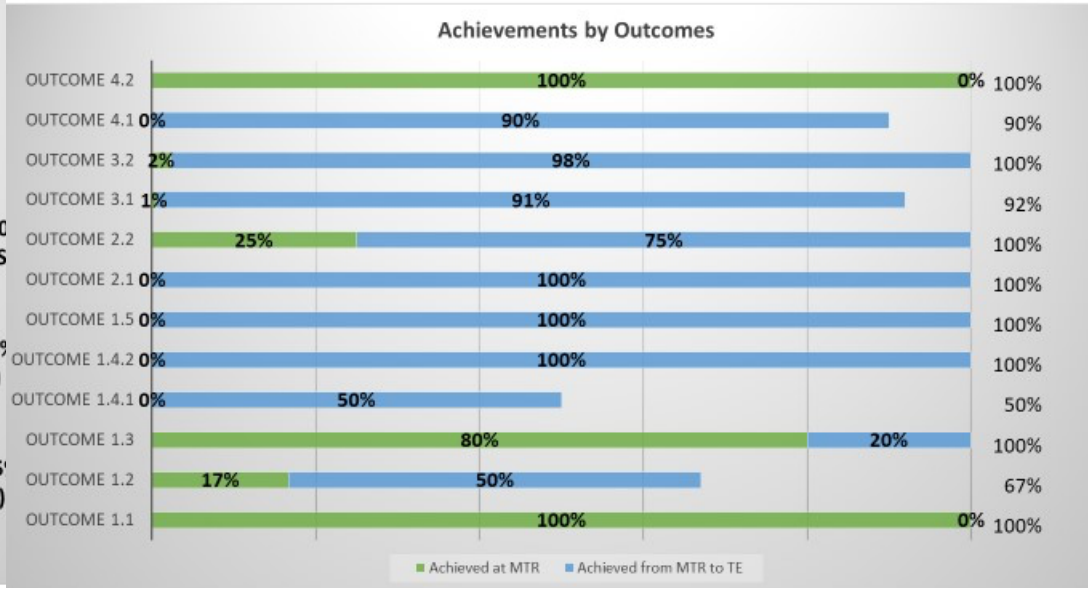
National government	FCA - UNA	In-kind	35,000	48,000	137
Others	WWF	Grant	2,782,150	2,782,150	100
Multi-lateral Agency	UNDP	Grant	100,000	114,400	114
Multi-lateral Agency	UNDP	In-kind	300,000	315,500	105
Total			6,262,118	6,661,050	

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 (FOXSBI) 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. 142 in Indonesia: - 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 Kalimatan, 34 North Sumatra) 20 in LIberia - 1 National (11) - 1 subnational (9) 29 in Paraguay - 1 subnational (29)	A total of 315 organizations 245 in Indonesia: At National Level: 92 At provincial level: 81 Riau Province (19) West Kalimatan (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				33 Paraguay 37 in Liberia (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 Indonesia 1015 beneficiaries (315 in Sintang, 700 in South Tapanuli) Liberia 632 benefited directly of support (In the Conservation Agreement 2,829 people - 1,133 male and 1696 female) Paraguay 835	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 (7**34,135/2)** 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.						**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** **In Liberia: Target Detail: The HCVF under the concession is 169,898 ha, making 89,949**

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**
								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 **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**

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**
								Achievement Detail **Áreas silvestres protegidas: Coronel Valois Rivarola 790 ha + Teniente 1º 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**	**Rating**	**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**
& civil society organizations, build consensus and reduce conflict related to target commodity production and growth at national and sub- national levels 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	(Indonesia = INPOP), 1 sub-national commodity platform (Indonesia = JSSPO)	platform (North Sumatra in Indonesia); 4 landscape- level fora (Pelalawan, South Tapanuli and Sintang in Indonesia, and in the Sime Darby landscape in Liberia). 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	sub-national platforms; and up to 4 district/target landscape forums	sub-national platforms; and up to 4 district/target landscape forums	Indonesia: 1 National platform 3 Sub nationals/Provincial Platforms 3 district /landscape forums Liberia: 1 National Platform 1 Landscape forum Paraguay 1 Sub-national platform 1national platform	Platform for Sustainable Palm Oil (FOKSBI, transitioned towards National Action Plan Implementation Team (NAP IT), as per NAP requirements) - 1 in Liberia – National Oil Palm Platform of Liberia (NOPPOL) - 1 in Paraguay – Paraguay National Sustainable Beef Platform 4 sub-national platforms: - 3 in Indonesia (Riau, West Kalimantan and North Sumatra provincial platforms)		following results: 3 national commodity platforms, 4 subnational platforms, and 4 landscape-level forums **(Highly satisfactory)**

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				- 1 in Paraguay (Sustainable Beef Platform for the Chaco region). 4 landscape-level forums: - 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**
		Western Oil Palm Landscape Forum was launched with co-financing in early 2018. 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.						
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 Indonesia, the Sintang District and South Tapanuli Action plan have been legalized.	At national level: - 1 national action plan finalized, adopted and under	**MS**	National Level: 2 National action plans (2 of 2) 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**
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 Liberia, 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 Paraguay, the Root cause Analysis was finalized, and the action plan has been finalized in July	implementation in Indonesia; - 1 national action plan adopted in Liberia and moving into implementation. At sub-national level: - 1 sub national action plan finalized and under implementation 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 nationals 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	8 policy priorities drafted and proposed, 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 with8 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**	**Ratin g**	**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						
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 Outcome Indicator 1.4.1 Number of new or revised national and sub-national policies, regulations and	Baseline 1.4.1 0 policies, regulations and programmes	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. 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	Mid-term Target 1.4.1 3 national or sub-national policies, regulations or programmes drafted, proposed, and adopted	End of Project Target 1.4.1 4 national or sub-national policies, regulations or programmes drafted, proposed, and adopted	1 subnational law adopted in Indonesia. In Indonesia, 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. In Liberia HCV engagement is part of RSPO process National Interpretation process and could be informed by TSA process In Paraguay, MADES launched the process of developing the environmental legal	1 sub-national regulation drafted, proposed, and adopted in Indonesia 1 national regulation drafted, proposed and adopted in Paraguay. In addition, 1 national regulation has been proposed in Indonesia, 1 national in Liberia and 3 national and 1 subnational in Paraguay.	**MU**	2 of 4 1 subnational and 1 national regulations drafted, proposed and adopted Level of Achievement: 50% EoPT was not met at TE reporting In the pipeline: - 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 Indonesia, 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 Liberia. In Paraguay, 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.
Outcome 1.5 Improved monitoring of land use change in three target countries and particularly within target landscapes 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	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)	MTT target is achieved as no report was expected. EoPT may be achieved In Indonesia, the beta version of a Land Use Change Monitoring System is developed incorporating the results of the user needs assessment. In Liberia, 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. In Paraguay, UNDP worked with national and sub-national institutions to	Improved land-use change monitoring systems are in place in all three countries. Reports have been produced: 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.	**HS**	7 of 6 in Indonesia 100% 2 of 2 in Liberia 100% 2 of 2 in Paraguay 100% 11 out of 10 = 110% achieved

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**

sub- national systems for supporting sustainable, reduced deforestation commodity production and intensification 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	No farmer support strategies exist	adopted. This work stream is planned for year 2, following completion of Outcome 2.2.	2 national and 1sub-national strategies under preparation	2 national and 1 sub-national strategies adopted	EoPT on track to be achieved. 2 sub national strategies are under development in Pelalawan and in Chaco. 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 Liberia, farmers needs assessment has been finalized in July and the	NOPSAP. (Please refer to Annex 22) - 1 sub-national strategy adopted in Indonesia (Pelalawan district) and 1 sub-national strategy adopted in Paraguay (Chaco).		**1 of 2 national strategies adopted** **2 subnational strategies adopted (2 of 1)** 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

					task group on communities and smallholders started the larger Palm oil strategy in August . In Paraguay, 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 achieve d 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

demonstrated 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 Indonesia 1015 315 in Sintang 700 in South Tapanuli Liberia 0 (non in project) Paraguay 484 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.

		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			for reaching the 3500 beneficiaries target			

		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**	**Rating**	**Justification for rating**

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 Outcome Indicator 3.1.1 Number of hectares of HCV and HCS forest areas in commodity-producing landscapes protected through zoning, or	Baseline 3.1.1 0 ha of HCVF and HCS covered	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. In Liberia an HCS study conducted by private sector partner Sime Darby is under review	Mid-term Target 3.1.1 230,000 ha of HCVF and HCS covered	End of Project Target 3.1.1 925,000 ha of HCVF and HCS covered	MMT not achieved, EoPT not known <u>Indonesia</u> : 619 218 ha identified (39 % HCVF) <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. <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	847,330 ha of 925,000 target were achieved. Details: 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	**S**	**847,330 ha of HCV/HCS areas covered (92% of EoPT)** 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: Pelalawan District Regulation on Spatial Plan: 20,219 HCV/HCS (including 2,759 ha HCVF)

similar legal protections		by the project team			assess whether they are on target or not.	145,384 ha HCVF) South Tapanuli Regent Regulation on the Designation & Management of Special Cultivation Areas: 149,519 HCV/HCS ha (including 46,104 ha HCVF) In Liberia: 5,000 ha. Achieved through the Conservation Agreement with the Zodua Community 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		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 145,384 ha HCVF) South Tapanuli Regent Regulation on the Designation & Management of Special Cultivation Areas: 149,519 HCV/HCS ha (including 46,104 ha HCVF)

						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 gazettement, 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 gazettement 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**	**Rating**	**Justification for rating**

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 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	Baseline 4.1.1 0 (No tool exists)	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.	Mid-term Target 4.1.1 5 (Tool has been developed, and baseline assessments completed in each target landscape)	End of Project Target 4.1.1 10 (End-of-project assessment for each target landscape completed, in addition to the baseline assessments)	The Tool is being developed . Conservation International has been hired to develop the Landscape Analysis Tool (LAT)	Indonesia: 3 CALI contribution assessment reports + 3 baseline assessment Liberia: 1 CALI contribution assessment Report + 1 baseline assessment Paraguay: 1 CALI contribution assessment Report + 1 baseline assessment	**S**	**5 baseline assessments** **5 contribution assessment reports (3 IND, 1 PAR, 1 LIB) Total 10 reports out of 10** **100% of EoPT Achieved**

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								

effectiveness of interventions targeting the drivers of deforestation with a landscape								
Outcome 4.2: Uptake, adaptation and replication of demonstrated lessons and knowledge Outcome Indicator 4.2.1 Documented examples of specific lessons shared via Community of Practice being applied in other sub-national and national situations	Baseline 4.2.1 0 examples	Lessons learned have begun to be extracted from each country, but have not yet been disseminated through the Community of Practice	Mid-term Target 4.2.1 3 examples applied	End of Project Target 4.2.1 7 examples applied	Mid Term and End of Project Target are achieved 15 examples applied. 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;	33 examples of specific lessons shared via the Green Commodities Community applied in other sub-national and national situations. These include learnings on themes such as: • Multi-stakeholder dialogue • Land use change monitoring • Monitoring and evaluation	**HS**	EoPT achieved and exceeded (33 examples applied). >100% (evidence through the Community of Practice, GCC survey)

					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 table[66] 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 and1 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

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[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 Zodua 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 Zodua 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 Zodua 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 Casadoand 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

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 Diary 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 table[68] 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 / Likely to be Completed / Not Completed	Notes	Outcomes
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

		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. 74 ha of HCVF have been protected in Sintang through the Lake Buffer Zone Regulation,	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.		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	

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		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,	
1.5.1 Indonesia (1.5.1 IND): **Cost-effective monitoring systems** are adapted and implemented within target landscapes		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.	Outcome 1.5: Improved monitoring of land use change in target countries and particularly within target landscapes
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		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	

		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 CO2eq. Contributions to indirect emissions avoided amount to 72,943,934 tons of CO2eq.	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 CO2e 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.

- The following table[73] 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 / Likely to be Completed / Not Completed	Comments	Outcomes
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
		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. 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.	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 Zodua 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 finalize 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 Zodua 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 CO2e emissions were avoided, as well as 7,902,842 tons of lifetime indirect CO2e 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 CO2e 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		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	

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 table[74] 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 / Likely to be Completed / Not Completed	Comments	Outcomes
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 Plaform 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 *Semana MADES* 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	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
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.	
Support provided to government agencies and other stakeholders to facilitate greater use of gazettement 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 gazettement, 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 comodities 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 Zodua 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 steam until a more diverse arrangement can be developed. In Paraguay, the transition of the Subnational Chaco Platform into a non-profit organization[75] 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 multitplication 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 Soldaridad 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 for 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 horizonthat 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 Zodua 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 alignedPrivate 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 CO_2 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 Zodua 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 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