

**Validated Terminal Review of the UNEP-GEF Project
'Supply Change: Promoting Reduction of
Deforestation Impacts of Commodity Supply Chains'
(GEF ID 9858)
(2018-2020)**



**UNEP Ecosystems Divisions
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For further information on this report, please contact:

UNEP Biodiversity/Land Degradation Division
UNEP Geneva

(GEF-" Promoting Reduction of Deforestation Impacts of Commodity Supply Chains")

(GEF-9858)

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BRIEF CONSULTANT BIO:

Rema Nair Balasundaram is a U.S. national of Asian/Indian origin with more than 4 decades experience team leading operations and program evaluations for IFIs and Multilateral agencies in 27 countries across Asia, Latin America and Africa. She has extensive experience leading technical assistance in Agriculture, Food Insecurity, Food Systems, Health Systems, HIV/AIDS, Global Health Programs, Malnutrition, Environment and Food Security linkages; Forestry, Financing of Humanitarian programmes, financial management sectors, and in defining extreme poor and vulnerability factors and social, economic and financial data to speak to resilience and risks, in poverty stricken areas in South Asia, Central Asia, East Asia, Sub Saharan and Mid North Africa, and the Arab League Nations.

Rema takes a holistic approach to project and program management for both private and public sector areas, has led operational task forces and reviews of multiple sectors including: Public Health, Infectious Disease, HIV/AIDS, Malaria, Grants for Tropical Disease, Global Programs in Health, Environment and Nutrition, Clean Energy solutions, Forestry, Deforestation, Water Resources, Financial Infrastructure, Market Analytical Approaches, Humanitarian Assistance, Conflict and Protracted crises zones, emergency technical assistance, digital inclusion for social and economic programs, statistical capacity building, procurement and programming for ICT, building databases on social, economic and financial indicator profiles, and has a specialization in financial management and financing modalities of International Aid.

Additionally, she is former World Bank Group staff, and served on the OECD DAC Task Force on Managing for Results, and Development Evaluation, conceptualizing technical papers, and discussions at the Paris High Level Forum on Harmonization, as the World Bank focal point, leading discussions on evaluation methodology, financing modalities, instruments, Results, Outcomes and Impact defining Resilience and Risks. Rema possesses superior analytical and communication skills with several technical publications as part of the World Bank Group, ADB, GEF, and UN assignments over the last four decades.

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ABOUT THE TERMINAL REVIEW:

Report Language(s): English

Review Type: Terminal Project Review “Promoting Reduction of Deforestation Impacts of Commodity Supply Chains” GEF 9858.

Brief Description: This report is a UNEP Management Led Terminal Review exercise of a UNEP -GEF project implemented between 2018 and 2020.

The project was entitled “Promoting Reduction of Deforestation Impacts of Commodity Supply Chains” GEF 9858 for a period of two years commencing from January 2018 through June 2020. UNEP through its Sub Programme: Healthy and Productive Eco Systems, and the Ecosystems Division, Biodiversity and Land Degradation Branch, GEF Biodiversity and Land Degradation Unit was the Implementing Agency, and Forest Trends Association the Executing Agency. The project was provided with a six month no cost extension in the end of 2019, with planned project closure in June, 2020.

The primary objective of the project was “to increase the transparency and accountability of commodity production companies’ commitments to sustainable low and zero deforestation productions and reduced pressure on globally significant biodiversity.”

The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including its sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and their executing partner Forest Trends and the relevant agencies of the project participating countries.

Terminal Review Period: January 2023-September 2023.

Key words: Commodities; Palm Oil; Soy; Cattle; Timber and Pulp; Deforestation; Corporate Commitments; Sustainable production; Forest financing; Financial mechanisms.

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LIST OF ACRONYMS

ASM	Amazon Soy Moratorium
BD	Biodiversity
BSP	Bali Strategic Plan
CDP	Carbon Disclosure Project (Supply Change Partner and data contributor)
CGF	Consumer Goods Forum
GEF	Global Environment Facility
IFC	International Finance Corporation
LD	Land Degradation
NGO	Non Governmental Organization
REDD	Reducing Emissions from Deforestation and forest Degradation
RSPO	Roundtable on Sustainable Palm Oil (RSPO)
RTRS	Roundtable on Responsible Soy
SDGs	Sustainable Development Goals UN)
SES	Social and Environmental Safeguards
SSC	South South Cooperation
TF	Trust Fund
TFA	Tropical Forest Alliance (eg TFA2020)
TRASE	Transparent Supply Chains for Sustainable Economies
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United National Environment Programme
UNEP-FI	United Nations Environment Programme-Financial Initiative
UNCCD	United Nation's Convention to Combat Desertification
UNFCCC	United Nation's Framework Convention on Climate Change
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation.
WEF	World Economic Forum

WOCAT World Overview of Conservation Approaches and Technologies
WRI World Resources Institute
WWF World Wildlife Fund

PROJECT IDENTIFICATION TABLE: ¹

Table 1: Project Identification Table

Project Title:	Supply Change: Promoting Reduction of Deforestation Impacts of Commodity Supply Chains		
Executing Agency:	Forest Trends Association		
Project partners:	GEF Secretariat, CDP, Consumer Goods Forum, WWF, World Economic Forum / Tropical Forest Alliance, Innovation Forum, Meridian Institute, Rainforest Alliance / Accountability Framework, Ceres, Raven Bay, UNEP-FI, International Finance Corporation (IFC), Climate Focus / New York Declaration on Forests Assessment Coalition, Lestari Capital, Green Climate Fund, Verra Landscale, Good Growth Partnership, Lafayette College.		
Geographical Scope:	Global		
Participating Countries:	Global		
GEF project ID:	9858	IMIS number*²:	P1-33GFL-001291 SB-008421
Focal Area(s):	Biodiversity	GEF OP #:	BD 1 Improve Sustainability of Protected Area Systems BD 2 Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors
GEF Strategic Priority/Objective:	BD 1, 2	GEF approval date*:	9 November 2017
UNEP approval date³:	November 9, 2017	Date of first disbursement*:	2 February 2018
Actual start date⁴:	5 January 2018	Planned duration:	24 months
Intended completion date*:	30 June, 2020	Actual or Expected completion date:	30 June 2020 (6 months added)
Project Type:	Medium Size Project	GEF Allocation*:	\$1,000,000
PPG GEF cost*:		PPG co-financing*:	
Expected MSP/FSP Co-financing*:	\$2,000,000	Total Cost*:	
Mid-term Review/eval. (planned date):⁵	July 31, 2018	Terminal Review (planned date):	December 31, 2020
		Actual Date:	January-September, 2023

¹ Refer PIR, 2020.

² Fields with an * sign (in yellow) should be filled by the Fund Management Officer

³ Date of GEF endorsement.

⁴ Only if different from first disbursement date, e.g., in cases where a long time elapsed between first disbursement and recruitment of project manager.

⁵ No Mid Term Review was required given the short duration of the project.

Mid-term Review/eval.⁶ (actual date):	NA	No. of revisions*:	NA
Date of last Steering Committee meeting:	May 28, 2020.	Date of last Revision*:	
Disbursement as of 30 June 2021*:	\$823,388.00	Date of planned financial closure*:	30 June 2021
Date of planned completion⁷*:	December, 2020	Actual expenditures reported as of 30 June 2021⁸:	\$914,820.00
Total co-financing realized as of 31 December 2021:	2,000,000	Actual expenditures entered in IMIS as of 31 December 2021*:	
Leveraged financing:⁹			

⁶ Ibid.

⁷ If there was a "Completion Revision" please use the date of the revision.

⁹ See above note on co-financing

EXECUTIVE SUMMARY:

1. Forest Trends a US based organization together with partners around the world, works to pioneer innovative finance for a number of areas that include: conservation, promoting healthy forests, sustainable agriculture, clean water, robust climate action, biodiverse landscapes, and strong communities. In 2014, Forest Trends launched the Supply Change Initiative, a research program and online information platform, with the intent to provide greater transparency on supply chain commitments and progress toward goals at a global level.

2. In 2015¹⁰, UNEP as the implementing agency, helped introduce the initiation of a Global Programme, [Supply-Change.org](https://supply-change.org): *Securing Food, Sustaining Forests*, a new online platform convened by the executing agency Forest Trends and co-financed by the GEF that allows users to track the actions that companies are taking to remove deforestation from their commodity supply chains. The project objective was not to result in the creation of a new research program, but to cut across and leverage the work, contacts and resources of already existing programs. The aim of the collaboration with research and data tracking, and analytical initiatives was to collect objective information and build up the Supply Change information platform.

3. The Supply Change project, was launched by the Forest Trends' Ecosystem Marketplace in collaboration with the Carbon Disclosure Project (CDP) and the World Wildlife Fund (WWF), with the intention to track and identify the commitments that count, filling a crucial data gap in market information. The website allows users to track the actions companies are reporting against their commitments, focusing on the big drivers of deforestation stemming from commercial agriculture: palm oil, timber and pulp, soy, and beef. While the CDP, and WWF had contributed towards shaping the design and partnering throughout the project, other organizations like the Earth Innovation Institute, the Sustainable Trade Initiative, and WRI, were viewed as important to identify knowledge gaps, needs, and best practices at that time. Today, the Supply Change (SC) Platform, has developed an expansive database of market intelligence of more than 900 companies, tracking commitments and progress companies make towards addressing commodity driven deforestation within cattle, cocoa, palm oil, soy, and timber and pulp supply chains.¹¹

4. In November 2017, the GEF provided a second phase of funding to Supply Change¹² for another project enhancement focused on, "Promoting Reduction of Deforestation Impacts of Commodity Supply Chains" GEF 9858, for a period of two years commencing from January 2018 through June 2020. UNEP through its Sub Programme: Healthy and Productive Eco Systems, and the Ecosystems Division, Biodiversity and Land Degradation Branch, the GEF Biodiversity and Land Degradation Unit was the Implementing Agency, and Forest Trends Association the Executing Agency. The project was provided a six month no cost extension towards the end of 2019, with project closure planned in June, 2020. This extension was sought to help the team substantiate project planned project outputs and outcomes.

5. The primary objective of the project was to increase the transparency and accountability of commodity production companies' commitments to sustainable low and zero deforestation

¹⁰ Drawn from several sources including Supply Chain newsletter, supplychain.org.

¹¹ Corporate Implementation Impacts Reporting Post 2020:

file:///C:/Users/mbal/AppData/Roaming/Microsoft/Windows/Network%20Shortcuts/Corporate-Implementation-Impacts_Reporting_Post_2020-2022-09-13-v2-supply%20change%20forest%20trends.pdf

¹² [Visit Supply Change Company Zero Deforestation Platform.](https://supply-change.org)

productions and reduced pressures on globally significant biodiversity. It was a global project designed to support many stakeholders to track, add transparency to, and ultimately support the impact of **923** commitments to low and zero deforestation by companies trading in forest-impacting commodities (palm oil, soy, cattle, and timber and pulp).¹³

6. In accordance with the UNEP Evaluation Policy¹⁴, a Terminal Review is conducted at the completion of the project cycle. The goal of the Terminal Review is to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

7. The primary purpose of the review is:

- to provide evidence of results to meet accountability requirements,
- to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and Forest Trends and its partners.

Overall Findings

8. The overall performance of the "Supply Change " Project was evaluated as Satisfactory. The Rating details are provided in section V. The project overall adopted good design elements. Its strength was to leverage on the existing data and a network of partners for the project to design the supply change web platform publishing factual data on the companies' commitments as well as to publish reports and articles on financial flows with REDD+ and jurisdiction scale landscape. It had a participatory design in cooperating with the consultative partners.

9. The weaknesses of the project design were that while not required by the GEF at the time, including a theory of change in addition to a threat, root causes and barrier analysis would have contributed to better demonstrate and present the linkage between the outputs, outcomes and intended impact. Financial information was scattered at project design. The Platform could have been modeled to present information more systematically, for the viewer given its design elements. Additionally, a more comprehensive approach to defining risks both operational and institutional was missing, the GEF protocol was linked to defining risks in the context of results.

10. **Relevance:** The Supply Change project was highly relevant to the UNEP, GEF and each of the commodity sectors: palm oil, soy, cattle and timber and pulp as these commodities are considered to be the main drivers for deforestation.

11. **Effectiveness:** Overall, the project was effective in tracking **1201** companies engaged and researched, with 464 companies profiled during the project phase, and results achieved went well beyond planned targets.

12. Key features of the project are: *Outcome 1:* The creation of a global database of corporate commitments towards deforestation-free supply chain was a "milestone" in the monitoring of commitments. It was viewed as a neutral, easy to use platform bringing new knowledge. It

¹³ Refer PIR, 1 July 2019 to 30 June 2020

¹⁴ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

provided transparency on companies' commitments and led to mainstream "transparency" as a plurality of transparency tools were created with different objectives. With over 1200 companies, it is still the largest database of its kind. It showed that commitments alone are not sufficient to prevent deforestation, implementation is key. Many companies realize that there is great complexity to the implementation of commitments – and enhanced capacity building and/or resources on the ground are a necessity.

13. Potential Likelihood of impact: Although impact of a short terms two year initiative seems difficult to ensure, there were several factors that supported the likelihood of potential impact at commencement of the second Phase. The Accountability Framework Initiative (AFI) commenced in 2017 and was launched in June 2019. It seeks to align existing tools and instruments to provide greater transparency and accountability for companies utilizing these tools. Companies face increasing pressure from consumers, civil society, and the financial sector to commit to reduced deforestation supply chains. Furthermore, Signatories of the New York Declaration on Forests faced pressure to meet their target by 2020. Banks' and investors' awareness have grown exponentially on how corporate deforestation creates material risks in their portfolio. However, financial sustainability was an equally important area that required longer term efforts to build measures towards impact and needed to be taken into account in the context of a project linked to platform efforts of a growing complexity of tasks.

14. Efficiency: The project was carried out in a cost-effective manner. It relied extensively on partnerships for its implementation, which in addition to common research, resulted for many of them in providing co-financing opportunities. The project identified and mobilized these partners who were complementing the expertise of Forest Trends. Supply Change coordinated with the GEF6 Integrated Approach on Deforestation-free Commodity Supply Chains (renamed the Good Growth Partnership) through its Steering Committee Members who were common to both projects. This was an important element of project design that helped contribute to the growth of Supply Change as an entity.

15. Sustainability: It is a well known fact that the increasing demand for more transparency on both the companies and financial sector action taken against deforestation and climate, in general, is supportive to long term sustainability for monitoring commitments' needs. Data of this sort tends to be considered a public good. Finding the right business model for the Supply Change Platform is a necessity for its growth and continued existence; a factor raised in the First Phase and continued to be flagged during the Second Phase as well. Exploring technology use and better understanding of the users' needs to innovate are two areas for the team to study. Design of financial mechanisms has been and remains the core activity for Forest Trends and as such and requires more feasible financial sustainable measures. At completion, there were several concerns about financial sustainability of the platform going forward that surfaced during discussions with the Steering Committee, and stakeholders repeatedly. Despite several planned efforts to source extended funding, from the GEF 7 window, the team was able to procure a small funding opportunity from NORAD through CERES for a period of five years which was ongoing at the time of the Review.

16. Conclusions: The primary objective of the project was to increase the transparency and accountability of commodity production companies' commitments to sustainable low and zero deforestation productions, and reduced pressures on globally significant biodiversity. The Project contributed to its overall goal by successfully achieving its main objective and partially to some of the global environment benefits outlined in the ProDoc. It fills the information gap to support

decision making for both the public and private sectors. It is a well known fact that the issues with deforestation are very complex and the project alone is not enough to de-risk sustainable practices, ensure systematic improvements to policy and investments decisions, and reverse or limit the agricultural forest footprint. It requires a broadly inclusive approach that can act both at an international level as well as at a country level, in order to promote the necessary systemic approach that drives results and impact in the complex realm of deforestation today. However even small measures do contribute over a period of time to building global environmental benefits.

17. Its potential impact was to create the needed transparency on corporate commitments with a global, neutral database. It contributed in large measure to mainstream transparency for commodity supply chains. Transparency on corporate commitments has increased the awareness of deforestation risks to the companies operating with the four key commodities as well as to the financial sector that has invested in the sector. It is a well-known fact that large public companies and those upstream in the supply chain are more likely to make commitments, probably due to higher reputational risk. Furthermore, factors such as well-established commodity certification, and/or the existence of collective initiative in tackling deforestation also elicit better drafted and greater numbers of commitments from companies. It is also important to recognize that the effort of tracking commitments is not enough to trigger their implementation, companies will need technical support given its complexity. The plausibility of companies being in a position to report and having a traceability system in place are few and far between. It is important to recognize the fact that the guidance provided by tools such as the Accountability Framework Initiative may contribute to building more capacity, and more resources may be needed on the ground for producers going forward.

18. The work of the Supply Change team points to the fact that there is an increasing demand for more transparency on both the companies and financial sectors' action taken against deforestation and climate, in general, and is supportive of long term sustainability for monitoring commitments' needs. Finding the right business model that builds design elements that are responsive to market changes for the Supply Change Platform is a necessity for its continued existence and long-term sustainability.

Overall Project Rating : The Supply Change project has been rated with an overall Satisfactory rating.

Lessons Learned:

19. The importance of greater transparency in Company reporting a critical element of progress: The 2020 PIR states that "the SC project and related deliverables documented measurable growth in company commitments to address commodity-driven deforestation but found that these ambitions were not achieving the desired impacts on the ground. Trends showed that many companies struggled to map and trace their commodity volumes back to the origin, thereby limiting their ability to report comprehensive and accurate progress toward their overall commitments. When faced with supply chain complexity, a growing number of leading companies began to report on innovative implementation approaches to risk management, supplier engagement and incentives, and monitoring. Recognizing that they cannot achieve their commitments alone, companies have begun prioritizing innovative multi-stakeholder solutions and adopting more rigorous and aligned industry standards. Ultimately, greater transparency in company reporting will be needed to achieve accountability such that investors, consumers,

governments, and buyers can all differentiate sustainability leaders from laggards.” This was a key aspect of the project and was highlighted throughout its project duration.

20. Engaging in the right partnerships with foresight: The Supply Change project sought to build partnerships with like minded US based agencies working in the environment and deforestation landscape. An important element missing from the strategy adopted by the project was to build partnerships with a global scope and not limit itself to the US based agencies working in the same area of expertise as Forest Trends. Identifying stakeholders with a global scope and with financing innovative approaches and solutions in data management, tracking and reporting of commodity supply chains seemed to be a missed opportunity. All the partnerships were built with US based agencies and organizations in the West, despite its global scope. Additionality could have been built by identifying agencies with head quarters in Asia, and other regions to allow for growth. Given the fact that the project had two phases, this could have been built into the planning cycle in foresight. Discussions with the Forest Trends team reflected on the importance of building partnerships and engaging in capacity building measures in the Asian region, for land degradation and deforestation going forward.

21. Importance of integrating financial planning early in the project cycle: Given the short term nature of the GEF financing, it would have been appropriate for the Supply Change Management team to think through options for additional financing measures early in the project cycle. There was an indication that the issue was raised in Steering Committee meetings, however, despite this, the team spoke of the challenges faced in procuring financing. Typically financing by the GEF is also known to result in enhanced cooperation opportunities and building of analytical depth into project profiles. Identifying financing opportunities in the form of grants based assistance from Multilateral Development Banks like the Asian Development Bank, the Islamic Development Bank, the Inter-American Development Bank, and the Asian Bank for Infrastructure, who all have large grants for climate and environmental efforts, are options worth considering going forward.

22. Documenting the challenges faced in the event of a Pandemic or disaster even for a platform that is dependent on information and reporting with a global scope. The reporting by the Supply Change team states that the project did not face any risks and that COVID did not have any impact on the functioning of the project given that it was a platform. However, it is important to note that the Pandemic, did have an effect on project profiles and information flows especially coming in from the Global South and from other agencies. This was not recorded by the team in its reporting but was mentioned during the course of discussions with team members and with other stakeholders.

23. The UNEP Role as an implementing agency that drives strategic planning in the GEF cycle: The UNEP as an Implementing Agency is a well known leader of and founding partner in a range of GEF-supported knowledge platforms, including [IW:LEARN](#) and [SAICM](#). Throughout the Second Phase of the GEF 9858-Supply Change project, “Promoting Reduction of Deforestation Impacts of Commodity Supply Chains”; the leadership provided by the UNEP team must be recognized. UNEP served on the Project Steering Committee and led technical inputs in ensuring that the appropriate linkages and coordination were maintained with relevant programs of the GEF, and other UN agencies, the UNEP-FI, the UN REDD Programme and with global environmental conventions such as UNFCCC, CBD, UNCCD and IPBES.

24. The UNEP GEF Biodiversity /Land Degradation team played a seminal role in the Supply Change project, both with its technical backstopping and quality of supervision. The strategic role and leadership provided by the team was evident in the direction provided to the Supply Change team, as reflected in the reporting and documentation of the Project implementation processes from commencement to completion. The role of the Implementing Agency, in the Supply Change project was directed and “purpose-driven” leadership that was designed to build sustainability through a collaborative, shared leadership environment. However, in retrospect the UNEP GEF team could have played a stronger oversight role, from a programme management perspective to drive greater efficiency in the project reporting process by the Forest Trends team, given the importance of the protocols of a GEF funded project and the required participation of the Forest Trends management in the Terminal Review process.

Recommendations:

25. Overall recommendations were defined in two major areas as reflected below, that included clarity in the formulation of project design elements of a platform and identifying financing sustainability measures of a platform early in the project cycle, given the fast-changing landscape of digital platforms and its design functionality. An additional recommendation was the prescription of a stronger oversight role to be played by UNEP as an Implementing Agency.

Table 2: Recommendations:

The recommendations are broken down into those for the Executing Agency and the Implementing Agency:

<p>Recommendation #1:</p>	<p>Clarity in Project design elements were not aligned with the operational plans. The Forest Trends Supply Change team did not recognize the importance of project design elements and its implication for building an operational model that had a global scope. This resulted in gaps of reporting. These design elements needed to be built early in the project cycle.</p> <p>Planning project design elements from the onset of the project cycle given that it is a digital data driven platform that is tracking and reporting indices in the environmental landscape was key. The first phase terminal review also recommended the formulation of a more appropriate business model for tracking results. UNEP needed to play a stronger oversight role in questioning project design elements and raising its importance given the context of the growing global scope of the project with Forest Trends.</p>
<p>Challenge/problem to be addressed by the recommendation:</p>	<p>This recommendation addresses the insufficient attention to design elements of a platform produced under the project which had a global scope in theory but was designed more narrowly. Stakeholder discussions pointed to this area as a weak link as well.</p>
<p>Priority Level:</p>	<p>Critical</p>
<p>Responsibility:</p>	<p>Supply Change, Forest Trends and UNEP</p>

Proposed implementation timeframe:	Immediate and to be taken into account in forthcoming projects that are built around platforms.
Recommendation #2:	Building Financial Sustainability early in the project cycle: Measures to build financial sustainability given the importance of a platform should have been tackled early in the project cycle. Typically, the conceptualization of a digital platform like that of Supply Change demanded a dedicated conceptualization of a strategy, and scoping effort to try and source viable financing options for ongoing operationalization and building of staffing and protocols linked to project design. Discussions with both UNEP and Forest Trends indicated that exploring financing opportunities with the GEF 7 proved to be quite difficult.
Challenge/problem to be addressed by the recommendation:	This recommendation is addressing the insufficient attention to financing needs of a platform produced under the project and building elements of an early recognition of the importance of financial sustainability for a platform.
Priority Level:	Critical
Responsibility:	Supply Change and Forest Trends with additional elements highlighting its importance early in the project cycle.
Recommendation # 3:	UNEP as the implementing agency needed to play a stronger oversight role in emphasizing the importance of and the responsibility of Forest Trends as an Executing Agency, to contributing to and participating in a GEF funded project in a timely manner throughout the GEF grant cycle and its requirements. It is more than likely that GEF and the UNEP as likely to be financing several more forthcoming projects that are built around the support of digital platforms in the sectoral space going forward.
Challenge/problem to be addressed by the recommendation:	Forest Trends and the former Supply Change team members (those who were still available) were difficult to track down to include them in discussions in the Terminal Review process for several months. This resulted in loss of valuable time for the UNEP as an implementing agency of a review process. Additionally at completion of the Terminal Review, the Forest Trends team and stakeholders were not available to provide any feedback on the Terminal Review findings so a discussion for the purpose of the Review was not possible. Given the importance of platforms and the rapid growth of Platforms in the environment sector, it is more than likely that UNEP will be playing a major role both as an Implementing Agency in GEF funded Digital Platforms. Going forward UNEP will need to identify measures to ensure adequacy in programme management and adherence to GEF protocols.
Priority Level:	An important recommendation for UNEP going forward, especially in the context of forthcoming engagements as an implementing

	agency with small NGOs like Forest Trends in ensuring that GEF financing protocols for review processes are complied with.
Responsibility:	UNEP in its role as the implementing agency, to highlight its importance throughout the implementation phase of a GEF project.
Proposed Implementation time-frame	Immediately for UNEP, and to be taking into account in forthcoming GEF funded projects.

Validation

The report has been subject to an independent validation exercise performed by UNEP’s Evaluation Office. The performance ratings for the UNEP GEF project ‘Supply Change: Promoting Reduction of Deforestation Impacts of Commodity Supply Chains’ (GEF ID 9858), set out in the Conclusions and Recommendations section have been adjusted as a result. The overall project performance is validated at the ‘**Moderately Satisfactory**’ level.

The Evaluation Office has found the overall quality of the report to be ‘**Moderately Satisfactory**’ (See Annex X).

NOTE: The Evaluation Office notes that the Review Consultant’s overall performance rating does not appear to follow the required weighted ratings approach and therefore their original project performance rating of ‘Satisfactory’ should also correctly be read as ‘Moderately Satisfactory’.

INTRODUCTION:

1. In 2015¹⁵, the UNEP in its role as an Implementing agency, helped introduce the initiation of a Global Programme, [Supply-Change.org](https://supply-change.org): *Securing Food, Sustaining Forests*. It was a new online platform convened by the executing agency Forest Trends and co-financed by the GEF that allows users to track the actions that companies are taking to remove deforestation from their commodity supply chains. In November, 2017, the GEF provided a second phase of funding to Supply Change¹⁶ for another project enhancement focused on, “Promoting Reduction of Deforestation Impacts of Commodity Supply Chains” GEF 9858 for a period of two years commencing from January 2018 through June 2020.

2. Supply Change, was launched by the Forest Trends’ Ecosystem Marketplace in collaboration with the Carbon Disclosure Project (CDP) and the World Wildlife Fund (WWF), with the intention to track and identify the commitments that count, filling a crucial data gap in market information. The website allows users to track the actions companies are reporting against their commitments, focusing on the big drivers of deforestation stemming from commercial agriculture: palm oil, timber and pulp, soy, and beef. Today, the Supply Change (SC) Platform, has developed an expansive database of market intelligence of more than 900 companies, tracking commitments and the progress that companies make towards addressing commodity driven deforestation within cattle, cocoa, palm oil, soy, and timber and pulp supply chains.¹⁷

3. The primary objective of the project was to: “to increase the transparency and accountability of commodity production companies’ commitments to sustainable low and zero deforestation productions and reduced pressure on globally significant biodiversity.” This Terminal Review of the Supply Change project, is presented as part of the requirement of the review protocol followed by the UNEP and GEF financing process. It is inscribed in the GEF-5 Programme Evaluation Framework (2019), the Evaluation Manual of 2022, and focuses on Biodiversity Strategic Priority Number 4: (BD-4): Mainstream biodiversity conservation and sustainable use into production landscapes and seascapes and production sectors: Program 9: Managing the Human Biodiversity Interface. Contributing to Outcome 9.1 by increasing the area of productive landscapes that integrate sustainability criteria into their management; and Outcome 9.2 by incorporating biodiversity and forest cover considerations in national and subnational agriculture commodity policies. It contributes to the UNEP Programme of Work (Pow) 2018-2019; and 2019-2020 relating to the sub-programme Ecosystem Management, and its Medium-Term Strategy (2018-2021).

4. The UNEP through its Ecosystems Division was the implementing agency, and Forest Trends (FT) was the executing agency. The UNEP Evaluation Manual states that “Evaluation in UNEP promotes learning and accountability and is a key source of credible, timely, evidence-based information for decision-making. UNEP is held accountable for the quality and delivery of its work through evaluations and other performance assessments.” This Terminal Review (led by UNEP Management) was conducted in line with the UNEP Evaluation Policy of 2022. Given the nature of the project, being a Platform, the review was limited to a desk review and a few stakeholder

¹⁵ Drawn from several sources including Supply Chain newsletter, supplychain.org.

¹⁶ [Visit Supply Change Company Zero Deforestation Platform](https://supply-change.org).

¹⁷ Corporate Implementation Impacts Reporting Post 2020:
file:///C:/Users/mbal/AppData/Roaming/Microsoft/Windows/Network%20Shortcuts/Corporate-Implementation-Impacts_Reporting_Post_2020-2022-09-13-v2-supply%20change%20forest%20trends.pdf

discussions conducted virtually. The Supply Change evaluation did not conduct a Mid Term Review given its short project duration of two years.

5. The goal of this review as prescribed by the UNEP Evaluation Policy and UNEP Programme manual is to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. Its two primary purposes are: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, Forest Trends and key project partners.

6. The total budget allocation¹⁸ for the Supply Change Phase 11 project was **\$3,059,669**. GEF financing for the project was US\$ 1,000,000, realized co-financing was US\$ \$2,059,669. GEF approved the project and commencement began on January 5, 2018. The project activities ran effectively from January 2018, to June, 2020. The project was designed with a global geographical scope.

Total Budget (US\$):

GEF/UNEP US	\$1,000,000
Cash co-finance	\$838,935
In-kind co-finance:	\$1,220,734
Total co-finance:	\$2,059,669
Total:	\$3,059,669

II. REVIEW METHODS

7. This terminal review is the result of the analysis of an in depth review of project documents, interviews with a few project stakeholders, and cross-checks of the data. It comprised of three phases (Figure 1), a desk phase, a primary data collection phase and a synthesis phase.

Figure 1: Methodological phases for the Supply Change Project Terminal Review



8. **Secondary data collection:** the Desk phase started with a briefing by the UNEP Review task manager, and the Review Coordinator. A discussion with the Forest Trends project lead and the former Supply Change Manager took place after a fair amount of time, but once established was followed by an in depth review and collection of project documents. The documents and initial discussions with the Forest Trends project team on the project were used to reconstruct the Theory of Change (TOC) at the inception of the review to assess the project's achievements, long term impact and sustainability; verify if any specific issues should be assessed during the review

¹⁸ GEF 6: 9858 Final Report, Forest Trends, 2020.

¹⁹, and prepare the review tools. The stakeholders to be interviewed were identified through a stakeholder analysis, but this proved to be somewhat futile as most of the Supply Change staff at Forest Trends and those at the other Offices of the companies across the world had all left their positions and therefore it was difficult to build a repository of stakeholders that one could speak about a small two year project that had closed in 2020 . Despite this, the review phase resulted in the elaboration and the submission of the Inception report including the work plan, the review matrix (Annex I), key informants' interview guide, reconstructed Theory of Change, and stakeholders' analysis. The desk phase of the review was the primary phase for the review.

9. Primary data collection: The purpose of the primary data collection phase was to validate information recorded and systematized by the project through feedback from key informants and was intended to contribute to the project accountability and learning both upstream and downstream. Given the global nature of the project, early virtual discussions with stakeholders in different offices around the world, with platforms like the Round Table on Palm Oil with Head Quarters in Malaysia, led to the knowledge that none of the staff that dealt with the Supply Change Forest Trends Office were in office and there was no one who could recall the project or had any information on its scope or efforts. Given this situation, it was decided by the Review Manager that no field trips would be conducted and the Review would be carried out primarily as a desk review inter twined with a few stakeholder discussions where possible. The primary data collected was essentially, built through the review of the monitoring and reporting profiles shared by the UNEP team, and systematized accordingly.

10. Efforts to interview staff and stakeholders ran into difficulties throughout the review. A detailed list of those interviewed is provided in Annex II. A few external stakeholders who might have been benefited from the project's results could not be interviewed.

11. The Synthesis phase: The study has been guided by the review questions listed in the review matrix as well as by the key questions included in the Terms of Reference. The findings were clustered by review questions grouped under the UNEP criteria, with an additional set of questions determined to explore the functional and reliability aspects of a platform. The financial analysis is limited to the assessment of the consistency of actual vs. planned contributions and their correspondence to the project implementation needs (cost-effectiveness analysis). It is based on the project budget breakdown and connected, where feasible, to the main activities identified in the project's implementation phase.

12. A Draft of the Terminal Review was provided to the Forest Trends/Supply Change team and to Steering Committee members and Partners who were available and interviewed briefly. No comments were received from the Forest Trends team or stakeholders consulted during the Review. UNEP comments have been integrated into the final Report.

13. Limitations: The primary limitation of the project was the dated nature (despite its short time span between closure in 2020 to the current year); of the Supply Change Phase 2 project and the inability of being able to gain access to its former staff for discussions. Difficulties in procuring a response to enable getting in touch with the Supply Change Phase 2 team at Forest Trends at the commencement of the review delayed the delivery of the process by a few months. The project timeline under review was from 2018 until 2020. Several of the people who oversaw the project at that time had moved to other professional careers and could not be interviewed. The assessment may have suffered with respect to obtaining information on impact and outcomes at a more strategic level due to these changes. Monitoring and Reporting profiles were difficult to

¹⁹ The term review and evaluation are used interchangeably, recognizing that the above is a Management led Review.

retrieve from the Forest Trends team, and in retrospect were it not for the UNEP Housekeeping practices, procuring pertinent project information in a timely manner might have been even more problematic. A coherent discussion of the role of the Steering Committee and its discussions, in this regard were not plausible, given that Forest Trends were not able to provide the minutes for the meetings held and details of a discussion of a single meeting held in June 2019, was the only one shared. Additionally, the key stakeholders in terms of partners and co-financers were contacted but several did not respond to a request for a discussion for the Review, and therefore the numbers for interaction were reduced to rather low levels. This resulted in the Terminal Review drawing greater inferences from an in depth desk review of the reporting provided by the UNEP team, and a systematic review of the Forest Trends/Supply Change web portal.

III. THE PROJECT

A. The Context:

14. The Supply Change project aimed to address and contribute to reducing the unsustainable production of palm oil, soy, cattle, tropical timber and pulp and paper, which are some of the main drivers of global deforestation and biodiversity loss. One of the aims of the project was to fill several critical knowledge gaps to provide decision-makers with answers at three levels: 1) the accountability for commitments, 2) the accountability for impacts, and 3) effectiveness of commitments.

15. Early efforts through the Forest Trends' Supply Change initiative, helped build an online platform to increase transparency on corporate action on deforestation. The platform allowed users to explore company commitments and progress, helping them make more informed investment and purchasing decisions and potentially hold companies accountable. Supply Change also provided expert advice to companies and investors on practical strategies to produce and source commodities responsibly. In 2019, Supply Change worked with UNEP Finance Initiative and the International Finance Corporation to zero in on palm oil in Indonesia and beef in Paraguay. Working together, the team found new opportunities for companies, investors, and governments to more effectively tackle forest risks embedded in commodity supply chains.

B. Objectives and Project Results Framework

16. Provided below is the project results framework adopted by the Supply Change team for the Second Phase of the project. The project objective was supported by one component, one outcome and four project output indicators. One specific objective for fulfilling this goal was set. A reflection of results achieved in terms of its individual details is provided in Annex 1 and presented as reported in its final PIR in March 2021.

Project Objective: To increase the transparency and accountability of commodity production companies' commitments to sustainable, low- and zero-deforestation productions and reduced pressure on global significant biodiversity. The project profile also provides the funding allocation associated with the outputs.

B. PROJECT DESCRIPTION SUMMARY

Project Objective: To increase the transparency and accountability of commodity production companies' commitments to sustainable, low- and zero-deforestation productions resulting in reduced pressures on globally significant biodiversity.						
Project Components/ Programs	Financing Type ⁴	Project Outcomes	Project Outputs	Trust Fund	(in \$)	
					GEF Project Financing	Confirmed Co- financing
Component 1: Upgrading and upscaling the online information and analysis platform for better tracking of sustainable commodity sourcing and production, and the impacts of company sustainability commitments to reducing deforestation and protecting globally significant forests and	TA	1.1 Increased transparency on, awareness about, effective promotion of, and accountability for corporate sustainability commitments to low- or zero-deforestation, including the impacts and results of those commitments. Indicator: 2,000,000 or more	1.1.1 Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements 1.1.2 The effect and impact of Supply Change to monitor and report on progress of companies' commodity commitments improved and scaled-up	GEFTF	910,000	1,500,000

biodiversity.		hectares of forests prevented from deforestation evidenced by tracking commodity production by selected companies in the alternative scenario versus the trajectory of deforestation trend under the baseline scenario of the same companies The target hectares of protected forests need to be confirmed and verified as protected as HCV or similar outright protection from cutting or production.	Output 1.1.3 – Regular reports, papers, articles, newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero- deforestation commitments Output 1.1.4 – Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments			
Subtotal					910,000	1,500,000
				Project Management Cost (PMC) ⁵ (select)	90,000	500,000
Total project costs					1,000,000	2,000,000

C. Stakeholders

17. Forest Trends carried out its work in the area of deforestation and commodity supply chains with a broad range of partners and co-financing organizations working in the area of environmental protection globally.

18. The second phase of the Supply Change project was built on the lessons of the first phase. The project objective was built to cut across and leverage the work, contacts and resources of the platform and grow with a greater emphasis on corporate partnerships. The collaborative aim of research, data tracking and analytical initiatives was to collect objective information and build the Supply Change information platform with greater focus and depth. While agencies like the CDP, and the WWF have shaped the design and been partnering throughout the project, other organizations like the Rainforest Alliance, TRASE, Climate Focus, and CERES were viewed as important to identify knowledge gaps, needs, and best practice.

19. The team recognized that "governments" in the countries facing high deforestation in those commodity supply chains were important decision-makers to promote regulatory framework and policies that decrease the conserved forest, biodiversity and ecosystems in commodity supply chains.

20. Since sustainable sourcing for commodities are mostly demonstrated through certification, these organizations played a major role as an information source for the project. This included the Forest Stewardship Council, the Programme for the Endorsement of Forest Certification, the Rainforest Alliance and the agri-commodity roundtables (e.g. Roundtable on Sustainable Palm Oil, Roundtable on Responsible Soy, Global Roundtable on Sustainable Beef). An early integration of a response to the overall objective was the plan for building cooperation and Partnership agreements with five organizations during this second phase.

D. Project implementation structure and partners

21. UNEP was the Implementing Agency, and Forest Trends was the Executing Agency. A Project Steering Committee (PSC) carried out oversight of project implementation. It was composed of Forest Trends (EM/Supply Change Director), the UNEP Task Manager, UNEP-Finance representative, a representative from the CDP, the Global Environment Facility, the UNDP, and the WWF. The Project Steering Committee met twice a year.

22. Forest Trends appointed a Project Manager to lead the Second Phase of the Supply Change project and execute its activities. The Project commenced in early 2019. The Project Steering Committee met twice each year (virtually) during the course of the project, and continued to interact after closure of the second phase of the project.

23. Supply Change Phase 2 worked with a number of partners throughout the project implementation period. The project coordinated its efforts and built cooperation agreements with a number of partner and leveraged resources from several others: These included the following: The GEF Secretariat, UN Environment, CDP, Consumer Goods Forum, WWF, World Economic Forum / Tropical Forest Alliance, Innovation Forum, Meridian Institute, Rainforest Alliance / Accountability Framework, Ceres, Raven Bay, UNEP-FI, UNDP, International Finance Corporation (IFC), Climate Focus / New York Declaration on Forests Assessment Coalition, Lestari Capital, Verra Landscale, Good Growth Partnership, and Lafayette College.

Refer to Table 3 provided below which reflects the broad elements that contributed to the Partnerships:

Table: 3: Partnerships:

Partners	Role
UNEP and UNEP FI	Main implementing partner for the GEF financed project; guided project development and implementation; of the second phase of the Supply Change project.
World Wildlife Fund	WWF provided data for Supply Change; took an active role in project formulation; served on the project Steering Committee; and collaborated on reports and events.
UNDP	UNDP is the lead agency of the “Adaptive Management and Learning” and “Support to Production” child projects of the Commodities IAP. UNDP provided cohesion between Supply Change and the Commodities IAP; and served on the project Steering Committee.
IFC (World Bank Group)	Important partner with regard to finance-related work under Supply Change for data; assured alignment and synergy between the Commodities IAP’s Transactions Child; and served on the project Steering Committee till the departure of the IFC Programme Official early in the project cycle of the second phase.
Climate Focus	Provided data and partnered on the New York Declaration on Forests Assessment reports in 2019 and 2020. Climate Focus is also a member of the Project Steering Committee.
Carbon Disclosure Project	CDP provided data for Supply Change; took an active role in project formulation; served on project Steering Committee.
Rainforest Alliance Accountability Framework	The Rainforest Alliance / Accountability Framework Initiative - SC provided expert review and input into AFI’s Operational Guidance / AFI principles.
Ceres	SC contributed data, analysis, and writing into Ceres-led publications. It also jointly coordinated a Webinar: Out On a Limb: The State of Corporate No-Deforestation Commitments & Reporting Indicators that Count ²⁰
GGP	UNEP-FI and the Good Growth Partnership (GGP) – SC contributed data, analysis, writing for a publication about corporations and palm commodity commitments specific to Indonesia.
IFC-(World Bank Group) and Good Growth Partnership	IFC Paraguay and GGP – SC contributed data, analysis, writing and presented publication about corporations and cattle commodity commitments specific to Paraguay

²⁰ <https://www.ceres.org/events/webinar-state-corporate-no-deforestation-commitments-reporting-indicators-count>

Verra's Landscape Standard	Verra / Land Scale Standard – SC provided expert guidance as a part of the standard's working group.
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E. Changes in Design Elements During Implementation²¹

24. The Supply Change team worked to integrate several additional design elements during the second phase of the GEF funding. An important project design element that was adopted was the upgrading of the online data management system with more than 159 new metrics in the first quarter of 2019. The team also partnered with the UNEP-FI to pilot the collection of these new metrics for more than 100 companies believed to produce or source palm oil from Indonesia. In July of 2019 Supply Change completed the data collection for this research pilot. This phase included the incorporation of novel data from external sources such as supplier/buyer locations and procured names from TRASE and Global Forest Watch's Universal Mill list, and grievance data from Mighty Earth's Rapid Response tracker. Additionally, Supply Change staff reiterated the discussions focused on design elements of the platform and its importance.

25. In August, Supply Change analyzed the results for the new metrics and built out new analyses based on the findings identified as most useful for target audiences for this research (i.e. financial institutions and corporate buyers). Additionally, Supply Change also gathered background information on the environmental conditions that were prevalent at that time, in the palm oil sector, the relevant regulatory context, leading sustainability initiatives, and various other factors relevant for interpreting the results of its efforts.

26. There were a few staff changes during implementation, for the project during its duration that affected the overall potential of the project in terms of analytical outputs. Despite the onset of COVID, the Supply change team continued implementation virtually. Tracking information and reporting of the Platform, however, faced several challenges as mentioned by the Forest Trends team during stakeholder discussions. The Supply Change Project was extended by six months, to July, 2020 to allow for completion of planned targets, activities on time. However, it is important to note that at completion, several of the targets were not only completed but exceeded as well.

F. Project Financing:

27. At inception the GEF financing amount was 1,000,000 and Co-financing was 2,000,000. Refer to the table below.

Table 4: Financing Options:

Focal Area Objectives/Programs	Focal Area Outcomes	Trust Fund	(in \$)	
			GEF Project Financing	Co-financing
BD-4 Program 9 (select) (select)		GEFTF	1,000,000	2,000,000
Total project costs			1,000,000	2,000,000

²¹ Refer PIR, July, 2020.

Total Budget as indicated in the Project Endorsement (US\$):

GEF Agency	Trust Fund	Country Name/Global	Focal Area	Programming of Funds	(in \$)		
					GEF Project Financing (a)	Agency Fee ^{a)} (b) ²	Total (c)=a+b
UNEP	GEF TF	Global	Biodiversity		1,000,000	95,000	1,095,000
Total Grant Resources					1,000,000	95,000	1,095,000

Co-finance summary:

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Amount (\$)
GEF Agency	UNEP	In-kind	200,000
CSO	Forest Trends	Grants	900,000
CSO	Forest Trends	In-kind	900,000
Total Co-financing			2,000,000

IV. THEORY OF CHANGE AT REVIEW:

28. Supply Change: Potential Theory of Change: As part of the Review requirements, a reconstructed ToC was conceptualized taking into account the approved results framework. The project is built around the framework of: addressing, and contributing to reducing, one of the greatest drivers of global tropical deforestation and biodiversity loss: the unsustainable production of agricultural commodities such as palm oil, soy, cattle, tropical timber, pulp and paper. It is well known that commercial agriculture has caused a large percentage of global tropical deforestation. The volume of agricultural commodity production presents an enormous threat to forests, and biodiversity and presents an opportunity for intervention. Recent studies indicate that the tropics lost 10% more primary rainforest in 2022 than in 2021, according to new data from the University of Maryland and available on WRI’s Global Forest Watch platform²². There is indeed recognition of the important role of forests in combating climate change and biodiversity loss, however, reports also indicate that instead of consistent declines in primary forest loss to meet that goal, the trend is moving in the wrong direction, and efforts are not on track to meet major forest-related commitments. These trends are taken into account in the formulation of the ToC for this Terminal Review.

29. Much of the programming of interventions over the last few years has been focused on somewhat siloed approaches between forest practitioners, policy advocates and biodiversity conservationists on the one hand, and agriculture production, food security champions and policy makers on the other hand. There has also been a strong emphasis on small scale pilots and farm level certification at some levels. However, there exists the absence of a greater focus on landscapes at regional and broader levels, with a holistic approach that is spread all across the various parts of the supply chain which can effectively work towards mainstreaming biodiversity and ecosystem conservation with strong links to private and public sector financing. The planned sharing of knowledge and the convening of the various actors in the commodities sectors (Output 1.1.2) could potentially contribute to linking these siloed approaches and actors and better

²² <https://research.wri.org/gfr/latest-analysis-deforestation-trends>

leverage the information, help achieve consensus on best practices to have a transformational impact on the sectors by pushing effective dialogue and coordination at multiple levels.

30. The Theory of Change (ToC) at review explains the process of change from outputs (goods and services delivered by the project), that have been defined through direct outcomes (changes that resulted from the use of outputs by the key stakeholders) through other “intermediate states towards impact.” It outlines the causal linkages between the intervention and longer term outcomes as a set of inter related pathways. The figure below provides the full overview of outputs, outcomes, intermediate states and impact and changed from the initial log framework constructed by the project at inception to a reconstructed ToC.

31. The primary objective was “to increase the transparency and accountability of commodity production companies’ commitments to sustainable low and zero deforestation productions and reduced pressure on globally significant biodiversity.” The results framework was conducted along simple lines with articulation of a single Project Outcome and four output indicators thereby drawing an emphasis on clarity of the monitoring framework.

32. The assumption was that “upgrading and upscaling the online information and analysis platform for better tracking of sustainable commodities sourcing of company sustainability commitments to reducing deforestation and protecting globally significant forests and biodiversity would contribute in large measure to sustainable outcomes.” The transparency of the information provided through the Supply Change platform would be public and accessible to investors that support companies de-risking their supply chains and increasing their commitments. It is important to recognize the fact that commitments are indeed important, but they remain essentially voluntary.

33. In a report published in 2020 the Supply Change team stated that “ Companies are setting stronger, more wide-reaching commitments to address commodity-driven deforestation, but greater transparency and more consistent reporting are needed across all stages of the value chain to achieve these commitments and deliver meaningful positive impacts on forests and other natural ecosystems.” The assumption was that reporting from the companies on the Supply Change Platform was accurate.

34. Another assumption was that: “the key part of the theory of change involved forging trusted partnerships with a series of organizations, businesses, research organizations, civil society groups and others to bring the right change makers together.” The Theory of Change, articulates an additional assumption, that speaks to the fact that the “Absence of knowledge of financing mechanisms is a key barrier to scale sustainable sourcing.”

35. Planned project outcomes at project design (see Table B, pg 24 above) **included:** increased transparency on awareness about effective promotion of and accountability for corporate sustainability commitments to low or zero deforestation, including the impacts and results of those commitments.

36. Project outcome indicators were also formulated to link to the planned outcome. This included two indicators:

Outcome Indicator 1: Number of companies commodity commitments tracked, documented and analyzed for their specific impacts and results.

Outcome Indicator 2: Number of hectares of High Conservation Value Forest prevented from deforestation evidenced by tracking community production by selected companies in the alternative scenario versus the trajectory of deforestation trend under the baseline scenario of the same company.

Project outputs included the following:

Output 1.1.1 - Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements;

Output 1.1.2 - The effect and impact of Supply Change to monitor and report on progress of companies' commodity commitments improved and scaled-up;

Output 1.1.3 - Regular reports, papers, articles, newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero-deforestation commitments;

Output 1.1.4 - Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments.

37. The project plans included a formulation of indicator profiles that were built to monitor land degradation outcomes in terms of indicators and associated metrics of tracking partnership agreements, progress of companies' commodity commitments, monitoring of land degradation matrices at baselines, and comparison of gains and losses during the Second Phase of the project from documentation and literature where feasible and as reflected above. The project also planned to take into account the potential impact spelt out in the context of GEF Environmental benefits. These included:

- Resilient (agro) eco systems
- Food Security and Improved livelihoods, enhanced agro biodiversity, and
- Climate Change mitigation and adaptation.

38. The potential impact would be to work towards building a repository of literature that enhances efforts towards the integration of public policy and private finance contributions to help mainstream forests, biodiversity and eco-systems conservation practices in commodity production landscapes globally.

39. The intervention logic and causal links from activities to outputs presented in the project document and results framework were simple and coherent and have not been altered in the reconstructed ToC (see figure below). The initial project document identifies some assumptions and risks. It is plausible that some can be influenced by the project and would be classified as drivers.

40. Early work by Forest Trends estimated that commercial agriculture drives 71% of tropical deforestation, with palm oil, soy, cattle, timber and pulp being the main drivers to deforestation. The underlying logic of the Supply Change project is based on the "leveraging power" of Forest Trends' work which maybe defined in terms of :

- leveraging the power of finance to impact resources;

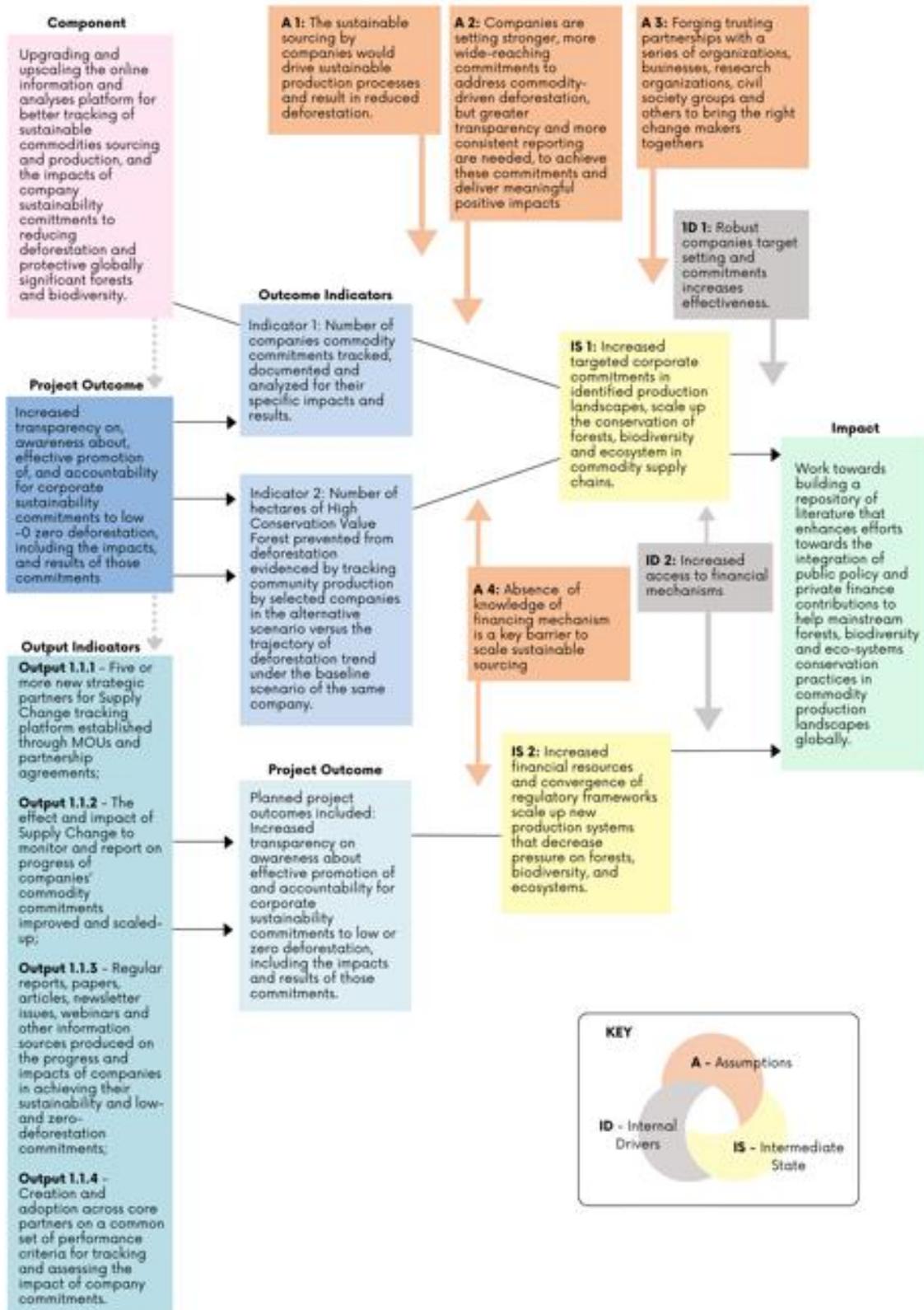
- leveraging its partnerships with global organizations for the provision of data and
- finally leveraging of the Global Environment Facility's critical role in Biodiversity conservation with its network of Governments and NGOs.

These are the internal drivers for the project as they will help reinforce the project's achievement towards potential impact.

41. Outputs to Outcomes: The project outcomes are clearly connected, with each of them contributing to the achievement of the project objective. It takes into account the need for companies to increase their commitments and is addressed by filling the major information gaps and enhancing the dialogue in the Commodities sectors.

(A flow chart of the Reconstructed Theory of Change is provided below.)

SUPPLY CHANGE: PROMOTING REDUCTION OF DEFORESTATION
 IMPACTS OF COMMODITY SUPPLY CHAINS - THEORY OF CHANGE



42. The first outcome indicator was aimed at creating and maintaining objective information and analysis of company's commitments to support both private and public sector decisions that promote sustainable commodity sourcing. The Supply Change team designed a neutral platform that presented these commitments for the key commodities namely, palm oil, soy, cattle, timber and pulp in a manner easy to comprehend. This approach aimed to increase the awareness, the transparency and accountability for commitments and impact of companies towards sustainable commodity supply chain with low or zero deforestation.

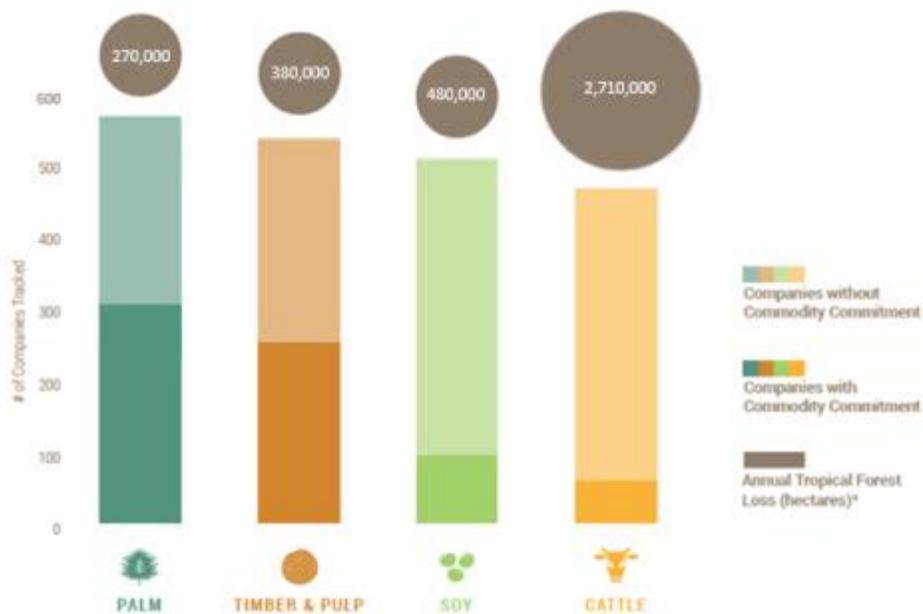
43. The team expected that as the number of company commitments increased and the range of commitments widened, their effectiveness would be reinforced, thus contributing in large measure to a scaling up overall. It also worked to define the link between deforestation, the REDD+ certification and finance mechanism, with the objective that this would help reinforce the awareness of companies and further support their decision making. It is however important to recognize that while efforts of agencies like Forest Trends, the World Bank and the Global Environment Facility provided more transparency around the structure and performance of carbon markets and price mechanisms, over the last few years information on the drivers, impacts and infrastructure of sustainable forest commodity production continues to be lacking. This furthermore emphasizes that fact that knowledge of financing mechanisms is key to supporting sustainable sourcing as well as a conducive regulatory framework. The lack of knowledge on financial mechanisms was viewed as a key barrier to scale up sustainable sourcing and production.

44. The overall project design was based on the assumption that sustainable sourcing from companies would drive sustainable production on the ground and this would promote zero deforestation. This recognizes the fact that major barriers to scaling up forest conservation are the lack of information and services and the lack of biodiversity incentives for producers at the landscape level.

45. The second outcome indicator was focused on measuring the number of hectares of High Conservation Value Forests prevented from deforestation evidenced by tracking community production by selected companies in the alternative scenario versus the trajectory of deforestation trend under the baseline scenario of the same company. This was fairly straightforward in terms of documentation and reflected how the Supply Change project aggregates publicly available corporate reporting, data and insights on how corporates are taking action related to address commodity-driven deforestation and makes this publically available. At completion, the Supply Change team provided the following flow chart to reflect achievements:

Achievement of GEF Grant Goals

Number of Protected Hectares Tracked by Supply Change by Commodity for Most Recent Reporting Year

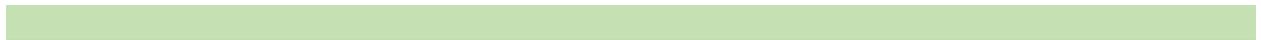


46. The approved results framework did not identify intermediate states and impacts. At the review phase, to reconstruct the Theory of Change two intermediate states were framed during the desk review phase, which were mutually reinforcing. The impact statement was formulated based on the goals of the project and framed in line with OECD/DAC guidelines. Firstly, on the one hand, the companies implement and scale up their commitments to conservation and forest,

biodiversity and ecosystem in commodity supply chains. On the other hand, the integration of public policies and private finance is supportive of conservation and commodity production. Here there are several drivers that come into play. As the data available becomes more solid, and as the enabling environment becomes more conducive, the companies' target setting also starts to become more robust, and this leads to commitments becoming more effective. With increased access to financial mechanisms and a better understanding between projects and jurisdictional scales landscapes, this is potentially likely to have an increasing impact on the two intermediate states, leading to impact. The increased knowledge sharing will also help increase the coordination among commodity sectors. And eventually, this can potentially contribute to the expected project Impact which could be defined as:

The potential impact would be to work towards building a repository of literature that enhances efforts towards the integration of public policy and private finance contributions to help mainstream forests, biodiversity and eco-systems conservation practices in commodity production landscapes globally.

(Refer : The Theory of Change Table is provided in Annex VI b. Link between Logical Framework and Reconstructed TOC).



V. REVIEW FINDINGS:

A. Strategic Relevance

47. The relevance of the Supply Change project was evident at multiple levels. It was relevant in the context of the UNEP Programme of Work (**PoW**) PoW 2018-19, and its Subprogramme 3, Healthy and productive ecosystems - EA (b) Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making / Indicator (ii) Increase in the number of private sector entities that adjust their business models to reduce their ecosystem-related risks and/or negative impacts on marine and terrestrial ecosystems. It was also relevant to its Medium-Term Strategy (**2018-2021**). The objectives were aligned with the following selected focus areas:

- climate change (e.g. SC focus on REDD+ production landscapes, climate resilience and uptake of financing mechanisms),
- ecosystem management (e.g public sector and investor awareness of regulatory frameworks or policies that account for biodiversity in financial systems),
- environmental governance (e.g public sector and investor awareness of regulatory frameworks or policies that account for biodiversity in financial systems, mainstreaming environment sustainability), and
- resource efficiency (e.g. targeted commitments).

Another aspect of relevance was its alignment to the UNEP strategic priorities²³ that include the Bali Strategic Plan for Technology Support and Capacity Building²⁴ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

Alignment to the MTS and PoW is rated as "Highly Satisfactory"

48. The project was relevant to the Programming Directions of the Global Environment Facility (GEF 6) (e.g. Biodiversity 2: Reduce threats to Globally significant biodiversity, Biodiversity 4: Mainstream biodiversity conservation and sustainable use into production Landscapes and Sectors). It was also aligned with the new GEF 6 Integrated Approach on deforestation-free supply chains.

Alignment to UNEP & GEF/Donor strategic priorities is rated as "Highly Satisfactory"

49. The project was also aligned with the multi-year plan of action on South-South Cooperation (e.g. Efforts to identify market and trade-oriented mechanisms for innovations in technology to favor biodiversity (through public-private partnerships), including the integration of biodiversity

²³ Refer TOR for Terminal Review, GEF 9858.

²⁴ <http://www.unep.fr/ozonaction/about/bsp.htm>

considerations into relevant regional trade agreements and mainstreaming biodiversity into productive landscapes, seascapes and sectors).

50. The project was designed with a global scope and was relevant to regional, sub-national and national environmental priorities as it aims to support the convergence of regulatory frameworks and policies to conserve forest, biodiversity and ecosystems.

Relevance to regional/sub-regional and national issues and needs is rated as "Highly Satisfactory"

51. The project directly contributes to the GEF Forest Sustainable Forest Management Strategy, supports the GEF 6 Integrated Approach on deforestation-free commodity supply chains, and especially to its Commodities Integrated Approach Pilots involving several agencies (UNEP, UN Development Programme, International Finance Corporation, World Wildlife Fund, and Conservation International). The project, through the Supply Change platform, collects commitments data from other initiatives (CDP formally Carbon Disclosure Project, World Wildlife Fund scorecards, etc.) as well from publicly available information from other websites. The project was relevant to each of the commodities sectors namely: palm oil, soy, cattle and timber and pulp as these commodities are considered as the main deforestation drivers.

Complementarity with existing interventions is rated as "Highly Satisfactory"

Review Criteria for analysis of a digital/knowledge platform like Supply Change²⁵:

52. More recently, a number of additional criteria are adopted to analyze the information provided in the digital space. It is important to ascertain as to whether the sources are pertinent and valuable to the reader and to those who are populating a database with the requisite data. These factors may be adopted to provide additional analytical elements to the review of platforms.

53. These include the following: Accuracy, authority, objectivity, currency and coverage are the five basic criteria for evaluating information from any knowledge platform sources.

54. Discussions with stakeholders and a desk review of the reporting and information shared on the platform provided a background for applying the above assessment criteria as part of the desk review.

55. **Accuracy** of data was reflected early in the discussions with the Supply Change team as they have a clear statement on the platform that states that the data cannot be verified as they come from multiple sources, and their role was to collate publicly available data.

56. **Authority** was an area that was also reflected with articles and reports authored by either Forest Trends staff or linked to websites that were reflective of good quality data repositories, and providing data to allow for better and more sustainable decisions linked to the areas of deforestation and commodity tracking in a systematic manner to some extent. Several agencies working in the same area with partnership agreements with the Supply Change Project stated that the Platform helped to package information on commodities in a unique manner that allowed the public to seamlessly track data and technical discussions.

²⁵ <https://libguides.library.cityu.edu.hk/litreview/evaluating-sources>.

57. **Objectivity** : The project has been successful in creating a global database for the palm oil, soy, cattle, timber and pulp companies' commitments towards deforestation-free supply chains. It is viewed as a neutral platform with clear and easy access bringing new knowledge to the viewer. The objectivity of its data makes it a trusted, neutral database.

58. **Currency**: Not Applicable.

59. **Coverage**: The project had a global scope in terms of coverage, tracking and reporting where feasible. The Forest Trends/Supply Change team were clear in stating that they were not in a position to ensure accuracy of information shared on the Supply Change portal.

Strategic Relevance is rated "Highly Satisfactory"

B. Quality of Project Design

60. The Forest Trends' team adopted a simple logic underlying the proposed project whereby they leveraged the power of the financial markets to impact the resources and communities to protect forests and biodiversity. The overall project was well designed. Its strength was reflected in the manner in which it leveraged existing data and networks for the project, to design the supply change web platform that enabled it to fill the information gap by publishing factual data on companies' commitments, to publish reports and articles on financial flows with REDD+ and additional jurisdiction scale landscapes. It had a participatory design with an extensive assessment of the context of its stakeholders and contribution of partners in the definition of the intervention mechanisms and identification of activities with the consultative partners through cooperation agreements. The project document also included a threat, root causes, and barrier analysis.

61. Another important project design element was the simplicity in the adoption of indicator profiles of the results framework with a single Component, The log frame approach of adopting a single outcome indicator with a few output indicators remained a hallmark of good elements of project design, given the fact that the project was conceptualized around the building of a platform as defined below: "Increased transparency on, awareness about, effective promotion of, and accountability for corporate sustainability commitments to low- or zero-deforestation, including the impacts and results of those commitments." The four output indicators formulated remained simplistic in style and reflected the importance of project contribution to reducing, one of the greatest drivers of global tropical deforestation and biodiversity loss: the unsustainable production of agricultural commodities such as palm oil, soy, cattle, tropical timber, and pulp and paper. The Results Framework, however, reflects a different approach and adopts both Outcome and Output indicators correspondingly.

62. Project design elements adopted by the team for the design of the Supply Change Platform, must also be taken into consideration given its importance in integrating concerns for the negative impact of commercial agriculture on commodities globally. The Forest Trends team built a platform with several good practice elements linking the major actors with care to the prevalence of good practice elements that could contribute to lowered land degradation patterns. This was done with conceptualization of a number of elements.

63. A discussion with the Supply Change team, reflected on the fact that the primary modeling team at inception of the project was no longer with the Forest Trends team, hence a more in depth discussion was not feasible. A few observations that have implications for design of the platform

are provided below for consideration. A discussion with a group of technology driven teams in India, working on designing platforms led to the following areas for consideration in design in an early review of the Supply Change platform. It is important to note that the review of the first phase did not review some of these design aspects of the platform in detail, but did allude to the importance of design areas of the platform. Additionally, the Supply Change Platform was reviewed along with two other major international platforms devoted to land degradation, namely RESTOR and WOCAT, (recommended by UNCCD) both of which are built along the same principles. The [WOCAT Global SLM Database](#) has been officially recognized by the UNCCD as the primary recommended Global Database for SLM best practices. WOCAT's role in documenting and sharing of SLM good practices, building capacities and supporting the implementation of UNCCD has been highlighted by [five UNCCD COP15 decisions](#) that specifically relate to and mention WOCAT.²⁶ RESTOR is the largest network of restoration and conservations sites across the globe.²⁷ An important aspect of its design is the fact that its site is built with one strength, that it is both open and collaborative in nature. Furthermore, it allows you to plot regions on the globe and the system provides you data on Biodiversity, Carbon, Water, Environment, Land Cover etc. However, it is important to note that when the commodity data were checked linked to the Government of India statistics, the numbers on the RESTOR site were off. A similar problem mentioned by the Supply Change throughout both phases when speaking to validity and reliability of numbers.

64. Undoubtedly, Supply Change is a laudable effort to aggregate data from across a broad set of corporations headquartered around different parts of the world under 1 trackable, indexable and easy to navigate digital platform. There's value in its creation and continuity. The methodology is academic and detailed though could reflect greater user engagement, and the possibility of being able to track community driven efforts in reducing land degradation similar to the famous "Chipko" movement in India. A few thoughts with regard to efforts to enhance the platform are provided in this section.

a). While the site is designed well, a few aspects that may be worth considering are presented below:

(i) It would be good to have an open index to the edits made (similar to Wikipedia) and the submissions received. (ii) There are no ranking of corporates to identify first or fast movers/actors and this presents a challenge for the viewer, as there are large volumes of data to decipher (iii) Potentially consider more tools to drive traffic from their social media to their website (if not done already). They're ideally placed to do things like Guest Blogs, Engaging polls, Podcasts and other attention grabbing content pieces. The lack of data has not been a problem to push sustainability forward. The lack of attention and commercial viability has probably held back growth to some extent. (iv) The platform should announce more partnership opportunities or call for collaboration opportunities. It can help Supply Change find financial backing for programs without diluting their purpose as well as enrich the platform.

b). There is a fair amount of **high quality** information available in one place on the site. The good part is **approximately \$4Trillion** of consumer discretionary spending and 70% of consumer staples spending is tracked. However, by its own admission, 74% of this data is

²⁶ <https://www.wocat.net/en/about-wocat>.

²⁷ <https://restor.eco/?lat=26&lng=14.23&zoom=3>

compiled from North America and Europe. But geographically this represents LESS than **1/5th** of the world globally.

- A possible reference for comparison is that of the Hindenburg approach to Greening and Supply change. A model where supporters of the research get first levels of access at high consequence insights upon its presentation and the report makers provide a competitive edge to Green/Environment/Deforestation Funds. This may already be happening as some of the backers are deforestation funds. But it was difficult to decipher as to whether its public or if its disseminated with the intent of making such waves.
- Auditing the Auditor. Most Corporate commitments are made on the back of Government's call to action in bilateral or larger international cooperative Memorandum of Understanding. Connecting these corporate commitments to the various global alliances and commitments to show data driven trajectories is also an option the Forest Team might consider going forward.
- An in-depth review in terms of enhancing measures in its operations was considered in the review phase after discussions with the Forest Team and other likeminded stakeholders. These discussions and a closer review of the project profiles indicated that changes in modality and design of the platform were undertaken during the commencement of the second phase.
- Cataloguing the analytical reporting in a more systematic manner to allow for easy search facilities was missing. The only search function available was that by name.
- Discussions of design must also take into account plans for financing measures for the platform which were reflected in the reporting provided by the Executing Agency. However, evidence of the efforts seemed somewhat slower than anticipated. The Supply Change platform is continuing to function with a NORAD grant facilitated through CERES with the presence of one staff member with funding that is active from 2021-2025. The need to revisit some of these areas going forward given the galloping technology landscape and the rapidity of discussions on deforestation and reforestation measures globally needed to be part of the strategy of Forest Trends going forward.

The overall design of the project is rated as " Satisfactory".

C. Nature of the External Context

65. The Supply Change project was global in scope without any emphasis of specific countries of implementation during the second phase of operations.

66. At the time of the project design, a key context was to track companies' commitments as there were several key initiatives: By October 2017, the New York Declaration on Forests was endorsed by over 191 organizations: 40 governments, 20 sub-national governments, 57 multi-national companies, 16 groups representing indigenous communities, and 58 non-government organizations. The project under its first phase under review saw positive growth for commitments. During its second phase the companies have slowed down making new

commitments realizing the difficulty of its implementation and that the 2020 date was becoming close-by.

Nature of External Context is rated "Favorable"

D. Effectiveness²⁸ :

Delivery of Outputs

67. The project pursued its objectives through one major component towards its overall goal to inform and promote the integration of public policies and private finance to scale up and mainstream forest, biodiversity, and ecosystem conservation in commodity production landscapes. Outputs for the delivery of Outcome 1 were split in four parts. All the activities planned as part of the outputs were performed and all indicator targets met. These were implemented by the Forest Trends' Supply Change team.

68. Project outputs included the following:

Output 1.1.1 - Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements;

Output 1.1.2 - The effect and impact of Supply Change to monitor and report on progress of companies' commodity commitments improved and scaled-up;

Output 1.1.3 - Regular reports, papers, articles, newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero-deforestation commitments;

Output 1.1.4 - Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments.

69. Supply Change (SC) began its second phase whereby it advanced a number of key partnerships aimed at increasing the usefulness of its data for targeted audiences that utilized its information. It began with five notable collaborations; Rainforest Alliance / Accountability Framework Initiative, Food and Agriculture Organization, CERES, CERES/NCFI, and Climate Focus.

70. The first output indicator as mentioned above:²⁹ **Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements.** Supply Change (SC) advanced a number of key partnerships aimed at increasing the usefulness of its data for targeted audiences that needs and utilizes its information. The five collaborations included the following;

- a) Rainforest Alliance / Accountability Framework Initiative - SC provided expert input into planning within the Monitoring and Assessment community to develop new impact metrics. SC and Afi drafted an MOU with the goals of: streamlining a process for tracking, analyzing, and reporting on corporate uptake of Afi principles; leveraging monitoring information to increase corporate and government accountability; and retaining/drawing

²⁸ Refer PIR, July, 2020.

²⁹ Refer PIR, 2020.

new interest from donors in AFi and FT Supply Change. Additionally, as part of a pilot, this year AFi and SC planned a project to investigate corporate uptake of AFi and how it applies among companies in certain sectors (e.g. Multinational palm oil companies operating in Ghana).

- b) Food and Agriculture Organization (FAO) – FAO approached SC to furnish updated high level commodity exposure and commitment data, which were added again to their latest biennial Global Resources Assessment. SC and FAO are now discussing ways in which SC data can inform FAO’s corporate engagement in the cocoa sector and the palm sector in Indonesia. FAO is also considering how SC could feed into their existing workstreams under FOLUR.
- c) Ceres / NICFI - An existing contract on cocoa, led Ceres to approach FT to partner in a proposal to NICFI that would support SC to update its website and analytical systems, continue ongoing SC research, and expand data collection of land use oriented Scope 3 emissions commitments and reporting.
- d) Ceres / biodiversity project – Ongoing discussions with Ceres led to Ceres requesting Supply Change to apply for a contract to draw on our expertise to incorporate biodiversity into Ceres existing work in supporting investors around Ceres’ environmental engagement areas (climate, deforestation, and water).
- e) Climate Advisers (CA) – Discussions within the Monitoring and Assessment Community sparked conversations about how SC could contribute data to inform Climate Adviser’s work. SC and CA are gearing up to draft a contract whereby SC can provide existing commitment data to inform CA’s formation of company benchmarks included in their newly launched Lucida platform for investors.

Achievement of Project Outcomes:

The Team Identified Two Outcome Indicators:

71. Outcome Indicator 1: Number of companies commodity commitments tracked, documented and analyzed for their specific impacts and results.

The target planned for the project at inception was: 100 companies’ commodity commitments tracked, documented and analysed for their specific impacts and results. At completion, the Supply Change team had surpassed its target with Reporting updated as of June 30 2020. Results indicated the following information in terms of companies researched, and tracked:

Total companies researched: **1,225**;

Total companies tracked: **512**; and

Total commitments tracked: **923**

Outcome Indicator 2: Number of hectares of High Conservation Value Forest prevented from deforestation evidenced by tracking community production by selected companies in the alternative scenario versus the trajectory of deforestation trend under the baseline scenario of the same company.

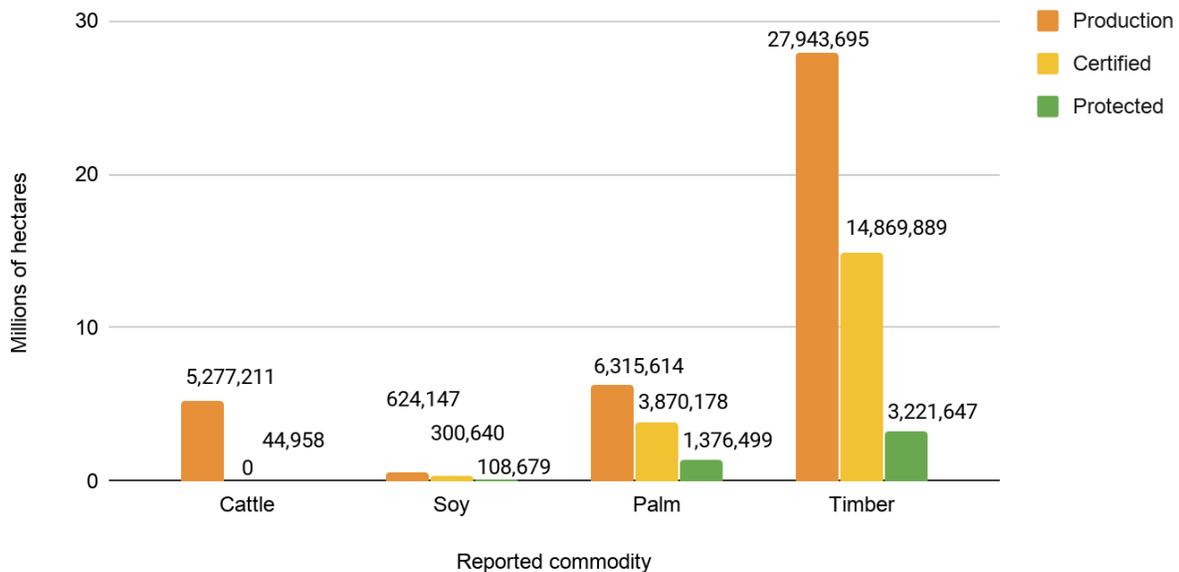
Outcome 1.1: A measure of 2 M Ha of forest indirectly protected from deforestation³⁰

72. In July 2019, Supply Change cross-referenced its existing data with various external sources to better identify companies with protected areas for review such as the Annual Communications of Progress (ACOP) companies reported to the Roundtable on Sustainable Palm Oil (RSPO). The project team also cross-checked company information on protected hectare information featured in SPOTT company profiles and the Round Table on Responsible Soy (RTRS) Annual Reports at the time of reporting.

73. By June 31st 2020, Supply Change tracked company protection of approximately 4.8 million hectares of land associated with their commodity commitments (in their most recent reporting year) surpassing its 2-million-hectare goal (see figure below). This was a large increase from the last calculated number for the 2019 PIR, due to improvements in the calculation process. Previously, the team provided the number of hectares reported by companies in the most recent year where data was widely available (the PIR report covering July 2018 – June 2019 referenced hectare figures from 2017, for example). However, *Supply Change* at completion was able to aggregate the most recent hectare figures reported by companies across all years. This allowed the team to account for companies that do not report this data annually and also provide an input from companies that have a low priority for research and therefore not able to frequently update this information in a timely manner. This change (first reported in last year's Half Year progress report) allowed the team to portray the growth of *Supply Change's* data collection more accurately. For Q1 and Q2 of 2020, Supply Change focused on refining the data quality but was unable to work to expand collection of company data around this metric.

³⁰ Refer PIR, July, 2020.

Number of Certified, Production, and Protected Hectares for Most Recent Reporting Year Tracked by Supply Change (2012-2019)



Likelihood of Impact³¹

74. The assessment of potential impact from the Supply Change Phase 1, GEF Project remains relevant even today. The evidence of project outcomes directly contributing to the desired impact remains potentially plausible. The likelihood of impact could however be scaled up further through the influence of the identified key drivers as defined above. The continued impact of the project was to continue to create the needed transparency on corporate commitments with a global, neutral database along with other partners. It also contributed to mainstreaming transparency for commodity supply chains carried out by the Phase 1 project. Transparency on corporate commitments had increased the awareness of deforestation risks to the companies operating with the four key commodities as well as to the financial sector that had invested in the sector. The current project also recognized that large public companies and those upstream in the supply chain were more likely to make commitments, probably due to the effects of higher reputational risks. Additionally, there was recognition that factors such as well-established commodity certification, and/or the existence of collective initiative in tackling deforestation could also in the long run elicit more commitments from companies.

75. It was important to rethink the area of quality of data robustness. Efforts to enhance Data Robustness needed to be increased with the emergence of the Accountability Framework Initiative (AFI), which commenced discussions in 2017 and was launched in June 2019. This effort seeks to align existing tools and instruments to provide greater transparency and accountability for companies utilizing these tools. The plan was developed by leading NGOs in close coordination with relevant platforms such as the Consumer Goods Forum and Tropical Forest Alliance 2020 and with key transparency tools such as Global Forest Watch, the Carbon

³¹ Terminal Review of the UNEP-GEF 5776 Project: Supply Change: Securing Food, Sustaining Forests, April, 2020.

Disclosure Project, TRASE, and Supply Change. These efforts should potentially guide companies to set up more robust commitments and also work towards implementing them.

76. The Consumers Good Forum had earlier set a target for zero net Deforestation by 2020. Pressure increased for its members to meet their target in order to manage their reputational risk. It is indeed well known that, despite the commitments made by Greenpeace, several have still not been implemented. Public Companies, at some point will have to manage their risks linked to deforestation exposure (e.g. reputational risk, legality risks, and reduced access to credit). It is safe to surmise that reputational risk in this area is more likely to drive change in the future to some extent.

77. Given the work of the UNEP- FI and other agencies, Banks' and investors' awareness has grown on how corporate deforestation creates material risks in their portfolio. They are themselves under scrutiny from transparency tools (e.g. Forest 500, CDP) while they also benefit from information on companies' commitments. The UN Principles for Responsible Investment for Investors (PRI), and the just-released, Principle for Responsible Banking by UNEP-FI, help guide them on how to Countdown to extinction, and also better address corporate deforestation within banks. Many Banks and Investors in Europe and North America have integrated Environment, Social and Corporate Governance (ESG) criteria for their portfolio, and some work done has been carried out in Asia and Latin America where they efforts tend to be lagging. Companies exposed to deforestation risks are likely to become even more pressured to address them in the future.

78. Recent trends suggest that Innovative financial mechanisms linking REDD+ and other mechanisms to deforestation-free supply chains are also being developed globally. The potential impact is dependent on the studies conducted in the project. In order to scale up efforts, Forest Trends would need to be able to better track all existing projects (see Ecosystem Markets Maps) and draw conclusions from them on potential lessons, and what kind of impact, if any are reported on the ground. Currently, there is no systematic integration of policy and investment decisions, and this presents a huge gap in the deforestation landscape.

79. There are enough studies to show that collective initiatives for commodities are likely to be effective to slow down and eventually stop deforestation. The Brazil Amazon Soy Moratorium³² has been a success to stop deforestation to some extent despite reported leakages in Cerrado. However, attention to the movement, and efforts led to 23 companies signing a Statement of Support for the Cerrado Manifesto (SoS) Group in 2018. The Soy Working group of Cerrado Group formulated a sector agreement to stop deforestation in the Cerrado due to soya, but this is subject to proper financing Work undertaken through the Good Growth Partnership with the establishment of platforms which are also instrumental in working to find a consensus for commodities like Palm Oil in Indonesia, and cattle in Paraguay. The objective of the Amazon Soy Moratorium is to eliminate deforestation from Amazon soybean supply chains and there is general consensus that it has been successful with less than 2% of the total soy area in the 2018-2019 crop year being non compliant with the Amazon Soy Moratorium. Additionally, studies indicate that the Moratorium contributed to the reduction of overall Amazon deforestation rates.

80. While some of these potential impacts cannot be attributed directly to Supply Change, having data and transparency on commitments is a starting point. This shows that both "collective action" and "reputational risk" act as a potential driver for setting commitments and contribute to driving impact on the ground.

³² WWF, Case Study, Brazil's Soy Moratorium, February 2021.

81. Going forward efforts by Platforms and Partnerships like those initiated by Forest Trends and Supply Change and its diversification to initiate work on cocoa, another commodity viewed as a key driver of deforestation, could potentially enhance the potential for impact of the teams work in the long term.

Effectiveness was Rated "Satisfactory".

E. Financial Management

82. The Project Manager and the Task Manager were aware of the project's situation during the entire duration of the project. There were a few staff changes at Forest Trends. Interviews with the UNEP Fund Management Officer and Forest Trends Manager indicated that financial management during the period of the project implementation was sound. There were no specific financial issues faced during the project period; and communication remained clear and complete. The last disbursement during the project was made in August, 2020. A budget revision that was reflected in the project duration was limited to an adjustment of the funds and reflected in Annex 1V. The project provided a planned budget allocation of \$30,000 for the Terminal Review. Given that the project was designed with only One Component, the budget framework for implementation remained clear and simple, and the overall Project allocations were \$1,000,000 for the overall budget and \$2,000,000 in cofinancing. Reporting reflected a timely provision of reports to the UNEP and financial reports were provided to the Review at commencement. The Supply Change team provided a final auditing profile to the Review. A detailed provision of the funding and utilization is presented in Annex Vb. This also includes the detailed assessment of the financial profile.

83. Copies of the financial audits were provided for the review as reflected below. The final expenditure sheet was signed. There were no gaps in the financial information.

Statement of Activities and change in Net Assets: January 2020-June 2020 and Cash Flows.

FOREST TRENDS ASSOCIATION

**SUPPLY CHANGE: SECURING FOOD, SUSTAINING FORESTS
GRANT GFL-5060-2711-4E86
STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS
FOR THE PERIOD JANUARY 1, 2020 THROUGH JUNE 30, 2020**

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
SUPPORT AND REVENUE			
Award from UNEP	\$ -	\$ -	\$ -
Net assets released from donor restrictions	156,906	(156,906)	-
Total support and revenue	<u>156,906</u>	<u>(156,906)</u>	<u>-</u>
EXPENSES			
Project personnel	91,230	-	91,230
Consultants	60,877	-	60,877
Travel on official business	633	-	633
Meetings/conferences	226	-	226
Reporting costs	1,600	-	1,600
Sundry	2,340	-	2,340
Total expenses	<u>156,906</u>	<u>-</u>	<u>156,906</u>
Change in net assets	-	(156,906)	(156,906)
Net assets at beginning of year	<u>-</u>	<u>156,906</u>	<u>156,906</u>
NET ASSETS AT END OF YEAR	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

FOREST TRENDS ASSOCIATION
SUPPLY CHANGE: SECURING FOOD, SUSTAINING FORESTS
GRANT GFL-5060-2711-4E86
STATEMENT OF CASH FLOWS
FOR THE PERIOD JANUARY 1, 2020 THROUGH JUNE 30, 2020

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net assets	\$ (156,906)
Adjustments to reconcile changes in net assets to net cash used by operating activities:	
(Increase) decrease in:	
Grants receivable	207,251
Increase (decrease) in:	
Accrued liabilities	<u>(12,438)</u>
Net cash used by operating activities	<u>37,907</u>
Net decrease in cash	37,907
Cash overdraft at beginning of year	<u>(92,287)</u>
CASH OVERDRAFT AT END OF YEAR	<u><u>\$ (54,380)</u></u>

Financial Management is rated Satisfactory

F. Efficiency

84. The project was cost-efficient as it relied extensively for its implementation on partnerships, which in addition to common research activities, resulted for many of them in co-financing. The project identified and mobilized these partners who were complementing Forest Trends expertise. The financial management was cost-efficient given that the project was designed with one single component. Structured partnerships with a Memorandum of Understanding were signed with five new Partners these included Rainforest Alliance / Accountability Framework Initiative, FAO, CERES/NICFI, CERES/Biodiversity and Climate Advisers. An important area of discussion on efficiency are the project design elements that were introduced and upgraded in terms of the database. *Supply Change*³³ upgraded its data storage system from Excel to the online data management system (Caspio) used by companies like Coca-Cola. The team reported that Caspio increased the research team's efficiency with which information could be collected and stored. It also allowed for an unlimited number of researchers to simultaneously enter information using online submission forms thereby managing problems of version control. The new system also

³³ Steering Committee Minutes, June, 2019.

made it much easier for the *Supply Change* team to roll out new tracking of 200+ metrics and a new commodity (cocoa).

Efficiency was rated Satisfactory.

Monitoring and Reporting

85. Monitoring and Reporting by the Supply Change team followed UNEP GEF guidelines. However, monitoring and reporting protocols seemed to be ensured more systematically by the UNEP Executing team in terms of adequacy of reporting. Monitoring and Reporting details at a more strategic level were reflected in the only Standing Committee Minutes that were shared with the Consultant, by the Forest Trends team, and most reporting profiles were shared by the UNEP Executing team. Given that the project was a Platform, the monitoring plan adopted was synonymous with the monitoring framework adopted by the team based on monitoring in terms of a single component and its indicator profile.

a. Another element of the Monitoring framework was the teams inclusion of a Monitoring and Evaluation³⁴ component which must be mentioned early in the Second Phase. It included Supply Change's continued participation within the Monitoring and Assessment community discussions around the refinement of the Common Methodology standards helped to inform periodic refinements to the design of Supply Change metrics. This was applied to all of its research products, whereby Supply Change sought to consult project partners as well as other strategic program partners in their design and review before finalization of the projects. In 2019, Supply Change also consulted with UNEP-FI in selecting which metrics were more appropriate to collect and which external data sources would be viable to draw from for the research pilot to best meet the needs of key audience groups (i.e. financial institutions and corporate buyers) for the resulting report.

b. A more detailed analytical report at completion, that was recorded by the Executing Agency, is provided below, which provides a clear indication of all achievements recorded from the results framework. Although the results seem to indicate a more than Satisfactory rating, the minimal reporting from the Forest Trends team reflected a Satisfactory Rating for the overall project profile at completion.

³⁴ Refer Supply Change Project Implementation report, December, 2019.



Forest Trends' Supply Change Initiative GEF6 Closure and Visioning Meeting
GEF6 Project Implementation Progress

Outputs ¹	Expected completion date ²	Implementation status as of 28 May 2020 (%)
Output 1: Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements		
Activity 1: Rainforest Alliance Accountability Framework	2019	100%
Activity 2: Verra's Landscape Standard	2019	100%
Activity 3: Ceres cocoa	2020	100%
Activity 4: UNEP-FI	2020	100%
Activity 5: Lestari	2020	100%
Output 2: The effect and impact of Supply Change to monitor and report on progress of companies' commitments improved and scaled-up		
Activity 6: Identify system that will better serve SC's data needs (currently in Excel)	2018	100%
Activity 7: Migrate data from Excel to new database, Caspio	2018	100%
Activity 8: Develop automated processes in Caspio to shorten or eliminate manual data entry for select commitment metrics	2018-2019	100%
Activity 9: Expand metrics tracked in Caspio	2019	100%
Output 3: Regular reports, papers, articles, newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero-deforestation commitments.		
Activity 10: Produce regular articles	2020	100%
Activity 11: Produce reports	2020	100%
Activity 12: Produce newsletters	2020	100%
Activity 13: Produce webinars/attend speaking events	2020	100%
Output 4: Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments.		
Activity 14: Support Rainforest Alliance's Accountability Framework	2019-2020	100%
Activity 15: Expand tracking of commitments to include implementation, impact and verification metrics	2019	100%

¹ Outputs and activities as described in the project logframe or in any updated project revision.

² As per latest workplan (latest project revision)

Monitoring and Reporting was rated Satisfactory.

Monitoring Design and Budgeting

86. Monitoring design and Budgeting reflected adequacy and followed in accordance with the UNEP-GEF protocols. The Monitoring and Evaluation Plan set at project design was found to be adequate. It included all the necessary GEF requirements in terms of project reporting (e.g. Inception report, Half Yearly Progress reports, quarterly financial reports, Financial audit, Project Implementation Review (PIR), and a Project Terminal Report. The Project document indicated that, there was no need for a Midterm Review, since the project was a two year project. The data collection frequency was set and appropriate. The Results Framework defined objectively verifiable indicators, a baseline and target, as well as the method of verification. Indicators in the Results framework were defined mainly in quantitative terms of product deliverable. The monitoring was to be performed by the Project Manager.

87. The indicative GEF project budget for Monitoring and Evaluation at design was US\$ 30,000 which basically corresponded to the budget of the review, while it was anticipated that the monitoring and reporting activities would be financed from the project management budget. Financial management was financed from Forest Trends directly. There was no individual budget for the monitoring and reporting, except to cover the expenses of the Terminal Review.

Monitoring Design and Budgeting is rated " Satisfactory"

Monitoring of Project Implementation

88. Monitoring of Project Implementation was followed according to the UNEP-GEF protocols with monitoring profiles of project implementation being provided systematically to the UNEP team. All monitoring reports which were carried out twice a year and five times during the project cycle were available and shared by the UNEP team. The reports were reflective of the project implementation protocols, and UNEP played an effective oversight role throughout the second phase of the project. Minutes of the Steering Committee Meetings available for the review are provided below. A table on the number of Steering Committee Meetings held throughout the project period is provided below based on a desk review of reports collated by the UNEP Office. The Steering Committee Minutes that were shared provided a good discussion of project elements in detail with in depth overviews of outputs and outcomes which contributed in large measure to provide analytical depth of areas for discussions at a more strategic level towards strengthening the Terminal Review

Table 5: Steering Committee Meetings:

<i>Date of Steering Committee Meeting</i>	<i>Source of Information</i>
<i>February 15, 2018</i>	<i>PIR July 2018-December, 2018</i>

<i>June 25, 2019</i>	<i>Standing Committee Meeting Minutes</i>
<i>May 27, 2020</i>	<i>Completion of the Supply Change- GEF 6 Activities and Supply Change: A Vision for the Future</i>
<i>May 28, 2020.</i>	<i>Forest Trends' Supply Change Initiative GEF6 Closure and Visioning Meeting GEF6 Project Implementation Progress</i> <i>PIR Final July-December 2020.</i>

Monitoring of Project Implementation is rated " Moderately Satisfactory "

89. Project Reporting: Project reporting requirements were outlined in Appendix 7 and 8 of the Prodoc. It was performed accordingly. Reports were concise and provided needed information on the delivery of the outputs to support the outcomes. There was effective collaboration and communication with UNEP colleagues throughout the project cycle. The UNEP as the implementing agency, played a leading role in helping define reporting needs and ensuring monitoring protocols throughout the project cycle.

90. Given the global nature of the activities, there was no specific data to support the individual activities other than provided in the overall PIR format. In addition, the lack of data on workshop monitoring (attendance, feedback) did not allow for reporting on their impact. Donor reporting was provided for the overall funding without gaps.

Project reporting is rated "Moderately Satisfactory"
Overall Project Monitoring and Reporting is rated as "Moderately Satisfactory"

H. Sustainability

Financial Sustainability

91. It is important to recognize that Supply Change data is using public information that is strictly speaking considered a public good. The platform has high maintenance requirements, and data has value only if it is updated.

92. GEF financing for the Supply Change Platform was provided for a second phase. The new business model after the first phase was still not clear at the time of conducting the terminal review of the first phase. The project began exploring how to better serve the needs of the financial service areas by carrying out specific research for UNEP Finance. This included expanding analysis across the palm oil value chain in Indonesia to identify the variable that could explain why companies would be either champion or laggards, and whether this information could be of use for the financial sector. Finding the right business model for Supply Change was an absolute necessity for its survival. Exploring technology use and better understanding of the user's needs to innovate are two essential areas for scrutiny. The research on users' needs had to encompass the financial sector, as well as collective initiatives (e.g. Consumers goods forum, sustainability standards) as well as donor agencies, or individual companies. A discussion of

collaborative models with other Transparency initiatives needed to be explored, evidence of this was not visible during the review phase.

93. Additionally, the financial activities under the Supply Change seemed to be somewhat disconnected to the Supply Change Platform and corresponded more to the core activity of Forest Trends. It seems easier to present new projects for additional funding of new innovative financial mechanisms. In terms of changes, a few changes were adopted in 2019³⁵, that did not affect the overall budgeting plan, as shown below and drawn from the UNEP financial reports data base:

Table 6: Financial report: UNEP/Supply Change:

	Old Budget	New Budget	Ded/Add
IP-Operating and Other Direct Costs	65,000.00	55,000.00	-10,000.00
IP-Staff and Other Personnel Costs	788,800.00	798,800.00	10,000.00
IP-Travel	116,200.00	116,200.00	-
Total	970,000.00	970,000.00	-

94. The Financial sustainability of the Supply Change project reflected a somewhat late adoption of the importance of building financial planning into its project cycle which should ideally have commenced early in the project cycle. The short duration of the Supply Change project and realization that financing modalities needed to be built strategically to ensure continuity both in terms of institutional and organizational viability seemed lacking. Discussions with the Supply Change/Forest Trends team indicated that efforts to build and source financing for the Supply Change project proved tenuous. Currently, the platform runs with funding from NORAD through a partnership with CERES which is viable till 2025 and pays for staffing of one programme staff.

Financial Sustainability was Moderately Unsatisfactory.

Sustainability of the Institutional Framework

95. Given the global scope of the project, the "ownership" of stakeholders could only be assessed as a likelihood of companies to continue making commitments towards deforestation-free supply chains. Given the pressure from customers, civil society and the financial sector, and the need for increased transparency, of the reporting on commitments; efforts in this regard are likely to continue.

96. Additionally, there was more pressure to measure the impact of these commitments. More robust data and improved transparency tools (e.g. Accountability Framework Initiative, Global Forest Watch, Carbon Disclosure Project, TRASE, and Supply Change) are likely to help tracking their impact on the ground, but additional research is still needed. The sustainability of the outcomes depends on the increased transparency "of and on" the impact of the commitments.

97. The financial sector is facing increasing disclosure pressure (e.g. from Non-Governmental Organizations rating tools, and also from the Task Force on Climate-related Disclosure (TFCD)) which requires greater scrutiny of companies' portfolio. The increasing demand for more transparency on both companies and the financial sector action taken against deforestation and climate, in general, is supportive of the Supply Change commitment to monitoring and the desired outcome. Efforts to continue the focus in this regard is a positive trend for a Platform like Supply

³⁵ Budget Revision, Supply Change 09-08-2019.

Change going forward. Stakeholder discussions indicated that institutional sustainability for a platform is more likely, and continues to be work in progress.

Sustainability of the Institutional Framework is rated "Moderately Likely"
Overall Sustainability is rated "Moderately Unlikely."

I. Risks

98. An important area for consideration in the project design elements was a systematic approach to identifying risks that were defined in operations in addition to the Reputational risks for companies that are typically defined in the environmental landscape. The exogenous risk of the effects of the Pandemic on the feeding of data and information to a global platform needed to be taken into account as an overall element in the framework. Financial risks of ensuring longevity for a platform that collates data is another area that needed to be factored in the risk framework. Staffing changes and moves were an institutional risk that affected quality of reporting.

99. The GEF protocol for defining risks related to results seemed limiting at multiple levels.

J. Factors Affecting Performance

Preparation and Readiness:

100. The project started on January 5, 2018. The staff were hired, and activities were set-up as part of Phase 2 of the Supply Change project. The Steering Committee was created and meetings were planned twice a year. Discussions with key partners were also carried out. The first disbursement occurred in February 2018. The preparation and readiness is rated " Satisfactory".

Quality of Project Management and Supervision

101. Forest Trends has efficiently managed the project to achieve its target despite staffing changes, however the role of the UNEP efforts towards, ensuring this level of organizational efficiency must be recognized.

102. Management from UNEP was excellent throughout the duration of the project and contributed in large measure to strengthened supervision.

The quality of project management is rated " Moderately Satisfactory".

Stakeholder participation and Cooperation

103. There was strong co-operation with several organizations and a few that resulted in a formal partnership and helped achieve project targets. There were some consultations, webinars, and events held during the project which allowed the participation of a wider range of stakeholders. The second phase reflected partial evidence to the reviewer on the stakeholders reached and the potential impact of these consultations. The project had a global scope to provide environmental, social and economic impact on the ground by promoting public and private commitments to

conserve forest, biodiversity and ecosystem in commodity supply chains. These measures are expected to contribute to poverty alleviation. Another element of stakeholder participation were the strategic discussions on identification of partners and stakeholders for the Supply Change project going forward held during the Steering Committee Meetings especially at completion which propelled the Forest Change team to think ahead. These discussions reflected on the need to identify stakeholders with specialized skills in the deforestation and climate change landscape, at multiple levels and sub sector areas for discussions with greater analytical depth to feed into the Supply Change work plans going forward. The stakeholder discussions and formulation of cooperation agreements were linked to the strategic discussions led by the UNEP as an Implementing Agency, throughout the project cycle, pushing for greater linkages to partners, with plausible innovative modalities for functioning and tracking deforestation and efforts that helped enhance reforestation.

Stakeholder's participation and cooperation is rated "Satisfactory"

104. Gender Mainstreaming³⁶: The first phase of the Supply Change project did not provide adequate information on gender differentials and impact data in the area of deforestation and commodities. During the second phase the Supply Change team hired a consultant, to review Supply Change's program to identify ways for mainstreaming gender within its research program. The consultant reviewed content related to gender and forest-risk commodity supply chains of the internal Supply Change documents covering the areas of (public methodology, Internal metrics tracker, framing of questions and answers) and the most relevant external sources the consultant could find in order to make recommendations for addressing gender more effectively. In her proposed "Integrated gender lens for SC's work" she notes four main areas in which Supply Change can deepen its approach to addressing gender: 1) unequal access to and control of resources; 2) unbalanced participation and decision-making in environmental planning and governance; 3) uneven access to socio-economic benefits and services; and 4) human rights, sexual harassment and gender-based violence at all levels. For each topic area the consultant defined key guiding questions that Supply Change will use to adjust existing metrics and add where needed new ones.

Indications of an inclusion of the above efforts and its results during the second phase were reported in terms of recommendations that were made and were being implemented as the project moved forward,³⁷ by the Supply Change team.

Communication and Public Awareness

105. The Project has published several studies and shared them on the platform, in the form of articles, blogs, webinars, and stakeholder consultations. Key audiences seem to have been reached, but it is difficult to assess how effective they have been. The studies on commitments

³⁶ Refer PIR, 2020.

³⁷ Refer PIR, 2020

have been well received by the people interviewed. Some of the stakeholders indicated that they found the communication of Forest Trends to be effective during implementation.

Communication and public awareness is rated "Satisfactory"

VI. CONCLUSION AND RECOMMENDATIONS

A. Conclusions

106. The Project contributed to its overall goal "to inform and promote the integration of public policies and private finances in order to scale up and maintain forest, biodiversity and ecosystem conservation in commodity production landscapes" by achieving successfully its main objectives and contributing partially to some of the global environment benefits laid in the ProDoc. It fills a gap in information to support decision making for both the public and private sector. The issues with deforestation are very complex and the project is not sufficient to de-risk sustainable practices, to make systematic improvements to policy and investments decisions, and to reverse or limit the agriculture's forest footprint. It requires a broadly inclusive approach that can act both at an international level as well as at a country level, to promote the necessary systemic approach. The Supply Change Platform project created the needed transparency on corporate commitments.

107. The project has been successful in creating a global database for the palm oil, soy, cattle, timber and pulp companies' commitments towards deforestation-free supply chains. It is viewed as a neutral platform with clear and easy access bringing new knowledge to the viewer. The objectivity of its data makes it a trusted, neutral database.

108. The Platform creation in 2015 and its continuation was a "milestone" as there was limited infrastructure to monitor companies' commitments. It led nongovernmental organizations and companies to reflect on the definition of commitments and to the creation of other transparency tools. The project may have catalyzed transparency to be "mainstreamed" for the commodities supply chain as some transparency tools with different objectives were created. This may have contributed to the creation of the Accountability Framework Initiative to harmonize commitments' definitions and guidance to companies. Nevertheless, more coordination between initiatives should be sought. Additionally, transparency on corporate commitments increases awareness on deforestation risk and promotes strategic decisions towards commitments; and (Supports the expected Global environment benefit 1).

109. The transparency created by the portal and the yearly analysis done has been useful to show clearly to the commodity sector what is the strategy adopted by the various companies towards deforestation-free supply chains. This has increased the awareness of the deforestation risk of companies dealing with the four key commodities, but also to the financial sector that invested in the commodity sector.

110. The transparency of information has also put pressure for companies to increase their commitments especially as seen from 307 commitments in 2015 to 706 in 2017. The number of new companies making commitments slowed down after 2017, probably as the main 2020 target year was closer.

111. The yearly global assessments of the companies' commitments have shown that while commitments slowed down, there was very little reporting of progress on implementation. Furthermore, one in five commitments has a target rate that is past due (or without date). A

third of the 447 companies with commitments have at least one commitment that is dormant. The transparency on the commitments however is not sufficient to promote the accountability of commitments and (does not contribute sufficiently to Global environment benefit 3).

B. Summary of Project Findings and Ratings

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex XI) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office validates the overall project performance rating at the '**Moderately Satisfactory**' level.

NOTE: The Evaluation Office notes that the Review Consultant's overall performance rating does not appear to follow the required weighted ratings approach and therefore their original project performance rating of 'Satisfactory' should also correctly be read as 'Moderately Satisfactory'.

Table 7: Summary of Findings: Detailed Evaluation Criteria, Assessment and Ratings

Criterion	Summary Assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Officer – EOU)	EOU Validated Rating
A. Strategic Relevance	The Project was highly relevant to the UNEP, MTS and POW, to GEF 6 Programming directions, and to the commodities sector overall.	HS	Rating validated	HS
1.Alignment to MTS and POW	The project is highly relevant to the MTS and POW.	HS	Rating validated	HS
2.Alignment to UNEP /Donor/GEF strategic priorities	Highly relevant to GEF 6 Programming Directions (BD2 and BD4) as well as to the strategic priorities of the UNEP.	HS	Rating validated	HS
3. Relevance to regional, sub-regional and national environmental priorities.	The project had a global scope overall.	HS	Rating validated	HS
4. Complementarity with existing interventions	Contributed to GEF Sustainable Forest Management Strategy as well as to GEF 6 integrated approach on deforestation-free commodity supply chains.	HS	Rating validated	HS
B. Quality of Project Design	The overall project was well designed, its strengths were built around efforts to leverage on the existing data and wide network of partners to support overall project implementation.	S	Whereas the project design was built on sound logic, there were weaknesses in the way results framework was crafted/stated at project design. For example, whereas the outcome statement focuses on transparency, the associated indicator measures hectares of forest prevented from deforestation. As para 80 indicates, it is difficult to trace the contribution of the project to this change, which is a substantive weaknesses in the outcome level results formulation.	MS
C. Nature of External Context	The project had a global scope. The context was positive and designed to track corporate commitments with several key initiatives linked to (Consumer Goods Forum declaration on Forest, the New York Declaration on Forests).	Favorable	Rating validated	F

D. Effectiveness	Outputs were all achieved in the context of planned Outcomes. The supply change platform continued to reflect activities in recording the transparency of commitments and mainstreaming efforts. However, it is important to recognize the fact that Commitments are not sufficient to ensure implementation. Nevertheless, despite little reporting on progress, some impact may have been likely.	S	Rating determined based on the aggregation method used for this criterion.	MS
1. Delivery of outputs	The Supply Change Platform creation and continued work in the second phase was a milestone in the transparency of recording commitments and their mainstreaming. Targets were achieved for all planned outputs. Communication efforts to share the information on the studies findings were aggressively pushed through consultation.	S	Rating validated, despite limited discussion of more than one Output. Although the report states that all the activities planned as part of the outputs were performed and all indicator targets met, there is no documentation, and or evidence, on the delivery of outputs 1.1.2 to 1.1.4 to support this finding.	S
2. Achievement of project outcomes	While the project has been effective in tracking commitments, this was not adequate enough a measure to monitor implementation more effectively. Tracking potential impact could have been adopted given that the project was in it's second phase. There were several publications and communications as reflected in the PIRs, but it was somewhat difficult to assess their impact.	MS	Rating validated	MS
3. Likelihood of potential impact	While commitments have increased, little progress has been reported on implementation. There was some discussion of new financial mechanisms being designed, but more information in tis regard was awaited.	MS	Rating validated. The Evaluation Office notes that this criterion is rated against 'likelihood' rather than 'satisfaction'.	ML
E. Financial Management	Most of the documentation was provided by the UNEP, and a few by the Supply Change former Manager. Staff changes and inability to speak to the team handling the project resulted in delays in responding to queries from the reviewer given the completion of the project two years prior to the review phase .	MS	Rating determined based on the aggregation method used for this criterion.	S
Adherence to UNEP's financial policies and procedures		MS	Rating validated	MS

Completeness of project financial information	The project financial information presented did not have all the details and may have been likely due to staff changes. The expenses were kept within budgets but with some reshuffling between the components. Documentation was procured from the UNEP and was the basis for the assessment. Financial management was plausibly sound.	MS	Rating validated	MS
Communication between finance and project management staff.	The terminal review could not assess this aspect in detail, given the staff changes so this aspect was limited to a desk review which indicated that the communication between finance and project management staff was adequate based on the reporting profiles and audit.	S	Rating validated	S
F. Efficiency	The project was cost-efficient as it relied extensively for its implementation on partnerships	HS	Rating validated at the level given in the report text.	S
G. Monitoring and Reporting	Monitoring and reporting was performed by the Project Manager and included in the programme management budget. However, monitoring and reporting was ensured by the UNEP team, with provisions of all documentation to the review process.	MS	Rating determined based on the aggregation method used for this criterion.	S
1. Monitoring design and budgeting.	The monitoring profile was designed and set-up during the first quarter of the project and drew from the design lessons of the first phase. The monitoring function was primarily performed by the project manager and financed from the project management budget.	MS	Rating validated at the level given in the report text.	S
2. Monitoring of project implementation	The monitoring of the implementation of the project was performed by the Project Manager. However, staff changes did affect the quality of monitoring.	MS	Rating validated	MS
3. Project reporting	The project reporting was performed as defined initially. Given the global nature of the project, a special component was designed to report on gender-disaggregated data.	MS	Rating validated	MS
H. Sustainability	The pressure for more disclosure in the Financial sector and on impacts of companies	MU	Rating validated	MU

	continue to put pressure for corporate commitments. The terminal review of the first phase recommended that it was important to find the right business model for the Supply Change platform for its long-term survival, evidence of a changed approach seemed difficult to find during the second phase. Forest Trends capacities additionally, needed to be more strengthened.			
Socio-political sustainability			Lack of material within the report to support a performance rating.	Not rated
Financial sustainability	Despite receiving the second phase of funding for the Supply Change Platform evidence of the Platform, finding the right business model for its financial sustainability in the long term seemed elusive. The financial activities continued to be more business as usual for Forest Trends. However, a five year funding was procured from NORAD and the Partnership with CERES, going forward efforts will need to be sourced as funding can find more easily found for its work.	MU	Rating validated	MU
Institutional sustainability	The second phase of the project enabled capacity to be built within Forest Trends for tracking and analyzing corporate commitments and also strengthened its financial expertise. However, staff changes and lowered financing for the platform affected its institutional capacity.	ML	Rating validated	ML
I. Factors Affecting Performance	The project partners were well prepared, and the project well managed to achieve its objective. It lacked good project guidelines instructions to help the transition of new staff. Given the global scope of the project, country ownership remained elusive.	MS	Rating determined based on the aggregation method used for this criterion.	S
1. Preparation and readiness	The activities commenced during the second phase immediately due to an excellent project manager, and the ability to move easily from Phase 1 using the same staffing profile.	S	Rating validated	S
2. Quality of project management and supervision.	The project was well managed during the inception of the Phase 2 project for achieving the results. However, the loss of the Project Manager at inception of Phase 2, and the	MS	The reference to the 'excellence' of UNEP's management in para 102 seems at odds with a Moderately Satisfactory rating. There is also conflicting text in	MS

	absence of a project log to hand over to new staff created delays due to a longer transition period.		para 24, pg 16 on good supervision by UNEP but also the need for more UNEP oversight. However, there is insufficient material for the Evaluation Office to alter the performance rating under this criterion. Rating validated	
2.1 UNEP/Implementing Agency:			Lack of material within the report to support a performance rating.	Not rated
2.2 Partners/Executing Agency:			Lack of material within the report to support a performance rating.	Not rated
3. Stakeholders participation and cooperation	There was strong cooperation with several organizations and some resulted in a formal partnership and helped achieve targets. The absence of reporting after stakeholder consultations did not enable a review of their participation well beyond anecdotal impact, but discussions indicated that the project steering committee meetings were valuable in providing direction.	S	Rating validated	S
4. Responsiveness to human rights and gender equality			Based on the material presented in para 104 and the fact that a consultant's report was provided and reviewed by the project team, the Evaluation Office validates this criterion as Moderately Satisfactory. This rating reflects the fact that the work on gender was not part of the project implementation or interpretation of results, but does reflect the effort to address gender in a more informed way going forwards.	MS
5. Environmental and social safeguards			Lack of material within the report to support a performance rating.	Not rated
6. Country ownership and drivenness			The project design did not identify specific roles for government bodies as the main engagement was with the private sector.	Not applicable
7. Communication and public awareness	The project published several studies and shared them through the website, articles, blogs, webinars, stakeholder consultation. However, a	S	Rating validated	S

	more systematic profiling of the articles by author and subject as part of project design may help the viewer to search articles in a more systematic manner. It was difficult to assess its impact.			
I. Risks*	The GEF protocol for defining risks related to results seemed limiting. The only measure adopted by the team was that of Reputational Risks.	Moderately Likely (ML)	While this effort is appreciated, risk is not a standard criterion in UNEP's approach. The Evaluation Office notes the reflection on GEF's protocol for defining risks and urges the project team to consider adding this to this Terminal Review recommendations as something to be discussed internally by the relevant GEF Unit within UNEP.	Not rated
1. Reputational Risks	Reputational risks for companies that are typically defined in the environmental landscape were adopted by the team as a single measure for reporting overall.	Low		Not rated
2. Exogenous risk of the Pandemic and its effects.	The exogenous risk of the effects of the Pandemic on the feeding of data and information, which had enormous implications for reporting to a global platform needed to be taken into account.	Likely		Not rated
3. Institutional and Operational Risks of Staffing	Staffing changes and moves were an institutional risk that affected quality of reporting.	Likely		Not rated
4. Financial Risks	Financial risks of ensuring longevity for a platform that collates data is another area that needed to be factored in the risk framework.	Likely		Not rated
Overall Project Rating³⁸		Satisfactory		Moderately Satisfactory

* These risks included are not supposed to be assessed in this table.

³⁸ The overall project rating of Satisfactory was provided due to the project exceeding several of its planned targets.

C. Lessons Learned

List lessons learned and best practices:

112. The importance of greater transparency in Company reporting a critical element of progress: The 2020 PIR states that “the SC project and related deliverables documented measurable growth in company commitments to address commodity-driven deforestation, but found that these ambitions were not achieving the desired impacts on the ground. Trends showed that many companies struggled to map and trace their commodity volumes back to the origin, thereby limiting their ability to report comprehensive and accurate progress toward their overall commitments.

113. When faced with supply chain complexity, a growing number of leading companies began to report on innovative implementation approaches to risk management, supplier engagement and incentives, and monitoring. Recognizing that they cannot achieve their commitments alone, companies have begun prioritizing innovative multi-stakeholder solutions and adopting more rigorous and aligned industry standards. Ultimately, greater transparency in company reporting will be needed to achieve accountability such that investors, consumers, governments, and buyer can all differentiate sustainability leaders from laggards.” This lesson remains integral to the functioning of the platform going forward.

114. Engaging in the right partnerships with foresight: The Supply Change project sought to build partnerships with likeminded US based agencies working in the environment and deforestation landscape. An important element missing from the strategy adopted by the project was to build partnerships with a global scope and not limit itself to the US based agencies working in the same area of expertise as Forest Trends. Identifying stakeholders with a global scope and with financing innovative approaches and solutions in data management, tracking and reporting of commodity supply chains seemed to be a missed opportunity. All the partnerships were built with US based agencies and organizations in the West, despite its global scope. Additionality could have been built by identifying agencies with headquarters in Asia, and other regions, to allow for growth. Given the fact that the project had two phases, this could have been built into the planning cycle in foresight.

115. Importance of integrating financing planning early in the project cycle: Given the short-term nature of the GEF financing, it would have been appropriate for the Supply Change Management team to think through options for additional financing measures early in the project cycle. Typically financing by the GEF is also known to result in enhanced cooperation opportunities and building of analytical depth into project profiles. Evidence of this seemed spotty at best. Identifying financing opportunities in the form of grants-based assistance from Multilateral Development Banks like the Asian Development Bank, the Islamic Development Bank, the Inter-American Development Bank, the Asian Bank for Infrastructure, etc. are options worth considering going forward.

116. Documenting the challenges faced in the event of a Pandemic or disaster even for a platform that is dependent on information and reporting with a global scope. The reporting by the Supply Change team states that the project did not face any risks and that COVID did not have any impact on the functioning of the project given that it was a platform. However, it is important to note that the Pandemic, did have an effect on project profiles and information flows especially coming in from the Global South and from other agencies, however, this was not recorded by the team in its reporting but was mentioned during the course of discussions with team members and with other stakeholders.

117. The UNEP Role as an implementing agency that drives strategic planning and “purpose driven sustainability” in the GEF cycle: The GEF team from UNEP played a seminal role in the Supply Change Phase 2 Project “ Promoting Reduction of Deforestation Impacts of Commodity Supply Chains”. Throughout the Second Phase of the GEF 9858-Supply Change project, the leadership provided by the GEF team was evident in the reporting and documentation of the Project implementation processes from commencement to completion. The quality of assistance in the form of technical backstopping and supervision arrangements were exemplary and timely throughout the second phase and very obvious with the reporting project profiles. The efforts were built around sound scientific knowledge, the collection and sharing of best practices, lessons learned, and innovative solutions to common problems across the area of the promotion of reduction of deforestation impacts of commodity supply chains, and the promotion of learning, among likeminded agencies, implementing agencies and identified partners. The role of the Implementing Agency, in the Supply Change project was directed and “purpose-driven” leadership that was designed to build sustainability through a collaborative, shared leadership environment.

D. Recommendations

118. Clarity in Project design elements that helped conceptualize the platform with ongoing incorporation of design given the global scope of the Supply Change project and its implications needed to be built in early in the project cycle:

119. Discussions with the Supply Change team members indicated that the importance of the various design aspects of the platform and recognition of fast changing areas in the environment landscape for consideration were brought up, but a more diagnostic approach to its integration in the overall project cycle could not be ensured. The project design scope was global. Discussions on the global scope of the project in terms of design, with the Supply Change former staff indicated that the importance of the platform design and needs to revisit these did surface during discussions at Forest Trends during the course of the Supply Change Second Phase but were never allowed by senior management to be tackled at a more technical level, and therefore got shelved.

120. Measures adopted by the team to recognize and build design elements early in the project cycle seemed to be difficult to track on the platform. Efforts to track these discussions at a more analytical level from the platform were somewhat difficult and had to be built with a search function of name of the author, and then methodically tracking and reading the reports. Fortunately, glimpses of these were reflected in the Project Implementation reports like those reflected below.

121. An important project design element that was adopted was the upgrading of the online data management system with more than 159 new metrics in the first quarter of 2019. The Supply Change team partnered with the UNEP-FI to pilot the collection of these new metrics for more than 100 companies believed to produce or source palm oil from Indonesia. In July 0f 2019 Supply Change completed the data collection for this research pilot. This phase included incorporating novel data from external sources such as supplier/buyer locations and procured names from TRASE and Global Forest Watch’s Universal Mill list, and grievance data Might Earth’s Rapid Response tracker.

122. Discussions with the Partners like Forest Alliance emphasized the importance of modeling of platforms and data driven systems, given the fast changing digital landscape of environmental data standards for land degradation and deforestation. The importance of monitoring and

reporting analytical data was emphasized in meetings and discussions, the Forest Alliance Director mentioned.

123. The manner in which the Supply Change platform presented its data and the details on the drivers of the design, were not easy to track or decipher from discussions or the site itself. However, the difficulty of tracking documents and reports linked to the GEF project raised questions about the protocols followed for monitoring and reporting in the long run in the context of the executing agency.

124. Building the portals with a function that allowed a systematic detail of reports by listed categories given the typology of deforestation and land degradation would be helpful to the viewer.

2. Building Financial Sustainability early in the project cycle:

125. Measures like the formulation of a strategy to build financial sustainability given the importance of a platform should have been tackled early in the project cycle. Typically, the conceptualization of a digital platform like that of Supply Change demands a dedicated scoping effort to try and source financing options for ongoing operationalization and building of staffing and protocols linked to project design. Efforts to engage in this regard seemed somewhat fragmented. The Supply Change Manager mentioned that efforts to elicit engagement and discussions with the GEF 7 team were not easy to build, the UNEP focal point also mentioned the challenges in this regard. In 2023, the Supply Change portal was still functioning and was staffed by one Project Officer who was funded by NORAD. Discussions with the Supply Change Manager reflected the difficulties in procuring funding from Foundations. A former Supply Change staff member was currently engaged to focus on financing, but efforts to discuss the measures adopted were not easy to track down.

126. Financing measures for platforms are constantly evolving and given the digital landscape, the option of scoping financing or partnering with other small firms or agencies given the global scope of the project needs consideration. (This report provides an overview of financing options for consideration by the team). A good example is the importance of linking up with the environment team at the Asian Development Bank (ADB), given the importance of the East Asia linkages with Palm Oil and the RSPO. The ADB has financing modalities that are easier to navigate and a new partnership strategy with the UN as well that might be worth considering.

127. Another recommendation that remains important is the need for UNEP to play a stronger oversight role in its support of the GEF funded modality given the importance of the grant cycle. The implementing agency (Forest Trends), must follow the grant protocols that are required after project completion, and also pay due diligence to monitoring and reporting profiles and functions, and participation that are an essential element of the Terminal Review process. It was difficult to get the Forest Trends team to engage in the entire Terminal Review process.

Table 8: Recommendations: The recommendations are broken down into those for the Executing Agency and the Implementing Agency:

<p>Recommendation #1:</p>	<p>Clarity in Project design elements were not aligned with the operational plans. The Forest Trends Supply Change team did not recognize the importance of project design elements and its implication for building an operational model that had a global scope. This resulted in gaps of reporting. These design elements needed to be built early in the project cycle.</p> <p>Planning project design elements from the onset of the project cycle given that it is a digital data driven platform that is tracking and reporting indices in the environmental landscape was key. The first phase terminal review also recommended the formulation of a more appropriate business model for tracking results. UNEP needed to play a stronger oversight role in questioning project design elements and raising its importance given the context of the growing global scope of the project with Forest Trends.</p>
<p>Challenge/problem to be addressed by the recommendation:</p>	<p>This recommendation addresses the insufficient attention to design elements of a platform produced under the project which had a global scope in theory but was designed more narrowly. Stakeholder discussions pointed to this area as a weak link as well.</p>
<p>Priority Level:</p>	<p>Critical</p>
<p>Responsibility:</p>	<p>Supply Change, Forest Trends and UNEP</p>
<p>Proposed implementation timeframe:</p>	<p>Immediate and to be taken into account in forthcoming projects that are built around platforms.</p>
<p>Recommendation #2:</p>	<p>Building Financial Sustainability early in the project cycle: Measures to build financial sustainability given the importance of a platform should have been tackled early in the project cycle. Typically, the conceptualization of a digital platform like that of Supply Change demanded a dedicated conceptualization of a strategy, and scoping effort to try and source viable financing options for ongoing operationalization and building of staffing and protocols linked to project design. Discussions with both UNEP and Forest Trends indicated that exploring financing opportunities with the GEF 7 proved to be quite difficult.</p>
<p>Challenge/problem to be addressed by the recommendation:</p>	<p>This recommendation is addressing the insufficient attention to financing needs of a platform produced under the project and building elements of an early recognition of the importance of financial sustainability for a platform.</p>
<p>Priority Level:</p>	<p>Critical</p>

Responsibility:	Supply Change and Forest Trends with additional elements highlighting its importance early in the project cycle.
Recommendation # 3:	UNEP as the implementing agency needed to play a stronger oversight role in emphasizing the importance of and the responsibility of Forest Trends as an Executing Agency, to contributing to and participating in a GEF funded project in a timely manner throughout the GEF grant cycle and its requirements. It is more than likely that GEF and the UNEP as likely to be financing several more forthcoming projects that are built around the support of digital platforms in the sectoral space going forward.
Challenge/problem to be addressed by the recommendation:	Forest Trends and the former Supply Change team members (those who were still available) were difficult to track down to include them in discussions in the Terminal Review process for several months. This resulted in loss of valuable time for the UNEP as an implementing agency of a review process. Additionally at completion of the Terminal Review, the Forest Trends team and stakeholders were not available to provide any feedback on the Terminal Review findings so a discussion for the purpose of the Review was not possible. Given the importance of platforms and the rapid growth of Platforms in the environment sector, it is more than likely that UNEP will be playing a major role both as an Implementing Agency in GEF funded Digital Platforms. Going forward UNEP will need to identify measures to ensure adequacy in programme management and adherence to GEF protocols.
Priority Level:	An important recommendation for UNEP going forward, especially in the context of forthcoming engagements as an implementing agency with small NGOs like Forest Trends in ensuring that GEF financing protocols for review processes are complied with.
Responsibility:	UNEP in its role as the implementing agency, to highlight its importance throughout the implementation phase of a GEF project.
Proposed Implementation time-frame	Immediately for UNEP, and to be taking into account in forthcoming GEF funded projects.

Validation:

128. This report has been subject to an independent validation exercise performed by UNEP's Evaluation Office.

Annexes:**Annex I:****FINAL REPORT: SUPPLY CHANGE : GEF: 9858****1. Background Information**

1.1	Project title: Supply Change: Promoting Reduction of Deforestation Impacts of Commodity Supply Chains										
1.2	Project number: GEF ID: 9858 <i>Umoja no.: P1-33GFL-001291 SB-008421</i>										
1.3	Responsible Divisions/Units in UNEP: GEF Biodiversity and Land Degradation Unit, Ecosystems Division										
1.4	Project starting date: January 5, 2018										
1.5	Project completion date: June 30, 2020										
1.6	Reporting period: January 5, 2018 – June 30, 2020										
1.7	Reference to UNEP Sub-Programme/GEF Strategic Priority and expected accomplishments: GEF6 / BD-4 Program 9										
1.8	<p>Overall objectives of the project: (maximum quarter of a page):</p> <p>The Supply Change (SC) project aims to increase the transparency and accountability of commitments from commodity production companies to sustainable, low and zero-deforestation production methods, and thus indirectly reduce pressures on globally significant biodiversity. It is a global project designed to support many stakeholders to track, add transparency to, and ultimately support the impact of 923 commitments to low and zero deforestation by companies trading in forest-impacting commodities (palm oil, soy, cattle, and timber and pulp)</p> <p>Global demand for agricultural commodities is a leading cause of biodiversity loss due to tropical forest degradation and deforestation. Commercial agriculture drives two-thirds of tropical deforestation globally, and the majority is linked to the production of the above “big four” commodities. A growing number of corporate stakeholders, including investors, commodity buyers, civil society, and increasingly the general public, are seeking intelligence about how well companies are meeting their commitments to address commodity-driven deforestation.</p>										
1.9	<p>Total Budget (US\$):</p> <table> <tr> <td>GEF/UNEP US</td> <td>\$1,000,000</td> </tr> <tr> <td>Cash co-finance</td> <td>\$838,935</td> </tr> <tr> <td>In-kind co-finance</td> <td>\$1,220,734</td> </tr> <tr> <td>Total co-finance</td> <td>\$2,059,669</td> </tr> <tr> <td>Total</td> <td>\$3,059,669</td> </tr> </table>	GEF/UNEP US	\$1,000,000	Cash co-finance	\$838,935	In-kind co-finance	\$1,220,734	Total co-finance	\$2,059,669	Total	\$3,059,669
GEF/UNEP US	\$1,000,000										
Cash co-finance	\$838,935										
In-kind co-finance	\$1,220,734										
Total co-finance	\$2,059,669										
Total	\$3,059,669										

1.10	<p>Partners and leveraged resources:</p> <p>Partners: GEF Secretariat, UN Environment, CDP, Consumer Goods Forum, WWF, World Economic Forum / Tropical Forest Alliance, Innovation Forum, Meridian Institute, Rainforest Alliance / Accountability Framework, Ceres, Raven Bay, UNEP-FI, UNDP, International Finance Corporation (IFC), Climate Focus / New York Declaration on Forests Assessment Coalition, Lestari Capital, Verra Landscale, Good Growth Partnership, Lafayette College.</p>
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	Describe collaboration with partners and state their role
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Partners	Role	Finance leveraged/ received (if any)
UN Environment Programme	Main implementing partner for project; guided project development and implementation. Steering Committee member.	\$200,000 (in-kind)
GEF Secretariat	Steering Committee member.	
CDP	Carbon Disclosure Project. As part of its partnership with CDP, Supply Change provided data on the companies it tracks to support CDP's annual forests report. Steering Committee member.	
CGF	Consumer Goods Forum provides linkage between Supply Change and CGF's member companies. Partnered on analysing CGF member commitments.	\$39,343 (cash)
WWF	Steering Committee member.	
UNREDD	Steering Committee member.	
World Economic Forum	Partnered on joint events to disseminate the project results through WEF organized events.	
TFA	Partnered on joint events to disseminate the project results through TFA2020 organized events.	\$11,630 (cash) \$50,000 (in-kind)
Innovation Forum	Event and outreach partner; have co-branding agreement, including co-branding of webinars, e.g "Delivering on supply chain commitments: Closing the accountability loop in 2020 and beyond" webinar co-hosted by Innovation Forum and Afi; and Innovation Forum's <i>Sustainable Landscapes Commodities Forum</i> .	
Meridian Institute	Supply Change is part of Meridian's multidisciplinary expert working groups that are examining how corporate commitments, finance	

	sector approaches, and standards, certification, and eco-labeling are anticipated to lead to conservation outcomes.	
Rainforest Alliance / Accountability Framework	Collaborated through the monitoring, reporting and assessment community organized by Meridian and AFi regarding Supply Change's data expansion and alignment with the Accountability Framework. The overall objective of this partnership is to contribute to improved consistency and filling data gaps in the current tracking of progress on corporate commitments to reduce deforestation, conversion of natural ecosystems and human rights violations in agricultural and forestry supply chains.	
Ceres	Supported Supply Change's expanded company research to cover cocoa commodity commitments (in addition to tracking commitments covering the big four commodities. The Supply Change team worked with Ceres to add additional metrics prioritized by investors (relevant for all commodity commitments).	\$142,141 (cash)
Raven Bay	Advised Supply Change on upgrading its online data management system which incorporated 150+ new metrics supported under this award.	
UNEP-FI	Supported the collection of new metrics for around 100 companies believed to produce or source palm oil from Indonesia including incorporating novel data from external sources. Publication produced in 2019.	\$50,000 (cash)
UNDP	Collaborated on UNDP's report of a 5-year "stock take" of activities that have happened since the NYDF was first signed. Steering Committee member.	
IFC	International Finance Corporation- World Bank. Contracted SC to examine the state of sustainable cattle commitment by companies working in or sourcing from Paraguay. Initial Steering Committee member.	
Climate Focus/ NYDF	Provided data and partnered on NYDF Assessment reports (Goal 2 updates) in 2018, 2019 and 2020.	\$33,038 (cash)
Lestari Capital	Provided market intelligence to Lestari Capital about which companies might be under pressure to fund projects for conservation, peatland restoration, and biodiversity protection in producer countries. Lestari Capital intends to use this intelligence to prioritize business development outreach around those companies.	\$8,871 (cash)
Verra Landscape	Participated on the Landscape Standard's Advisory Committee through the launch of its standard.	
GGP	For Supply Change's report on Paraguayan cattle supply chains Good Growth Partnership was a partner and provided support for report review, advised on the publishing approach, and distributed the report findings among regional partners.	

Lafayette College	Lafayette College's computer science and international affairs program students assisted Supply Change improve its DBMS and data collection of company commitments.	
<p>List the additional resources leveraged (beyond those committed to the project itself at time of approval) as a result of the project (financial and in-kind)</p> <p>Forest Trends: \$ 870,734 (in-kind) Casey Foundation: \$89,253 (cash) Overlook Foundation \$ 15,005 (cash) EM Sponsors \$ 3126,793 (cash) Shell \$51,421 (cash) USDA OEM \$95,942 (cash) Cumari Amazon \$121,349 (cash) \$100,000 (in-kind) Supply Change General \$10,457 (cash) (see co-financing report for details)</p>		

2. Project Status

2.1	Information on the delivery of the project	
Activities/Outputs (as listed in the project document)	Status (complete/ongoing)	Results/Outcomes (measured against the performance indicators stated in the project document)

<p>Output 1.1.1 Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements.</p> <p>Activity 1: Rainforest Alliance Accountability Framework</p> <p>Activity 2: Verra’s Landscape Standard</p> <p>Activity 3: Ceres</p> <p>Activity 4: UNEP-FI</p> <p>Activity 5: IFC Paraguay</p>	<p>Complete</p>	<p>(1) Rainforest Alliance / Accountability Framework Initiative - SC provided expert review and input into AFI’s Operational Guidance / AFI principles.</p> <p>(2) Verra / LandScale Standard – SC provided expert guidance as a part of the standard’s working group.</p> <p>(3) Ceres – SC contributed data, analysis, writing into Ceres-led publications.</p> <p>(4) UNEP-FI and the Good Growth Partnership (GGP) – SC contributed data, analysis, writing for publication about corporations and palm commodity commitments specific to Indonesia.</p> <p>(5) IFC Paraguay and GGP – SC contributed data, analysis, writing and presented publication about corporations and cattle commodity commitments specific to Paraguay</p>
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<p>Output 1.1.2 The effect and impact of Supply Change to monitor and report on progress of companies' commitments improved and scaled-up</p> <p>Activity 6: Identify system that will better serve SC's data needs (beyond Excel)</p> <p>Activity 7: Migrate data from Excel to new database, Caspio</p> <p>Activity 8: Develop automated processes in Caspio to shorten or eliminate manual data entry for select commitment metrics</p> <p>Activity 9: Expand metrics tracked in Caspio</p>	<p>Complete</p>	<p>Certified, Production, and Protected Hectares Reported by Companies:</p> <p>Total Certified Hectares 19,040,707</p> <p>Total Production Hectares 40,158,667</p> <p>Total Protected Hectares 4,751,783</p> <p>Supply Change expanded company research to cover cocoa commodity commitments (in addition to tracking commitments covering the big four commodities) as part of a new partnership with Ceres.</p>
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<p>Output 1.1.3 Regular reports, papers, articles, newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero-deforestation commitments.</p> <p>Activity 10: Produce regular articles</p> <p>Activity 11: Produce reports</p> <p>Activity 12: Produce newsletters</p> <p>Activity 13: Produce webinars/attend speaking events</p>	<p>Completed</p>	<p>(1) Continued build out and company profile development on Supply Change's web platform / on-line database.</p> <p>(2) Articles: published more than 50 articles, on SC-related commodity issues (see section 3).</p> <p>(3) Reports</p> <p>6 major external reports, 4 non-public reports, and contributions to 4 external reports.</p> <p>(4) Newsletters: Sent newsletters to SC's contact database of 2,000+ every other month (see section 3).</p> <p>(5) Conferences – external & SC produced: SC participated in nearly 20 conferences, webinars, and other wide-reaching convenings (see section 3)</p>
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<p>Output 1.1.4 Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments.</p> <p>Activity 14: Support Rainforest Alliance's Accountability Framework</p> <p>Activity 15: Expand tracking of commitments to include implementation, impact and verification metrics</p>	<p>Completed</p>	<p>Results/Outcomes (measured against the performance indicators stated in the project document)</p> <p>Supply Change contributed to the development of a common set of metrics with peer organizations through a few different alignment work streams including the Monitoring and Assessment Community discussions (led by Meridian, Climate Focus, and Rainforest Alliance) and parallel discussions centered around the Accountability Framework. This involved contributing directly to the AFi Principles and Operational Guidance as well as to the Monitoring and Assessment Community's common guidelines for tracking company commitments. We worked with peers on a gap analyses, metrics wish lists, and metric alignment tool.</p> <p>In parallel to this, Supply Change drew from the abovementioned process, consultations about Supply Change metrics with 12 strategic partner organizations and from 41 leading reports/best practice guidance documents to inform Supply Change's metrics upgrade. As a result, Supply drastically expanded its tracking to of company commitment metrics to include how and where companies are accomplishing their commitments, what are the outcomes; and, who has verified these results. For example, Supply Change now tracks annual reporting on evidence of biodiversity protection (e.g. ecoguards and use of</p>
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		<p>checkpoints), land use monitoring approaches, and supplier engagement approaches. Supply Change worked directly with the AFI to ensure that its 200+ metrics could achieve maximum alignment where possible. Since the metrics upgrade and release of the Accountability Framework, Supply Change has benchmarked company commitments, progress, and reporting against the Framework using Supply Change’s new aligned metrics.</p>
<p>2.2</p>	<p>List lessons learned and best practices</p> <p>The SC project and related deliverables documented measurable growth in company commitments to address commodity-driven deforestation, but found that these ambitions were not achieving the desired impacts on the ground. Trends showed that many companies struggled to map and trace their commodity volumes back to the origin, thereby limiting their ability to report comprehensive and accurate progress toward their overall commitments. When faced with supply chain complexity, a growing number of leading companies began to report on innovative implementation approaches to risk management, supplier engagement and incentives, and monitoring. Recognizing that they cannot achieve their commitments alone, companies have begun prioritizing innovative multi-stakeholder solutions and adopting more rigorous and aligned industry standards. Ultimately, greater transparency in company reporting will be needed to achieve accountability such that investors, consumers, governments, and buyer can all differentiate sustainability leaders from laggards.</p>	
<p>2.3</p>	<p>State how the project has nurtured sustainability. Is the project or project methodology replicable in other countries or regions? If yes, are there any concrete examples or requests?</p> <p>The joint Forest Trends and UNEP-Fi report on Indonesian palm oil supply chains provided in depth findings of company performance against the sustainability standards under Indonesian zoning and management laws, the national Indonesian Sustainable Palm Oil (ISPO) certification, the voluntary Roundtable on Sustainable Palm Oil certification, and the Accountability Framework initiative (AFi). Forest Trends and UNEP-Fi presented these findings in a joint webinar, after which AFI requested we distill our findings to inform partner decision-making in a regional training in Indonesia. Following this research, AFI and Supply Change deepened and formalized its partnership to include future sustainability research to inform global <i>and</i> regional trends. The current top choice for the next area of joint research is the extent of commitment implementation and progress of multinational subsidiary palm oil producer companies active in Ghana. This Forest Trends research could inform decision-making support for AFI’s regional outreach with companies in Southeast Asia and Africa.</p>	

3. List of attached documents

(For example: publications, reports of meetings/training seminars/workshops, lists of participants, etc.)

Supply Change on-line database:

Supply Change is the world's first and only freely available data aggregation and profiling platform that tracks global corporate public commitments to and progress toward eliminating deforestation from the five most damaging global commodity supply chains: palm, soy, timber & pulp, cattle and cocoa. The Supply Change website provides profiles of the most relevant companies in this space here: <http://www.supply-change.org/>.

Reports (public):

[Commitments in Country: Companies, Cattle, & Commitments that Count in Paraguay, 2020](#)

[Commitments in Action: Corporate Tells for Financing Forest Conservation & Restoration, 2020.](#)

[Commitments in-Country: Companies, Palm, & Commitments that Count in Indonesia, 2020](#)

[New York Declaration on Forests 2018 Progress Assessment, Goal 2 Updates](#)

[New York Declaration on Forests 2019 Progress Assessment, Goal 2 Updates](#)

[New York Declaration on Forests 2020 Progress Assessment, Goal 2 Updates](#)

[Impacts of Supply Chain Commitments on the Forest Frontier](#)

[Targeting Zero Deforestation and companion Ceres' report, Out On a Limb: The State of Corporate No-Deforestation Commitments & Reporting Indicators that Count](#)

[Zooming In: Companies, Commodities, & Traceability Commitments that Count, 2018](#)

Reports (Private):

Consumer Goods Forum: For the report, Supply Change staff reviewed CGF members that had not yet been updated in 2018. Staff reviewed companies for exposure to key commodities linked to deforestation (soy, cattle, pulp and timber, palm, and cacao) and for any commitments pledging to reduce or eliminate that deforestation risk.

ISEAL – A private report to ISEAL provided the following data: an overview of existing tools and approaches of major companies to verify and communicate their commitments; high level insights and case studies to understand how those tools are referenced in the company commitments; and bar charts showing the extent of company traceability to the plantation.

Ceres - Internal Ceres Benchmark of the 50 Most Influential Companies Active in Global Cocoa Supply Chains Relevant for Investor Engagement | January 2020

Ceres - Internal Commodity Brief for Ceres: An Investor Brief on Impacts that Drive Business Risks: Cocoa, 2020 | March 2020

Publications:

(Book) Corporations and Consumers, Chapter 9, Can private sector commitments save tropical forests?

Supply Change's Stephen Donofrio, with support from the SC team, co-authored this chapter with the following experts:

1. Pablo Pacheco - Global Forest Lead Scientist, WWF, Washington DC, USA; Senior Associate, CIFOR, Bogor, Indonesia
2. Haseebullah Bakhtary - Climate Change Consultant, Climate Focus, Germany
3. Marisa Camargo - Independent Consultant and Doctoral Candidate, University of Helsinki, Finland
4. Isabel Drigo - Project Coordinator, IMAFLORA, São Paulo, Brazil
5. Dagmar Mithöfer - Professor of Agribusiness, Rhine Waal University of Applied Sciences, Faculty of Life Sciences, Germany

Articles

The following is a list of articles published on Forest Trends' [Ecosystem Marketplace](#) directly related to Supply Change commodity issues. (Although it could be argued that all coverage of tropical deforestation relates to commodity supply chains, SC excluded from this list articles that focused narrowly on carbon accounting or similar issues.) The stories below were authored collectively by SC staff and Ecosystem Marketplace Managing Editor. They address the following themes as it relates to corporate commodity-driven deforestation: financial and environmental markets, global policies such as the Paris Agreement, NGO-led initiatives like the Accountability Framework, and commodities outside of the four tracked by SC, including coverage of cacao and non-timber forest products.

1. [We Save the Amazon in Part by Investing in the Indigenous Frontline](#)
2. [Deforestation Surges 43 Percent Despite Global Pledge to Cut it in Half](#)
3. [Understanding the Accountability Framework](#)
4. [How Can Investors Hold Companies Accountable for Deforestation?](#)

5. [One-Sixth of the World's Economy Could Soon Be Covered by Carbon Neutral Commitments](#)
6. [Bonn Climate Talks Open With Focus on Food and Markets](#)
7. [Nearly Half of Companies With Deforestation Risk Aren't Addressing It](#)
8. [Two Tenths of A Percent to Help End Climate Change?](#)
9. [Shares in Sustainable Palm Oil Companies Outperform Those of Bad Actors by 25%](#)
10. [Inslee's "Evergreen Economy" Plan Includes Green Infrastructure and Climate-Smart Ag, but Barely](#)
11. [How Can We Save Our Food Systems From Climate Change?](#)
12. [Extinction Crisis Threatens Ecosystem Services That Provide Our Food](#)
13. [World Lost 12 Million Hectares of Tropical Forest in 2018](#)
14. [Remembering Natural Climate Solutions this Earth Day](#)
15. [More Evidence Companies Won't Meet 2020 Deforestation Targets](#)
16. [Land Use, Markets, and the Green New Deal: a Conversation With Rhiana Gunn-Wright](#)
17. [Six Leading Commodity Groups Agree to Come Clean on Cerrado Impact](#)
18. [The New Green Dealers Want us to "Sky Farm". That's a Good Thing!](#)
19. [Former UNFCCC Boss Yvo de Boer Still Working the Climate Puzzle, but From a Different Angle](#)
20. [Book Review: "Rethinking Resilience, Adaptation and Transformation in a Time of Change"](#)
21. [Yes, We Can End Deforestation And Reverse Climate Change. Here's How.](#)
22. [Fo rests, Farms, and the Global Carbon Sink: It's Happening](#)
23. [Forests, Farms, and the Global Carbon Sink: The Genesis](#)
24. [Opinion: Why a World with Abundant Food and Energy Choices Is More Than a Luxury](#)
25. [UN to Ramp Up Focus on Climate, SDGs in 2019](#)
26. [Opinion: Why a World with Abundant Food and Energy Choices Is More Than a Luxury](#)
27. [Indigenous People Tap Solar Heat To Dry Babassu Nuts](#)
28. [So What Just Happened at the Climate Talks?](#)
29. [Development Banks Provided \\$196 Billion Of Climate Finance In 2017](#)
30. [IPCC Findings Drive Support For Natural Climate Solutions In Katowice](#)
31. [In Katowice, Indigenous Leaders Call For Wider Uptake Of REDD+](#)
32. [Corruption, Poor Enforcement Hamper Global Efforts To End Deforestation](#)
33. [Can Sustainable Logging Help Save An Indigenous Way Of Life?](#)
34. [It's Now Easier Than Ever To Measure Natural Capital Risks](#)
35. [Oil Palm, The Prodigal Plant, Is Coming Home To Africa. What Does That Mean For Forests?](#)
36. [Cross-Sector Consortium Launches A New Portfolio Of Biodiversity Solutions For Business And Government](#)
37. [What Can The Climate Movement Learn From The Civil Rights Movement? Plenty, Says Civil Rights Veteran Gerald Durley](#)
38. [Major Soy Traders Get Low Grades For Cerrado Sourcing](#)
39. [Indonesia's Sustainable Districts Bet On Corporate Deforestation Pledges](#)
40. [Companies Acting On Deforestation Have A Legality Issue](#)
41. [The Challenge Of Feeding 83 Million People In A Climate-Friendly Way](#)
42. [Want To Invest In Cricket Crackers And Honeybees? Here's How!](#)
43. [The Economics Of Activating Dirt To Absorb Greenhouse Gasses And Restore Soil](#)
44. [Why The UN Sustainable Development Goals Really Are A Very Big](#)
45. [REDD Dawn: The 60-Year Evolution Of Forest Carbon](#)
46. [\\$5.6 Trillion Investor Coalition Throws Weight Behind Cerrado Conservation](#)
47. [Natural Forests Still In Decline Despite Global Coordination Behind New York Declaration On Forests](#)
48. [Where Money And Mysticism Meet, Ecotourism And Sustainable Farming Follow – At Least In This Part Of Peru](#)
49. [EcoOla: Blending Business Sense And Environmental Sensibility In The Peruvian Amazon](#)
50. [Conservation Entrepreneurs Are Ready to Get Down to Business. Watch Their Pitches Here](#)
51. [Connecting Indigenous Growers With Buyers Helps Save Forests And Lift Up Communities](#)
52. [Accountability Framework Initiative Releases Draft Of Core Principles, Invites Feedback](#)
53. [World's First Nature-Based Accelerator Graduates Initial Cohort Of Start-Ups](#)

Podcasts: In collaboration with The Bionic Planet podcast, managed by Forest Trends' Ecosystem Marketplace Managing Editor. The podcast provides a way to amplify the work of Supply Change via the podcast medium.

[How World's Farmers are Engaging the Global Climate Apparatus](#)

Bionic Planet podcast created with audio that eventually became part of the podcast, "[Forests, Farms, and the Global Carbon Sink: It's Happening.](#)"

[Oil Palm, The Prodigal Plant, Is Coming Home To Africa. What Does That Mean For Forests?](#)

Bionic Planet Podcast created with audio gathered in the creation of the Ecosystem Marketplace story of the same name ([Oil Palm, The Prodigal Plant, Is Coming Home To Africa. What Does That Mean For Forests?](#)).

[Can These Indigenous People Sustainably Log And Still Save Their Forest?](#)

Bionic Planet Podcast created with audio gathered in the creation of the Ecosystem Marketplace article "[Can Sustainable Logging Help Save An Indigenous Way Of Life?](#)"

[An Interview with Green New Deal Architect Rhiana Gunn-Wright](#)

Bionic Planet Podcast covering the Green New Deal and the role of sustainable agriculture.

[An Accountability Framework for Deforestation](#)

Bionic Planet Podcast interview with Jeff Milder of the Accountability Framework, this will also generate content that is included in an article to be published in August

Newsletters:

SC sent its monthly newsletter to the project's stakeholder network of 3,439 contacts approximately every other month.

Conference Participation & Presentations:

1. January 23-24 2018: International Symposium on the Promotion of Deforestation-Free Global Supply Chain to Contribute to Halting Deforestation, Tokyo Japan
 - a. Speaker at "Ways Forward for the Zero-deforestation Commitments", featuring SC data about Japanese headquartered businesses
2. February 1-3: 2018 International Society of Tropical Foresters, New Haven USA
 - a. Tool and Skill Share Expo, presented "Commitments that Count" and demonstrated how to use www.supply-change.org to conference attendees
3. February 20-22 2018: Working Across Sectors to Halt Deforestation and Increase Forest Area – From Aspiration to Action, Rome Italy

- a. Speaker during “Session 5: [Corporate commitments and zero deforestation initiatives for agricultural commodities](#)”, provided a an introduction to corporate commitments and status of those commitments.
4. April 18-19 2018: Innovation Forum, How business can tackle deforestation, Washington DC USA
 - a. Moderator for a panel titled “What inclusion of forests in climate deals means for business in 2018 and beyond”, with panellists from Ceres, CDP, and Climate Advisors.
5. April 26-27 2018: Actions to Accelerate Progress on 2020 Commitments:
 - a. The Global Platform for the New York Declaration on Forests and Tropical Forest Alliance 2020 convened a two-day working session to bring together a small group of corporate representatives and other key stakeholders for an off-the-record working session.
6. May 4 2018: The Sustainability Consortium, Annual Summit, Chicago Illinois USA
 - a. Speaker on “Tools for Achieving Zero Deforestation Commitments by 2020” panel.
7. May 11-17 2018: TFA 2020 Annual General Assembly, Accra, Ghana.
 - a. Speaker at “ScaleShop: Harnessing Technologies to Accelerate the Tropical Forest Alliance 2020 Agenda”
 - b. Moderator at “Technology for Forests”
 - c. Participant at “Monitoring and Assessing Progress”
8. Aug 8 2018: APEC EGILAT, Papua New Guinea
 - a. Speaker at “CSR Case Studies from the Private Sector on Best Practice Models, Challenges & Expectations”
9. Sept 11-13, 2018: World Economic Forum, San Francisco CA USA
 - a. Advisor at SF Climate Braintrust, a workshop aligned with the 4th Industrial Revolution Earth Sprint to 2020 Event.
10. Sept 24, 2018: NYDF Progress Assessment, NYC
 - a. Member of the NYDF Progress Assessment 2018 consultation
11. Oct 10-11, 2018: Green Climate Fund, Incheon, Korea
 - a. Speaker at “Opportunities within Deforestation-Free Commodity Supply Chains – Scaling Up Private Sector Investments”
12. Nov 6-7, 2018: Innovation Forum Sustainable Landscapes Conference, London, UK
 - a. Moderator at “Precision agriculture: What are the scalable examples contributing to sustainable landscapes” panel, with panellists from BASF and PepsiCo.
 - b. Moderator at “Can companies now legitimately invest in forest-related carbon credits as offsets?” panel, with panellists from Touton and Ecosphere+.
 - c. Moderator at “Forests 2020: Advanced satellite imaging that's protecting tropical forests against deforestation” panel, with panellists from UK Space Agency and Ecometrica.
 - d. Moderator at “Sustainable energy sourcing and conservation in Cambodian forests” panel, with panellists from H&M and WWF.
13. Dec, 2018: UNFCCC COP24, Katowice, Poland (Attendee)
14. Jan 9-11, 2019: UNFF Expert Group Meeting on the Clearing House of the UNFF Global Forest Financing Facilitation Network (Attendee)
15. April 24-25, 2019: Meridian/RA/Climate Focus “Consultation on Draft Common Reporting & Assessment Guidelines” event, Washington, DC (Participants)
16. April 2019: FCWG Learning Exchange Series, webinar coordinated and hosted by Michigan State University. Presenter along with Ecosystem Marketplace
17. May 04-08, 2019 Tropical Forest Alliance Annual Meeting 2019, Bogota, Colombia (Attendee)
18. May 13- 17, 2019 Good Growth Partnership Annual Conference 2019, Lima & Sauce, Peru
 - a. Speaker at Afternoon Workshop: Collaborating for Systemic Sector Transformation – Market Demand Session
 - b. Speaker on panel Companies Can Be Deforestation Free! Community Learning Pathway Deep Dives Session
19. May 22- 23, 2019: Innovation Forum Future of Food, Deerfield/Chicago, Illinois
 - a. Moderator on panel GHG Emissions in Agriculture

- b. Moderator on panel How do we talk to consumers about choices using labels and packaging
 - c. Moderator on panel The role of financial institutions in encouraging sustainable commodities and climate smart investments
 - d. Moderator for breakout session Blockchain’s potential to revolutionise traceability within sustainable agriculture
20. June 19, 2019: Global Forest Watch Annual Summit- Washington, DC
 - a. Speaker in “User Marketplace”
 21. June 20, 2019: “Out On a Limb - The State of Corporate No-Deforestation Commitments & Reporting Indicators that Count” joint webinar broadcast by Ceres
 22. Presenter along with Ceres and CDP
 23. June 17-21, 2019: Asia Pacific Forestry Week, Songdo, South Korea
 - a. Speaker for Panel on Sustainable Finance for Efficient and Effective Forest Governance, Organized by the UNFF Secretariat, FAO and the Green Climate Fund Secretariat
 - b. Speaker for Stream 3: Enhancing environmental and social resilience – lessons learned from REDD+
 24. June 20, 2019: Green Climate Fund, Songdo, South Korea
 - a. Speaker for the June Lunch Talk
 25. July 25, 2019: “Delivering on supply chain commitments: Closing the accountability loop in 2020 and beyond” joint webinar moderated by Innovation Forum. Presenter along with Rainforest Alliance/ Accountability Framework

Events

Environmental Markets and Finance Summit: Accelerating Investment in Natural Infrastructure Forest Trends put on this a high-level gathering of public, private, and philanthropic communities working together to accelerate new investments and markets for forestry, carbon and energy markets, ecological restoration, green bond funds, water resources management, climate change, and corporate sustainability. Supply Change’s Director, Stephen Donofrio spoke on Corporate Supply Chain Investments in the Pre-Summit 101 on Environmental Markets & Finance panel and facilitated an Expert-led Discussion on Corporate Supply Chain Sustainability.

Name of Division Director: Stephen Donofrio		Name of Project Manager: Patrick Maguire	
Signature: 	Date: March 18, 2021	Signature: 	Date: 15 March 2021

Annex II:

A: List of people interviewed for the Terminal Review:

People consulted during the Inception Phase:

	Organization	Role	Name
1.	UNEP	Evaluation Manager	Ersin Esen
2.	UNEP	Evaluation Co-Manager	Rastislav Vrbensky
3.	Forest Trends	Managing Director Forest Trends	Stephen Donofrio
4.	Forest Trends	Evaluation Manager, Forest Trends, ESM	Patrick Maguire
5.	UNCCD	Director of the Coordination Office of the G20 Initiative on Land	Muralee Thumarakudy
6.	GEF	Senior Evaluation Lead: Sustainable Forest Systems	Anupam Anand
7.	Touch Down Gurus	Head	Anirudh Balakrishnan

B: People consulted during the Evaluation Implementation Phase:

	Organization	Role	Name
1.	UNEP	Evaluation Manager	Ersin Esen
2.	UNEP	Evaluation Co-Manager	Rastislav Vrbensky
3.	Forest Trends	Managing Director Forest Trends	Stephen Donofrio
4.	Forest Trends	Evaluation Manager, Forest Trends, ESM	Patrick Maguire
5.	Former Supply Change/Forest Trends	Manager Supply Change	Philip Rothrock
6.	Forest Alliance	Director, Forest Alliance	Jeff Milder
7.	CERES	Director of Nature Action 100 and partnerships	Karen Mo
8.	Climate Focus	Lead Consultant, Climate Focus, North America	Jillian Gladstone

Annex III: List of Documents and Websites Reviewed:

Documents and websites consulted for the formulation of the inception and final report:

- Supply Change: Securing Food, Sustaining Forests, GEF ID : 5776, GEF ID: **9858**
- Project Identification Form (PIF) **9858**: Promoting Reduction of Deforestation Impacts of Commodity Supply
- Project Preparation Grant: Annex Documents - Annex 1: CEO Approval
- Supply Change: Securing Food, Sustaining Forests, GEF ID : 5776, CEO Approval
- Project Document : Supply Change: Securing Food, Sustaining Forests, CEO Approval request
- PIR:**9858**: Supply Change Promoting Reduction of Deforestation Impacts of Commodity Supply Change: 2018-2020 All reports.
- Supply Change Securing Food Sustaining Forests, Inception Report, Terminal Review, 2019
- Supply Change Securing Food Sustaining Forests, Final Report, Terminal Review, 2019
- Corporate Implementation Impacts Reporting Post 2020:
file:///C:/Users/rnbal/AppData/Roaming/Microsoft/Windows/Network%20Shortcuts/Corporate-Implementation-Impacts_Reporting_Post_2020-2022-09-13-v2-supply%20change%20forest%20trends.pdf
- [Visit Supply Change Company Zero Deforestation Platform.: Supply-Change.org](http://Supply-Change.org)
- Hosonuma, Noriko, et al. "An assessment of deforestation and forest degradation drivers in developing countries." Environmental Research Letters 7.4 (2012): 044009.
- <https://www.wocat.net/en/about-wocat>. WOCAT Platform
- <https://restor.eco/?lat=26&lng=14.23&zoom=3>: RESTOR Platform.
 - Round Table on Sustainable Palm Oil, Platform. <https://rspo.org/>
- GEF Support to Sustainable Forest Management, <https://www.gefio.org/evaluations/sfm-2022>
 - [Home - Accountability Framework \(accountability-framework.org\)](http://Home-Accountability-Framework-accountability-framework.org)
 - [Trase Homepage](http://Trase-Homepage)
 - <https://www.ceres.org/events/webinar-state-corporate-no-deforestation-commitments-reporting-indicators-count>

Annex IV: Supply Change: Project Performance Report: 2020: Results and Risk Frameworks-2020

ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

Project Objective	Objective level Indicators	Baseline	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks
To increase the transparency and accountability of commodity production companies' commitments to sustainable, low- and zero-deforestation productions resulting in reduced pressures on globally significant biodiversity.					
Project Outcome	Outcome Indicators	Baseline	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks
1.1 Increased transparency on, awareness about, effective promotion of, and accountability for corporate sustainability commitments to low- or zero-deforestation, including the impacts and results of those commitments.	<p>Indicator 1: Number of companies' commodity commitments tracked, documented and analyzed for their specific impacts and results.</p> <p>Indicator 2: Indicator: Number of hectares of High Conservation Value forests prevented from deforestation evidenced by tracking commodity production by selected companies in the alternative</p>	<p>No (0) companies' commitments are currently tracked for specific results and impacts (of all the 460 companies currently tracked on the Supply Change platform)</p> <p>No (0) hectares currently documented</p>	<p>100 companies' commodity commitments tracked, documented and analyzed for their specific impacts and results</p> <p>2,000,000 or more hectares documented</p>	<p>Company information will be gathered, and third party information will also be gathered from multiple sources to provide verification of company claims.</p> <p>The target hectares of protected forests need to be confirmed and verified as protected as HCV or similar outright (and, preferably, permanent) protection from cutting or production.</p>	<p>Some company claims for new sourcing, sustainability of sourcing, saved Ha of forests or reduced GHG emissions may be at risk of green washing and will need to be verified.</p> <p>Supply Change is not proposed to be a third party validator. This project foresees the increased use of third-party validators (data sources, partners) for the purposes of augmenting the tracking of company commitments, reports and claims.</p> <p>Heavy reliance on company generated information on Ha protected and under what certification or regime, may be suspect for some companies, may and need additional (third party) verification</p>

GEF6 CEO Endorsement /Approval Template-August2016

	scenario versus the trajectory of deforestation trend under the baseline scenario of the same companies				
Project Outputs					
<p>1.1.1 Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements</p> <p>1.1.2 The effect and impact of Supply Change to monitor and report on progress of companies' commodity commitments improved and scaled-up</p> <p>1.1.3 Regular Reports, papers and articles newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero-deforestation commitments.</p> <p>1.1.4 Creation and adoption across core partners on common set of performance criteria for tracking and assessing impact of company commitments</p>					

Annex B: Supply Change: Project Performance Report: 2020: Results and Risk Frameworks-2020

RATING PROJECT PERFORMANCE AND RISK

Based on inputs by the Project Manager, the **UNEP Task Manager**³⁹ will make an overall assessment and provide ratings of:

- (i) Progress towards achieving the project Results(s)- see section 3.1
- (ii) Implementation progress – see section 3.2

Section 3.3 on Risk should be first completed by the Project Manager. The UNEP Task Manager will subsequently enter his/her own ratings in the appropriate column.

- a. **3.1 Rating of progress towards achieving the project Results(s)** [copy and paste the CEO Endorsement (or latest formal Revision) approved Results Framework, adding/deleting outcome rows, as appropriate]

Project objective and Outcomes	Indicator	Baseline level	Mid-Term Target or Milestones ⁴⁰	End of Project Target	Observations/ justification on rating	Progress rating ⁴¹
Objective ⁴²	1.					
	2.					

³⁹ For joint projects and where applicable ratings should also be discussed with the Task Manager of co-implementing agency.

⁴⁰ Some projects are adopting/planning to adopt milestones for tracking the achievement of outcomes. Add the corresponding milestones in this column when applicable to inform the rating. Milestones are optional and may substitute for Mid-Term Target.

⁴¹ Use GEF Secretariat required six-point scale system([GEF/C.52/Inf.06/Rev.01](#)): Highly Satisfactory (**HS**), Satisfactory (**S**), Marginally Satisfactory (**MS**), Marginally Unsatisfactory (**MU**), Unsatisfactory (**U**), and Highly Unsatisfactory (**HU**)

⁴² Add rows if your objective has more than 3 outcome indicators. Same applies for the number of outcomes.

Project objective and Outcomes	Indicator	Baseline level	Mid-Term Target or Milestones ⁴⁰	End of Project Target	Observations/ justification on rating	Progress rating ⁴¹
To increase the transparency and accountability of commodity production companies' commitments to sustainable, low- and zero-deforestation productions resulting in reduced pressures on globally significant biodiversity.	3.					
Outcome 1:						

Project objective and Outcomes	Indicator	Baseline level	Mid-Term Target or Milestones ⁴⁰	End of Project Target	Observations/ justification on rating	Progress rating ⁴¹
Increased transparency on, awareness about, effective promotion of, and accountability for corporate sustainability commitments to low- or zero-deforestation, including the impacts and results of those commitments.	1. Number of companies' commodity commitments tracked, documented and analyzed for their specific impacts and results.	Start of project no companies' commitments tracked for specific results and impacts. As of June 30, 2018, Supply Change was updating its database system to track the impact, implementation and verification activities related to company commitments.	N/A	100 companies' commodity commitments tracked, documented and analysed for their specific impacts and results.	Reporting updated as of June 30 2020 Total companies researched: 1,225 Total companies tracked: 512 Total commitments tracked: 923	HS

Project objective and Outcomes	Indicator	Baseline level	Mid-Term Target or Milestones ⁴⁰	End of Project Target	Observations/ justification on rating	Progress rating ⁴¹
	2. Number of hectares of High Conservation Value forests prevented from deforestation evidenced by tracking commodity production by selected companies in the alternative scenario versus the trajectory of deforestation trend under the baseline scenario of the same companies.	Zero (0) hectares documented at start of project. As of June 30, 2018, Supply Change collected data about hectares associated with a commitment; but did not have the capability to separate HCV or similar high-biodiverse hectares from other hectares, nor have a methodology in place to verify these hectares.	N/A	2 M Ha of forest indirectly protected from deforestation	Total Production Ha 40,158,667 Total Certified Ha 19,040,707 Total Protected Ha 4,751,783	HS

Overall rating of project progress towards meeting project Result(s)

FY2019 rating [previous]	FY2020 rating [current]	Justification of the current FY rating and explanation of reasons for change (positive or negative) since previous reporting periods.
S	HS	<p>Global demand for agricultural commodities is a leading cause of biodiversity loss due to tropical forest degradation and deforestation. Commercial agriculture drives two-thirds of tropical deforestation globally. The majority is linked to production of the “big four” commodities: palm oil, soy, timber & pulp, and cattle, the focus of Supply Change’s work.</p> <p>SC has made significant progress on tracking of over 4 million ha protected areas and over 40 million hectares of production land and collecting 200+ metrics to provide a more holistic picture of individual company implementation practices, traceability promises and achievements.</p> <p>In comparison, companies tracked by Supply Change reported approximately 19 million hectares of certified land according to a third-party certification standard, such as the Roundtable on Sustainable Palm Oil (RSPO), Round Table on Responsible Soy (RTRS), Proterra Standard (for soy), Programme for the Endorsement of Forest Certification (PEFC), or Forest Stewardship Council (FSC).</p> <p>SC tracks all company commitments for biodiversity protection – especially as they relate to GEF Biodiversity Goal 4 (Program 9), CDB Aichi Targets 5 and 7 (which this project seeks to address.) Various corporate reporting frameworks and certifications like the RSPO already require companies to report on biodiversity impacts. SC’s research methodology and metrics selections draw from these frameworks and from company reporting (e.g. CDP, sustainability reports, webpages). SC tracking has yielded , 256 companies that have adopted policies protecting biodiversity/wildlife around commodity production and protected areas, which reflect an important step for companies to address specific biodiversity impacts related to commodity commitments.</p> <p>SC has provided data, information, and insights to its stakeholder network of companies, lenders, civil society, academia, industry associations including the Consumer Goods Forum, multi-stakeholder initiatives such as the Good Growth Partnership, New York Declaration on Forests Assessment Coalition, and international organizations such as the International Finance Corporation,</p>

FY2019 rating [previous]	FY2020 rating [current]	Justification of the current FY rating and explanation of reasons for change (positive or negative) since previous reporting periods.
		the United Nations Environment Programme Finance Initiative, and the Tropical Forest Alliance, among others. For example, SC has begun tracking when companies promise to adhere to the AFi and what approaches companies take which may align with guidance offered by the AFi. Additionally, SC has begun tracking reported progress related to commitment procurement policies such as the use of grievance mechanism, which UNEP-FI has identified as important for financial institutions.

Risks to the delivery of results

The second column should be completed by the Project Manager and the third column should summarize the recommendations that the Project Manager and Task Manager have agreed upon to address the problem/risk. Projects are free to put N/A to sections or add additional rows for other problems/risks such as those identified at CEO Endorsement. This section should inform the risk rating in section 3.3.

Problems/risks identified	Description of the problem/risk	Agreed recommended actions
on achieving Mid-Term and End of Project Targets as identified above	The project has now reached the end of its GEF6 grant period. Supply Change has met and exceeded the targets identified as detailed in above report. More time was needed to achieve these results within the allotted budget, and the 6 month, no-cost extension was instrumental in helping SC reach and exceed its targets.	

Problems/risks identified	Description of the problem/risk	Agreed recommended actions
on delivering GEF Core Indicators	The project has now reached the end of its GEF6 grant period. Supply Change has met and exceeded the targets set, more than doubling the core indicator target of improved management of 2 M hectares of forest landscape indirectly protected from deforestation, with 4,751,783 total protected hectares tracked. Therefore the risk of not delivering on the GEF core indicator is zero.	
on stakeholder engagement	Supply Change worked throughout the grant period to collaborate closely with a wide range of stakeholders as detailed above, by providing data, information, and insights to its stakeholder network of companies, lenders, civil society, academia, industry associations. We have also worked closely with many of these partners to harness the power of Supply Change's research to develop new analyses by applying the SC database in novel ways.	
on gender actions	As detailed above SC contracted a gender specialist in this reporting period to identify ways to mainstream gender within SC's research program. Recommendations were made and are being implemented as the project moves forward.	
on safeguards	n/a	
on sustainability of results	Supply Change's ability to continue to provide stakeholders with relevant research into	

Problems/risks identified	Description of the problem/risk	Agreed recommended actions
	<p>company commitments and impacts pertaining to forest-risk commodities is tied directly to its financial sustainability. We continue to work on building out the business model and improving and expanding the data tracked by SC in order to assist a wider range of clients. The growing collaborations detailed herein will likely form the foundation of new work opportunities for SC in the coming years. As noted, new funding opportunities are being pursued with partners such as Ceres for five year NICFI funding, and smaller projects with other partners. We have also developed a future vision and sample work product prospectus that is being circulated to new potential clients, including multilateral donors, government agencies and corporations.</p>	
others		

3.2 Rating of progress implementation towards delivery of outputs

Outputs ⁴³	Expected delivery date ⁴⁴	Implementation status as of 30 June 2019 ⁴⁵	Implementation status as of 30 June 2020)	Progress rating justification	Progress rating ⁴⁶
<p>Output 1.1.1: Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements</p> <p>Activity 1: Rainforest Alliance Accountability Framework</p> <p>Activity 2: Verra’s Landscape Standard</p> <p>Activity 3: Ceres</p> <p>Activity 4: UNEP-FI</p> <p>Activity 5: IFC Paraguay</p>	2020	75%	100%	<p>(1) Rainforest Alliance / Accountability Framework Initiative - SC provided expert review and input into AFI’s Operational Guidance / AFI principles.</p> <p>(2) Verra / Land Scale Standard – SC provided expert guidance as a part of the standard’s working group.</p> <p>(3) Ceres – SC contributed data, analysis, writing into Ceres-led publications.</p> <p>(4) UNEP-FI and the Good Growth Partnership (GGP) – SC</p>	S

⁴⁴ As per latest workplan (latest project revision)

⁴⁵ Implementation may be assessed by qualitative assessments, percentage of delivery, and/or budget expenditure (planned and actually spent). The 2020 assessment should be copied from previous PIR.

⁴⁶ To be provided by the UNEP Task Manager

Outputs ⁴³	Expected delivery date ⁴⁴	Implement-ation status as of 30 June 2019 ⁴⁵	Implement-ation status as of 30 June 2020)	Progress rating justification	Progress rating ⁴⁶
				<p>contributed data, analysis, writing for publication about corporations and palm commodity commitments specific to Indonesia.</p> <p>(5) IFC Paraguay and GGP – SC contributed data, analysis, writing and presented publication about corporations and cattle commodity commitments specific to Paraguay</p>	
<p>Output 1.1.2: The effect and impact of Supply Change to monitor and report on progress of companies' commitments improved and scaled-up</p> <p>Activity 6: Identify system that will better serve SC's data needs (beyond Excel)</p> <p>Activity 7: Migrate data from Excel to new database, Caspio</p>	2019	100%	100%	For the first time since the launch of the initiative, SC expanded company research to cover cocoa commodity commitments (in addition to tracking commitments covering the big four commodities) as part of a new partnership with Ceres.	S

Outputs ⁴³	Expected delivery date ⁴⁴	Implement-ation status as of 30 June 2019 ⁴⁵	Implement-ation status as of 30 June 2020)	Progress rating justification	Progress rating ⁴⁶
<p>Activity 8: Develop automated processes in Caspio to shorten or eliminate manual data entry for select commitment metrics</p> <p>Activity 9: Expand metrics tracked in Caspio</p>					
<p>Output 1.1.3: Regular reports, papers, articles, newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero-deforestation commitments.</p> <p>Activity 10: Produce regular articles</p> <p>Activity 11: Produce reports</p> <p>Activity 12: Produce newsletters</p> <p>Activity 13: Produce webinars/attend speaking events</p>	2020	75%	100%	<p>(1) Continued build out and company profile development on Supply Change’s web platform / on-line database.</p> <p>(2) Articles: published more than 20 articles from July 2019 through June 2020, on SC-related commodity issues.</p> <p>(3)Podcasts: In collaboration with The Bionic Planet podcast, managed by Forest Trends’ Ecosystem Marketplace Managing Editor in his personal capacity, the podcast therefore provides a way to amplify the work of</p>	S

Outputs ⁴³	Expected delivery date ⁴⁴	Implement-ation status as of 30 June 2019 ⁴⁵	Implement-ation status as of 30 June 2020)	Progress rating justification	Progress rating ⁴⁶
				Supply Change via the podcast medium. (4) Newsletters: Sent newsletters to SC's contact database of 2,000+ every other month (5). (5) Conferences – external & SC produced: SC participated in nearly 20 conferences, webinars, and other wide-reaching convenings	
<p>Output 1.1.4: Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments.</p> <p>Activity 14: Support Rainforest Alliance's Accountability Framework</p> <p>Activity 15: Expand tracking of commitments to include implementation, impact and verification metrics</p>	2020	80%	100%		S

Outputs ⁴³	Expected delivery date ⁴⁴	Implement- ation status as of 30 June 2019 ⁴⁵	Implement- ation status as of 30 June 2020)	Progress rating justification	Progress rating ⁴⁶

Overall project implementation progress ⁴⁷ (To be completed by UNEP GEF Task Manager.):

FY2019 rating [previous]	FY2020 rating [current]	Justification of the current rating and explanation of reasons for change (positive or negative) since previous reporting periods.
S	S	Despite a broadening scope both for new partnerships and research criteria and needs for harmonizing an increasing amount of information, SC completed implementation of its activities according to plan.

Risks in implementation

This section should be completed by the Project Manager and summarize implementation risks, if any (e.g. procurement delays, reputational risks etc). The first column should be completed by the Project Manager and the second column should summarize the

⁴⁷ Use GEF Secretariat required six-point scale system: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU)

recommendations that the Project Manager and Task Manager have agreed upon to address the problem/risk. This section should inform the risk rating in section 3.3.

Problems/risks identified	Agreed recommended actions	By whom	When

3.3. Risk Rating .

Risk	Mitigation at CEO approval	Mitigation during implementation	Rank
Data collection risk, in terms of non-validated company reports or other data that could be incorrect or misstated.	A focus of this project will be the development of new partners and new data sources beyond the companies themselves, moving toward a scenario with multiple data sources, some of which will be sources that can be used to validate company claims of progress or results.	With its upgraded data management system, Supply Change developed a way to track from which sources each data point has been collected. As part of its methodology, Supply Change compared various data points (e.g. certified hectares) disclosed in multiple sources to ensure no discrepancies exist. Additionally, Supply Change collected information from other data sources. For instance, Supply Change integrated data on the names of buyers and the locations of different	CEO: M
			TM:L
			PM:L

		types of operation locations spanning all levels of commodity supply chains from TRASE, various GFW data sets, Mighty Earth, and Chain Reaction Research.	
<p>Development of country or local sourcing of sustainable commodities does not catch up with or stay abreast of growing corporate demand.</p> <p>Companies, having made commodity commitments and set goals, back away from or abandon their goals as deadlines approach.</p> <p>Development of country or local sourcing of sustainable commodities does not catch up with or stay abreast of growing corporate demand.</p>	<p>The project will closely track development of these local sourcing programs as part of the expansion of the project. Collaboration with the organizations which lead these programs will be enhanced.</p> <p>This project will closely track company implementation, will serve as a public-facing spotlight on progress on all commitments, and thus can pinpoint those not being achieved. Further, the project serves to support the companies and also the principal support associations who can promote and help companies maintain progress on reaching their goals (e.g. Consumer Goods Forum, TFA). Specific webinars and one-on-one sessions will be organized with those companies which achieve commitments to share their success stories and best practices.</p> <p>The project will closely track development of these local sourcing programs as part of the expansion of the project. Collaboration with the organizations</p>	<p>Supply Change tracked multiple metrics for volumes and hectares (e.g. total controlled, commitment compliant, certified, and protected) as a way to determine the scale of progress. Also, Supply Change categorized its commitments between production and supply commitments to ascertain gaps between supply and demand. Through its data expansion, Supply Change also actively collected reported information on company memberships in related activities, cross supply chain partnerships, smallholder supports, and various other activities, which can signal emerging leadership.</p>	CEO: M
			TM:M
			PM:M

	which lead these programs will be enhanced.		
Companies, having made commodity commitments and set goals, back away from or abandon their goals as deadlines approach.	This project will closely track company implementation, will serve as a public-facing spotlight on progress on all commitments, and thus can pinpoint those not being achieved. Further, the project serves to support the companies and also the principal support associations who can promote and help companies maintain progress on reaching their goals (e.g. Consumer Goods Forum, TFA). Specific webinars and one-on-one sessions will be organized with those companies which achieve commitments to share their success stories and best practices.	As part of the research process, Supply Change makes sure that the resource documentation for all commitments published on its website reflect the latest and most complete information the company has put forth. This means that older documentation is cycled out, limiting the likelihood that abandoned goals are kept. Additionally, Supply Change meticulously collects overall commitment progress as well as progress toward supporting milestones. Graphs of commitment progress displayed on company profiles make it hard to miss when companies have let their commitments go dormant.	CEO: M
			TM:L
			PM:L
ESERN [add cells as appropriate to capture all Medium and High Risks]			
Overall Risk Rating			L
Project Manager			
Overall Risk Rating			L
Task Manager			

Assessment of Possible COVID-19 Impacts to the Project, GEF id: # _____

COVID-19 impacts	<p>a) Has the COVID-19 pandemic impacted project implementation? If so, how?</p> <p>No significant effect. Company commitment / impact tracking on a global basis, but project team is based in Washington DC and able to continue activities during the final months of the project working from home uninterrupted.</p> <p>b) Is there a pattern to the kinds of project activities/outputs that have been significantly impacted by the COVID-19 impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please explain:</p> <p>All travel planned to meetings and relevant conferences for the final 5 months of the project ~ Feb - June 30, 2020 was canceled.</p> <p>c) Is there a pattern to the kinds of project activities/outputs, if any, that have not been seriously impacted by COVID-19 and are somehow able to continue? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please explain:</p> <p>The core work of Supply Change, tracking agricultural commodity supply chain company commitments / impacts continued without interruption as it is primarily desk based activity and staff worked from home during the final months of the project.</p>
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	<p>d) Will COVID-19 impacts, as of 30 June 2020, have implications on the project's ability to finish by the expected completion date? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>. If Yes, please estimate the likely additional extension required: _____months. (we realize that, until such a time that work conditions have returned to normal, this could likely be an underestimate).</p> <p>No, the project ended June 30, 2020 as planned for in the no-cost extension approved at the end of 2019.</p> <p>e) Will COVID-19 impacts have implications on the project's budget for PMC? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>. If Yes, please explain:</p>
--	--

Project overall risk rating (Low, Medium, Substantial or High)

FY2019 rating [previous]	FY2020 rating [current]	Justification of the current FY risk rating and explanation of reasons for change (positive or negative) since previous reporting periods.
L	L	SC took good care of mitigating existing risks and potential corporate concerns, e.g. through broadening research matrixes and data sets for better sampling and data verification.

High Risk (H): There is a probability of greater than 75% that **assumptions** may fail to hold or materialize, and/or the project may face high risks.

Substantial Risk (S): There is a probability of between 51% and 75% that **assumptions** may fail to hold and/or the project may face substantial risks.

Modest Risk (M): There is a probability of between 26% and 50% that **assumptions** may fail to hold or materialize, and/or the project may face only modest risks.

Low Risk (L): There is a probability of up to 25% that **assumptions** may fail to hold or materialize, and/or the project may face only modest risks.

Annex V a. Supply Change: Promoting Reduction of Deforestation Impacts of Commodity Supply Chains-2019: Budget Revisions

To:		Expenditure by calendar year			Project Management		
UNEP Budget Line		2018	2019	Total			
10	PERSONNEL COMPONENT						
	1100	Project personnel					
		1101	Commodities Research Associate	63,000	65,500	128,500	
		1102	Commodities Research Associate	63,000	65,500	128,500	
		1103	Supply Change Program Manager	50,400	57,200	107,600	
		1104	Supply Change web portal staff support	23,200	24,000	47,200	
		1105	Supply Change and EM Program Director	44,900	45,100	90,000	90,000
		1106	Financial support staff	16,000	20,000	36,000	-
	1199		Sub-total	260,500	277,300	537,800	90,000
	1200	Consultants					
		1201	Senior Advisor and Sustainable Commodities Partnership Lead	108,000	108,000	216,000	-
		1202	Strategic Communications	12,000	12,000	24,000	
		1203	Gender consultancy for gender balance	1,000	-	1,000	
		1204	Web development and support	10,000	-	10,000	
	1299		Sub-total	131,000	120,000	251,000	-
	1600	Travel on official business					
		1601	Travel to outreach and partner events	22,200	25,000	47,200	
	1699		Sub-total	22,200	25,000	47,200	-
1999	Component total			413,700	422,300	836,000	90,000
30	TRAINING COMPONENT						
	3300	Meetings/Conferences					
		3301	Supply Change outreach events	30,000	30,000	60,000	
		3302	Registrations (other events)	5,000	4,000	9,000	
	3399		Sub-total	35,000	34,000	69,000	-

3999	Component total		35,000	34,000	69,000	-
50	MISCELLANEOUS COMPONENT					
	5200	Reporting costs				
		5201 Accounting, Audit fee	7,500	7,500	15,000	
	5299	Sub-total	7,500	7,500	15,000	-
	5300	Sundry				
		5301 Phone, internet, connectivity	15,000	15,000	30,000	
		5302 Supplies, Copying, Office costs	10,000	10,000	20,000	
	5399	Sub-total	25,000	25,000	50,000	-
	5500	Review				
		5501 Terminal review (UNEP)	-	30,000	30,000	
	5599	Sub-total	-	30,000	30,000	-
5999	Component total		32,500	62,500	95,000	-
99	GRAND TOTAL		481,200	518,800	1,000,000	90,000

Annex V b. Supply Change- Cofinance report Project 9858 Jan2018-June2020

From:	9-Jan-18		Cash Cofinance		In-kind Cofinance		Total Cumulative		Cummulative
To:	30-Jun-20	Actual Total	Planned	Actual	Planned	Actual	Planned	Actual	Actual Total
UNEP BUDGET LINE*		A	B	C	D	E	F=B+D	G=C+E	H=A+G
1100	Project personnel		546,300	547,337	400,000	637,808	946,300	1,185,145	1,185,145
1200	Consultants		78,000	89,483	500,000	270,000	578,000	359,483	359,483
1300	Administrative support			79,706	100,000	162,926	100,000	242,632	242,632
1600	Travel on official business (above staff)		50,000	16,512			50,000	16,512	16,512
2100	Sub-contracts (UN entities)			-			-	-	-
2200	Sub-contracts (supporting organizations)			-			-	-	-
2300	Sub-contracts (commercial purposes)			-			-	-	-
3200	Group training (study tours, field trips, workshops, seminars, etc.)			-			-	-	-
3300	Meetings/conferences			88,972	100,000	150,000	100,000	238,972	238,972
4100	Expendable equipment			-			-	-	-
4200	Non-expendable equipment			-			-	-	-
4300	Premises (office rent, maintenance of premises, etc.)			4,088			-	4,088	4,088
5100	Operation and maintenance of equipment			-			-	-	-
5200	Reporting costs (publications, maps, newsletters, printing, etc.)		68,850	3,605			68,850	3,605	3,605
5300	Sundry (communications, postage, freight, clearance charges, etc.)		126,850	5,220			126,850	5,220	5,220
5400	Hospitality and entertainment			762			-	762	762
5500	Evaluation (consultants fees/travel/DSA, admin support, etc.)		30,000	3,250			30,000	3,250	3,250
TOTAL COSTS		-	900,000	838,935	1,100,000	1,220,734	2,000,000	2,059,669	2,059,669

Annex V c. Supply Change Review of Financial Management:			
Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		S	Documents provided by Supply Change
Any evidence that indicates shortcomings in the project's adherence ⁴⁸ to UNEP or donor policies, procedures or rules		No	
2. Completeness of project financial information⁴⁹:			
Provision of key documents to the reviewer (based on the responses to A-H below)		S	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	As provided in the report
B.	Revisions to the budget	Yes	
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	
D.	Proof of fund transfers	Yes	
E.	Proof of co-financing (cash and in-kind)	Yes	
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	Yes	
H.	Any other financial information that was required for this project (list):	Yes	
3. Communication between finance and project management staff		S	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	

⁴⁸ If the review raises concerns over adherence with policies or standard procedures, a recommendation may be given to cover the topic in an upcoming audit, or similar financial oversight exercise.

⁴⁹ See also document 'Criterion Rating Description' for reference

Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	S	
Overall rating	S	

Annex: VI a: Methodology to assess a Knowledge Platform⁵⁰: More recently, a number of additional criteria are being adopted to analyze the information provided in the digital space. It is important to ascertain as to whether the sources are pertinent and valuable to the reader and to those who are populating a database with the requisite data. These factors were used to provide additional analytical elements to the review of the Supply Change Platform.

Methodology to assess a Knowledge Platform: A number of areas of assessment were adopted: Accuracy, authority, objectivity, currency and coverage are the five basic criteria for evaluating information from any sources.

Table 9: Potential Methodology for Assessing a Knowledge Platform

	Questions to ask:
Accuracy	<ul style="list-style-type: none"> • Is the information reliable? • Is the information error-free? • Is the information based on proven facts? • Can the information be verified against other reliable sources?
Authority	<ul style="list-style-type: none"> • Who is the author? • Does he/she/they have the qualifications to speak/write on that topic? • Is the author affiliated with a reputable university or institution/organization in this subject area/field?
Objectivity	<ul style="list-style-type: none"> • What is the intended purpose of the information? • Is the information based on facts or opinions? • Is the information biased? If so how?
Currency	<ul style="list-style-type: none"> • When was the information published? • Is the information current or out-dated? • Does currency matter in this topic? Are the facts and figures relevant to the time period for which the reporting has been carried out? Are currency fluctuations likely to affect the reporting profiles?
Coverage	<ul style="list-style-type: none"> • Does the information covered meet the information needs of the platform? • Does it provide basic or in depth coverage?

⁵⁰ <https://libguides.library.cityu.edu.hk/litreview/evaluating-sources>.

	<ul style="list-style-type: none"> Is the information provided credible? How is credibility proved?
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Annex VI b. Link between Logical Framework and Reconstructed TOC

Wordings as per the logical framework	Reconstructed ToC	Justification
<p>To increase the transparency and accountability of commodity production companies' commitments to sustainable, low- and zero-deforestation productions resulting in reduced pressures on globally significant biodiversity.</p> <p>Component: Upgrading and upscaling the online information and analysis platform for better tracking of sustainable commodities sourcing and production, and the impacts of company sustainability commitments to reducing deforestation and protecting globally significant forests and biodiversity.</p>		
<p>Project Outcome: Increased transparency on awareness about, effective promotion of and accountability for corporate sustainability commitments to low or zero-deforestation, including the impacts and results of those commitments.</p>	<p>Increased transparency on awareness about, effective promotion of and accountability for corporate sustainability commitments to low or zero-deforestation.</p>	<p>No Change</p>
<p>Outcome Indicator 1: Number of companies commodity commitments tracked, documented and analyzed for their specific impacts and results.</p>		
<p>Outcome Indicator 2: Number of hectares of High Conservation Value Forest prevented from deforestation evidenced by tracking community production by selected companies in the alternative scenario versus the trajectory of deforestation trend under the baseline scenario of the same company.</p>		
<p>Output 1.1.1–Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements</p>	<p>Output 1.1.1–Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements</p>	<p>No Change</p>
<p>Output 1.1.2–The effect and impact of Supply Change to monitor and report on progress of companies 'commodity commitments improved and scaled-up</p>	<p>Output 1.1.2–The effect and potential impact of Supply Change to monitor and report on progress of companies 'commodity commitments improved and scaled-up</p>	<p>Given the fact that the project was of a short duration of two years, once could measure Potential impact at best.</p>
<p>Output 1.1.3–Regular reports, papers, articles, newsletter issues, webinars and other</p>	<p>Output 1.1.3–Regular reports, papers, articles, newsletter issues, webinars and other</p>	<p>No Change- Importantly, it must be noted that the programme reports provided</p>

information sources produced on the progress and impacts of companies in achieving their sustainability and low-and zero-deforestation commitments	information sources produced on the progress and impacts of companies in achieving their sustainability and low-and zero-deforestation commitments	lists of these outputs, however, the Supply Change website lacked the in built programming to search for the reports in a more systematic manner.
Output 1.1.4–Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments	Output 1.1.4–Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments	No change
2. Number of hectares of High Conservation Value forests prevented from deforestation evidenced by tracking commodity production by selected companies in the alternative scenario versus the trajectory of deforestation trend under the baseline scenario of the same companies.	2. Number of hectares of High Conservation Value forests prevented from deforestation evidenced by tracking commodity production by selected companies in the alternative scenario versus the trajectory of deforestation trend under the baseline scenario of the same companies.	No Change
Assumptions	<p><i>A1. The sustainable sourcing would drive sustainable production processes and result in reduced deforestation.</i></p> <p><i>A2. Companies are setting stronger, more wide reaching commitments to address commodity driven deforestation, , but greater transparency and more consistent reporting are needed to achieve these commitments and deliver meaningful positive impacts.</i></p> <p><i>A3. Forging trusting partnerships with a series of organizations, businesses, research organizations, civil society groups and others to</i></p>	A series of assumptions were formulated to help place the objective and targets in perspective.

	<i>bring the right change makers together.</i>	
Intermediate State	<p><i>IS1. Increased targeted corporate commitments in identified production landscapes, scale up the conservation of forests, biodiversity and ecosystem in commodity supply chains.</i></p> <p><i>IS2. Increased financial resources and convergence of regulatory frameworks scale up new production systems that decrease pressure on forests, biodiversity and ecosystems.</i></p>	The intermediate state was introduced to place the context of the targets and measures with clarity.
Internal Drivers	<p><i>ID 1. Robust companies target setting and commitments increases effectiveness.</i></p> <p><i>ID 2. Increased access to financial mechanisms.</i></p>	The internal drivers were important to place the importance of the measures towards effectiveness.
Linking the Logical Framework and Impact measure		
	<i>The potential impact would be to work towards building a repository of literatures that enhances efforts towards the integration of public policy and private finance contributions to help mainstream forests, biodiversity and eco-systems conservation practices in commodity production landscapes globally.</i>	The reconstructed ToC conceptualized the impact statement aligned with the project objective.

Annex VII: Terms of Reference for the Terminal Review of the GEF Supply Change Project: 9858.

TERMS OF REFERENCE

**Terminal Review of the UNEP/GEF project
“Supply Change: Promoting Reduction of Deforestation Impacts of Commodity Supply Chains”**

GEF ID Number - 9858

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

<p>UNEP Sub-programme:</p>	<p>Subprogram 3 – Healthy & Productive Ecosystems</p>	<p>UNEP Division/Branch:</p>	<p>UN Environment Programme Ecosystems Division/ Biodiversity and Land Branch/ GEF Biodiversity and Land Degradation Unit Biodiversity and Land Branch</p>
<p>Expected Accomplishment(s):</p>	<p>EA (b) Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision- making / Indicator (ii) Increase in the number of private sector entities that adjust their business models to reduce their ecosystem- related risks and/or negative</p>	<p>Programme of Work Output(s):</p>	<p>PoW 2018-19, Subprogramme 3, Healthy and productive ecosystems - EA (b) Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision- making / Indicator (ii) Increase in the number of private sector entities that adjust their business models to reduce their ecosystem-related risks and/or negative impacts on marine and terrestrial ecosystems</p>

	impacts on marine and terrestrial ecosystems.		
SDG(s) and indicator(s)	<p>Goal 15: Life on Land</p> <p>Target 15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements Indicator 15.1.1 Forest area as a proportion of total land area</p> <p>Target 15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p> <p>15.2.1 Progress towards sustainable forest management</p>		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7⁵¹)	Indicator 3.2: Area of forest and forest land restored (hectares)		
Dates of previous project phases:	N/A	Status of future project phases:	N/A

FROM THE PROJECT'S PIR REPORT (2020) :

Project Title:	Supply Change: Promoting Reduction of Deforestation Impacts of Commodity Supply Chains
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Executing Agency:	Forest Trends Association
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Project partners:	GEF Secretariat, CDP, Consumer Goods Forum, WWF, World Economic Forum / Tropical Forest Alliance, Innovation Forum, Meridian Institute, Rainforest Alliance / Accountability Framework, Ceres, Raven Bay, UNEP-FI, International Finance Corporation (IFC), Climate Focus / New York Declaration on Forests Assessment Coalition, Lestari Capital, Green Climate Fund, Verra Landscape, Good Growth Partnership, Lafayette College.
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Geographical Scope:	Global
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⁵¹ This does not apply to Enabling Activities

Participating Countries:	Global
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GEF project ID:	9858	IMIS number*⁵²:	P1-33GFL-001291 SB-008421
Focal Area(s):	Biodiversity	GEF OP #:	BD 1 Improve Sustainability of Protected Area Systems BD 2 Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors
GEF Strategic Priority/Objective:	BD 1, 2	GEF approval date*:	9 November 2017
UNEP approval date:		Date of first disbursement*:	2 February 2018
Actual start date⁵³:	5 January 2018	Planned duration:	24 months
Intended completion date*:		Actual or Expected completion date:	30 June 2020 (6 months added)
Project Type:		GEF Allocation*:	\$1,000,000
PPG GEF cost*:		PPG co-financing*:	
Expected MSP/FSP Co-financing*:	\$2,000,000	Total Cost*:	
Mid-term Review/eval. (planned date):	31 July 2019	Terminal Review (planned date):	31 December 2020
Mid-term Review/eval. (actual date):		No. of revisions*:	
Date of last Steering Committee meeting:		Date of last Revision*:	
Disbursement as of 30 June 2021*:	\$823,388.00	Date of planned financial closure*:	30 June 2021

⁵² Fields with an * sign (in yellow) should be filled by the Fund Management Officer

⁵³ Only if different from first disbursement date, e.g., in cases where a long time elapsed between first disbursement and recruitment of project manager.

Date of planned completion^{54*}:		Actual expenditures reported as of 30 June 2021⁵⁵:	\$914,820.00
Total co-financing realized as of 31 December 2021:		Actual expenditures entered in IMIS as of 31 December 2021*:	
Leveraged financing:⁵⁶			

2. Project Rationale⁵⁷

Company commitments to low- and zero-deforestation represents a majority share of commodity trading and production, and will have enormous impact in protecting forests and biodiversity. However, in order to successfully bring about the promise of these commitments to forests, we must address several barriers and challenges to reversing more than 100 years of trends and practices to a point where commodity production takes place in areas and under new practices with less or no forest impacts.

Forest Trends’ (FT) Supply Change (SC) Initiative seeks to address these challenges in this GEF-funded project. We plan to do this by: expanding our current tracking of corporate commitments around sustainable commodity sourcing to examine the associated implementation and impacts; continued reporting and coverage of these issues via reports, newsletters, and articles; creating new partnerships with organizations that track and verify landscape impacts; and collaboration with similar organizations to define common metrics of measurement to be used across stakeholders in this space.

3. Project Results Framework

Project Objective: To increase the transparency and accountability of commodity production companies’ commitments to sustainable, low- and zero-deforestation productions and reduced pressure on global significant biodiversity.

Component 1: Upgrading and upscaling the online information and analyses platform for better tracking of sustainable commodities sourcing and production, and the impacts of company sustainability commitments to reducing deforestation and protecting globally significant forests and biodiversity.

Project Outcome:

1.1 Increased transparency on, awareness about, effective promotion of, and accountability for corporate sustainability commitments to low- or zero-deforestation, including the impacts and results of those commitments.

Project Outputs:

⁵⁴ If there was a “Completion Revision” please use the date of the revision.

⁵⁶ See above note on co-financing

⁵⁷ Grey =Info to be added

Output 1.1.1 - Five or more new strategic partners for Supply Change tracking platform established through MOUs and partnership agreements;

Output 1.1.2 - The effect and impact of Supply Change to monitor and report on progress of companies' commodity commitments improved and scaled-up;

Output 1.1.3 - Regular reports, papers, articles, newsletter issues, webinars and other information sources produced on the progress and impacts of companies in achieving their sustainability and low- and zero-deforestation commitments;

Output 1.1.4 - Creation and adoption across core partners on a common set of performance criteria for tracking and assessing the impact of company commitments.

4. Executing Arrangements

The Forest Trends acted as executing agency for the overall project, with all associated responsibilities. The project was guided by a Project Steering Committee (PSC) to help UN Environment and Forest Trends ensure that the project is on track with achieving specific results. The PSC helped Supply Change take into account, react to and support concurrent efforts by UN Environment, UNDP and the other principle Implementing Partners under this initiative. The PSC members included representatives from Forest Trends (EM/Supply Change Director and one other to be named), the UN Environment Task Manager, UN REDD Programme representative, a representative from the GEF Secretariat, and additional representatives of private sector or international NGO partners.

With UN Environment serving as the project's Implementing Agency and on the Project Steering Committee, UN Environment was in a position to ensure that appropriate linkages and coordination are maintained with relevant programs of the GEF as well as other UN agencies, the UN Environment Finance Initiative, the UN REDD Programme, and with global environmental conventions such as UNFCCC, CBD, UNCCD, and IPBES. The project is fully in line with the UN Environment role of catalyzing the development of scientific and technical analysis and advancing environmental management in GEF-financed activities. UN Environment provides guidance on relating the GEF financed activities to global, regional and national environmental assessments, policy frameworks and plans, and to international environmental agreements. The roles of the executing agency and the implementing agency have been further clarified in Annex H of Project Implementation Arrangements.

5. Project Cost and Financing

Total Budget as indicated in the Project Endorsement (US\$):

		Country	Focal Area		(in \$)
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GEF Agency	Trust Fund	Name/Global		Programming of Funds	GEF Project Financing (a)	Agency Fee ^{a)} (b) ²	Total (c)=a+b
UNEP	GEF TF	Global		Biodiversity	1,000,000	95,000	1,095,000
Total Grant Resources					1,000,000	95,000	1,095,000

Co-finance summary:

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Amount (\$)
GEF Agency	UNEP	In-kind	200,000
CSO	Forest Trends	Grants	900,000
CSO	Forest Trends	In-kind	900,000
Total Co-financing			2,000,000

6. Implementation Issues

N/A

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

7. Objective of the Review

In line with the UNEP Evaluation Policy⁵⁸ and the UNEP Programme Manual⁵⁹, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, Forest Trends Association and other partners. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

Review findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

The “Why?” Question. As this is a Terminal Review and a follow-up project is likely or similar interventions are envisaged for the future, particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultant(s)’ minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultant(s) need to go beyond the assessment of “what” the project performance was and make a serious effort to provide a deeper understanding of “why” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for reviews. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Communicating Review Results. A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main Review Report will be shared with key stakeholders by the Task Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the

⁵⁸ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

⁵⁹ <https://wecollaborate.unep.org>

Task Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some, or all, of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**⁶⁰ listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TR:

Q1: To what extent has the project increased the transparency and accountability of commodity production companies' commitments to sustainable, low- and zero-deforestation productions and reduced pressure on global significant biodiversity?

Q2: What impact has been achieved by collaboration of the actors engaged in the project deploying their knowledge in this novel area, and how were the lessons learned used in applying agile and adaptive management of the project?

Q3: What changes were made to adapt to the effects of COVID-19 and how have these changes affected the project's performance?

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report:**

- a) Under Monitoring and Reporting/Monitoring of Project Implementation:
What was the performance at the project's-completion against Core Indicator Targets? *(For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided⁶¹).*
- b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:
What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*
- c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:
What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*
- d) Under Factors Affecting Performance/Environmental and Social Safeguards:
What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this Review should be shared with the Task Manager for uploading in the GEF Portal)*
- e) Under Factors Affecting Performance/Communication and Public Awareness:
What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good

⁶⁰ The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

⁶¹ This does not apply to Enabling Activities

Practice; Adaptive Management Actions? (This should be based on the documentation approved at CEO Endorsement/Approval)

10. Review Criteria

All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. Annex 1 of these Terms of Reference provides a table with a list of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs.

A. Strategic Relevance

The Review will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. **Alignment to the UNEP's Medium-Term Strategy⁶² (MTS), Programme of Work (POW) and Strategic Priorities**

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁶³ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. **Alignment to Donor/GEF/Partner Strategic Priorities**

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. **Relevance to Global, Regional, Sub-regional and National Environmental Priorities**

⁶² UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

⁶³ <http://www.unep.fr/ozonaction/about/bsp.htm>

The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will also be considered. Examples may include: UN Development Assistance Frameworks (UNDAF) or, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

iv. Complementary with Relevant Existing Interventions/Coherence⁶⁴

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁶⁵, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation.
- Responsiveness to human rights and gender equity.
- Country ownership and driven-ness.

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating⁶⁶ should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders participation and cooperation.
- Responsiveness to human rights and gender equity.

⁶⁴ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

⁶⁵ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁶⁶ In some instances, based on data collected during the review process, the assessment of the project's design quality may change from Inception Report to Main Review Report.

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval⁶⁷). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and Task Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs⁶⁸

The Review will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs available and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness.
- Quality of project management and supervision.⁶⁹

ii. Achievement of Project Outcomes⁷⁰

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed⁷¹ Theory of Change. These are outcomes that are intended to be achieved by the end of the

⁶⁷ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

⁶⁸ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019).

⁶⁹ For GEF funded projects 'project management and supervision' will refer to the project management performance of the Executing Agency and the technical backstopping provided by UNEP, as Implementing Agency.

⁷⁰ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

⁷¹ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during a review will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the review.

project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

- Quality of project management and supervision.
- Stakeholders' participation and cooperation.
- Responsiveness to human rights and gender equity.
- Communication and public awareness.

iii. Likelihood of Impact

Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Review will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project reviews is outlined in a guidance note and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The Review will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

The Review will consider the extent to which the project has played a catalytic role⁷² or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Review will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

⁷² The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management).
- Stakeholders participation and cooperation.
- Responsiveness to human rights and gender equity.
- Country ownership and driven-ness.
- Communication and public awareness.

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Review will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review will assess the level of communication between the Project Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness.
- Quality of project management and supervision.

F. Efficiency

Under the efficiency criterion the Review will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

Focusing on the translation of inputs into outputs, *cost-effectiveness* is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. *Timeliness* refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Review will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities⁷³ with other initiatives, programmes and projects etc. to increase project efficiency.

⁷³ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

The factors underpinning the need for any project extensions will also be explored and discussed. Consultants should note that as management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to UNEP and Executing Agencies.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness).
- Quality of project management and supervision.
- Stakeholders participation and cooperation.

G. Monitoring and Reporting

The Review will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART⁷⁴ results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Review should be discussed, where applicable.

ii. Monitoring of Project Implementation

The Review will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards project objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring were used to support this activity.

The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant(s) by the Task Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

⁷⁴ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

Factors affecting this criterion may include:

- Quality of project management and supervision.
- Responsiveness to human rights and gender equity (e.g disaggregated indicators and data).

H. Sustainability

Sustainability⁷⁵ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

i. Socio-political Sustainability

The Review will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Review will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Review will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

The Review will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Review will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation.
- Responsiveness to human rights and gender equity (e.g. where interventions are not inclusive, their sustainability may be undermined).

⁷⁵ As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

- Communication and public awareness.
- Country ownership and driven-ness.

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Review Report as cross-cutting themes as appropriate under the other review criteria, above. If these issues have not been addressed under the Review Criteria above, then independent summaries of their status within the reviewed project should be given in this section)

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

ii. Quality of Project Management and Supervision

For GEF funded projects 'project management and supervision' may refer to the project management performance of the Executing Agency and the technical backstopping and supervision provided by UNEP as Implementing Agency. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

The Review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs, target users of project outputs and any other collaborating agents external to UNEP and the executing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval.

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within

this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment⁷⁶.

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular the Review will consider to what extent project; implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially women, youth and children and those living with disabilities) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent.

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements⁷⁷ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are reviewed above under Quality of Project Design). The Review will also consider the extent to which the management of the project minimised UNEP's environmental footprint. Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness (Not assessed for this project)

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either: a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is

⁷⁶The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

⁷⁷ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

necessary for long term impact to be realised. Ownership should extend to all gender and marginalised groups.

vii. Communication and Public Awareness

The Review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate

The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

The Terminal Review will be an in-depth review using a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings. Where applicable, the consultant(s) should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Review will be based on the following:

- (a) **A desk review** of:
 - Relevant background documentation, inter alia biodiversity and natural resource management strategies, other substantive documents prepared by the projects and others;
 - Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
 - Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool and others;
 - Project deliverables (e.g. publications, reports, assessments, surveys);
 - Mid-Term Review/Evaluation of the project;
 - Evaluations/Reviews of similar projects.

- (b) **Interviews** (individual or in group) with:
 - UNEP Task Manager (TM);
 - Project Manager (PM);
 - Project management team;

- UNEP Fund Management Officer (FMO);
 - Portfolio Manager and Sub-Programme Coordinator, where appropriate;
 - Project partners based on stakeholder analyses;
 - Relevant resource persons;
 - Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).
- (c) **Surveys;**
- (d) **Field visits;**
- (e) **Other data collection tools**, all as appropriate for the terminal review and elaborated in the inception report.

B. Review Deliverables and Review Procedures

The Review Consultant will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Review Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

A **Review Brief** (a 2-page overview of the evaluation and review findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Task Manager no later than during the finalization of the Inception Report.

Review of the Draft Review Report. The Review Consultant will submit a draft report to the Task Manager and revise the draft in response to their comments and suggestions. The Task Manager will then forward the revised draft report to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Task Manager for consolidation. The Task Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

The final version of the Terminal Review report will be assessed for its quality by the UNEP Evaluation Office using a standard template and this assessment will be annexed to the final Terminal Review report.

At the end of the review process, the Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

C. The Review Consultant

The Review Consultant will work under the overall responsibility of the Task Manager in consultation with the Fund Management Officer, the Head of Unit/Branch, the Portfolio Manager and the Sub-programme Coordinators of the relevant UNEP Sub-programmes as appropriate.

The Review Consultant will liaise with the Task Manager on any procedural and methodological matters related to the Review. It is, however, the consultant's individual responsibility (where applicable) to arrange

for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired for a period of 4 months (1 September 2022 to 31 December 2022) and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 7 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach. A good/broad understanding of forest management, biodiversity and land management issues as well as experience in broad understanding of agricultural commodity supply chains, public and private finance is desired. For this consultancy, fluency in oral and written English is required. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the Task Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

D. Schedule of the Review

The table below presents the tentative schedule for the Review over 4 months since start of the assignment.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report	3 weeks from starting date
Review Mission	6 weeks from starting date
E-based data collection through interviews, surveys and other approaches.	8 weeks from starting date
PowerPoint/presentation on preliminary findings and recommendations	8 weeks from starting date
Draft Review Report to Task Manager (and Project Manager)	12 weeks from starting date
Draft Review Report shared with wider group of stakeholders	13 weeks from starting date
Final Review Report	16 weeks from starting date
Final Review Report shared with all respondents	16 weeks from starting date

E. Contractual Arrangements

The Review Consultant(s) will be selected and recruited by the Task Manager under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance and approval by the Task Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment:

Deliverable	Percentage Payment
Approved Inception Report (<i>as per Annex I document #9</i>)	30%
Approved Draft Main Review Report (<i>as per Annex I document #10</i>)	30%
Approved Final Main Review Report	40%

Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Task Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultant may be provided with access to UNEP’s information management systems (e.g. PIMS, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by UNEP, payment may be withheld at the discretion of the Head of Branch or Portfolio Manager until the consultants have improved the deliverables to meet UNEP’s quality standards.

If the consultant fails to submit a satisfactory final product to the Project Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultant’s fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

Annex 1: Tools, Templates and Guidance Notes for Use in the Review

The tools, templates and guidance notes listed in the table below, and available from the Evaluation Office (cecilia.morales@un.org), are intended to help Task Managers and Review Consultants to produce review products that are consistent with each other. This suite of documents is also intended to make the review process as transparent as possible so that all those involved in the process can participate on an informed basis. It is recognised that the review needs of projects and portfolio vary and adjustments may be necessary so that the purpose of the review process (broadly, accountability and lesson learning), can be met. Such adjustments should be decided between the Task Manager and the Review Consultant in order to produce review reports that are both useful to project implementers and that produce credible findings.

ADVICE TO CONSULTANTS: As our tools, templates and guidance notes are updated on a continuous basis, kindly download documents from the link provided by the Evaluation Office during the Inception Phase and use those versions throughout the review.

List of Tools, templates and guidance Notes available:

Document #	Name
1	00_Tools Description and Mapping (Word File)
2	00a_UNEP Glossary Results Definitions (PDF file)
3	00b_List of Documents Needed for Reviews (Word File)
4	01_Review Criteria (Word File)
5	02_Criterion Rating Descriptions Matrix (Word File)
6	03_Review Ratings Table ONLY (Word File)
7	04_Weighed Ratings Table (Excel File)
8	05_Project Identification Table ONLY (Word File)
9	06_Inception Report Structure and Contents (Word File)
10	07_Main Review Report Structure and Contents (Word File)
11	08_TOC Reformulation Justification Table ONLY (Word File)
12	09_Quality of Project Design Assessment (Word File)
13	09a Quality of Project Design Assessment Template.xlsx (Excel File)
14	10_Stakeholder Analysis Guidance Note (Word File)
15	11_Gender Methods Note for Consultants (Word File)
16	12_Safeguards Methods Note for Consultants (Word File)
17	13_Use of Theory of Change in Project Reviews (Word File)
18	14_Financial Tables (Word File)
19	15_Likelihood of Impact.xlsm (Excel File)
20	15a_Likelihood of impact Test Case (Excel File)
21	16_Recommendations Quality Guidance Note (Word File)
22	16a_In Report Template Presenting Recommendations and Lesson Learned (Word File)
23	17_Recommendation Implementation Plan Template (Word File)
24	18_Cover Page Prelims and Style Sheet Main Review Report (Word File)
25	19_Review Assessment Quality of the Terminal Review Report (Word File)

Annex 2: Review Criteria and Ratings Table

The Review should provide individual ratings for the review criteria described in the table below. A suite of support tools, templates and guidance notes is available from the Evaluation Office to support the assessment of performance against these criteria (contact: cecilia.morales@un.org).

Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). *Sustainability* and *Likelihood of Impact* are rated from Highly Likely (HL) down to Highly Unlikely (HU) and *Nature of External Context* is rated from Highly Favourable (HF) to Highly Unfavourable (HU). A Criteria Ratings Matrix is available, within the suite of tools, to support a common interpretation of points on the scale for each review criterion. The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating.

In the Conclusions section of the Main Review Report, ratings will be presented together in a table, with a brief justification for each rating, cross-referenced to findings in the main body of the report (see Table 1 below).

Table 1: Project Performance Ratings Table

Criterion <i>(Once the ratings have been determined, enter the rating for each sub-category into the Weighted Ratings Table and the aggregated scores will be automatically calculated, as well as the Overall Project Performance Rating. Note that for items B, C and F the rating needs to be entered at the level of the whole category).</i>	Summary Assessment	Rating
A. Strategic Relevance		HS → HU
1. Alignment to UNEP's MTS, POW and strategic priorities		HS → HU
2. Alignment to Donor/Partner strategic priorities		HS → HU
3. Relevance to regional, sub-regional and national environmental priorities		HS → HU
4. Complementarity with relevant existing interventions		HS → HU
B. Quality of Project Design		HS → HU
C. Nature of External Context⁷⁸		HF → HU
D. Effectiveness		HS → HU
1. Availability of outputs		HS → HU
2. Achievement of project outcomes		HS → HU
3. Likelihood of impact		HL → HU
E. Financial Management		HS → HU
1. Adherence to UNEP's policies and procedures		HS → HU

⁷⁸ Where a project is rated as facing either an Unfavourable or Highly Unfavourable external operating context, ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and Project Manager together. Any adjustments must be fully justified.

Criterion <i>(Once the ratings have been determined, enter the rating for each sub-category into the Weighted Ratings Table and the aggregated scores will be automatically calculated, as well as the Overall Project Performance Rating. Note that for items B, C and F the rating needs to be entered at the level of the whole category).</i>	Summary Assessment	Rating
2. Completeness of project financial information		HS → HU
3. Communication between finance and project management staff		HS → HU
F. Efficiency		HS → HU
G. Monitoring and Reporting		HS → HU
1. Monitoring design and budgeting		HS → HU
2. Monitoring of project implementation		HS → HU
3. Project reporting		
H. Sustainability <i>(the overall rating for Sustainability will be the lowest rating among the three sub-categories)</i>		HL → HU
1. Socio-political sustainability		HL → HU
2. Financial sustainability		HL → HU
3. Institutional sustainability		HL → HU
I. Factors Affecting Performance and Cross-Cutting Issues ⁷⁹		HS → HU
1. Preparation and readiness		HS → HU
2. Quality of project management and supervision ⁸⁰		HS → HU
2.1 UNEP/Implementing Agency:		HS → HU
2.2 Partners/Executing Agency:		HS → HU
3. Stakeholders participation and cooperation		HS → HU
4. Responsiveness to human rights and gender equality		HS → HU
5. Environmental and social safeguards		HS → HU
6. Country ownership and driven-ness		HS → HU
7. Communication and public awareness		HS → HU
Overall Project Rating		HS → HU

⁷⁹ While ratings are required for each of these factors individually, they should be discussed within the Main Review Report as cross-cutting issues as they relate to other criteria. Note that catalytic role, replication and scaling up are expected to be discussed under Effectiveness if they are a relevant part of the TOC.

⁸⁰ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the Executing Agency and the technical backstopping provided by UNEP, as the Implementing Agency. Comments and a rating should be provided for both types of supervision and the overall rating for this sub-category is calculated as a simple average of the two.

Annex 3: Guidance on the Structure and Contents of the Review Inception Report

See the SharePoint link shared with you containing a suite of tools, templates and guidance notes. Please make a fresh download for every new Terminal Review as we update these materials regularly.

Section	Notes	Data Sources	Recommended no. pages
Preliminary pages	Review and complete (where necessary) the Project Identification Table that was in the Terms of Reference.	TOR, ProDoc, PM	1
1. Introduction	<p><i>Summarise:</i></p> <p>Purpose and scope of the review (<i>i.e. learning/accountability and the project boundaries the review covers e.g. timeframe, funding envelope etc</i>)</p> <p>Project problem statement and justification for the intervention.</p> <p>Institutional context of the project (<i>MTS, POW, Division/Branch, umbrella etc</i>)</p> <p>Target audience for the review findings.</p>	TOR and ProDoc	1
2. Project outputs and outcomes	<p>Confirm and present the formulation of planned project outputs and expected outcomes. The project should be assessed against its intended results, but these may need to be rephrased, re-aligned etc to make them consistent with UNEP results definitions⁸¹ and to create the Theory of Change (TOC). <i>Where the articulation of the project's results framework, including outputs, outcomes, long term impacts and objectives/goals, needs to be revised, a simple table should be provided showing the original version and the revisions proposed for use in the review (see sample table below).</i></p> <p><i>SPECIFY WHICH GEF CORE INDICATOR TARGETS WERE IDENTIFIED AT CEO ENDORSEMENT/APPROVAL (For</i></p>	ProDoc, formal Revision Documents ⁸² , consultation with Project Manager (PM)	1 /2

⁸¹ UNEP, 2019, Glossary of Results Definitions

⁸² Formal revisions can be evidenced through ProDoc revisions, GEF PIRs, Steering Committee meeting minutes, Recommendation Implementation Plan from an MTR/MTE etc.

	<i>projects approved prior to GEF-7 these will be identified retrospectively and progress against them assessed).</i>		
3. Review of quality of project design	<p>Complete the template for assessment of Project Design Quality, including section ratings, and present as an annex (template available)</p> <p>Summarise the project design strengths and weaknesses within the body of the inception report.</p>	Project document and formal Revision Documents.	1-page narrative and completed assessment of PDQ template
4. Stakeholder analysis⁸³	Identify key stakeholder groups and provide an analysis of the levels of influence and interest each stakeholder group has over the project outcomes. Give due attention to gender and under-represented/marginalised groups. (guidance note available)	Project document Project preparation phase. PM	1
5. Theory of Change	<p>The Project Design document should have a TOC. Review, revise and reconstruct, as necessary, the TOC at Review Inception⁸⁴ (<i>TOC at Review Inception</i>) based on project documentation, and formal Revision Documents.</p> <p>Present this TOC as a one-page diagram, where possible, and explain it with a narrative, including a discussion of the assumptions and drivers (guidance note and samples available). Identify aspects of the <i>TOC at Review Inception</i> that need to be explored further during the Review process with the project team and stakeholders.</p> <p>Note if the needs of different groups (vulnerable, gender groups, those living with disabilities etc) need to be reflected in the TOC</p> <p>Identify any key literature/seminal texts that establish cause and effect relationships for this kind of</p>	Project document narrative, logical framework and budget tables. Other project related documents.	Diagram and up to 2 pages of narrative

⁸³ Evaluation Office of UNEP identifies stakeholders broadly as all those who are affected by, or who could affect (positively or negatively) the project's results. At a disaggregated level key groups should be identified, such as: implementing partners; government officials and duty bearers (e.g. national focal points, coordinators); civil society leaders (e.g. associations and networks) and beneficiaries (e.g. households, tradespeople, disadvantaged groups, members of civil society etc.).

⁸⁴The project's TOC at Review Inception is prepared during the inception phase of the review and refined during the review process to become the TOC at Review. For the TOC at Review Inception the review team will need to examine the result statements and their causal logic from the project logframe and the drivers and assumptions from the narrative sections from the ProDoc (in particular from the critical success factors and risks sections). Stakeholder roles may be available from the description of the project intervention and the stakeholder and partner analysis sections.

	intervention at higher results levels (e.g. benefits of introducing unleaded fuel)		
6. Review methods	<p>Describe all review methods (<i>especially how sites/countries will be selected for field visits or case studies; how any surveys will be administered; how findings will be analysed etc</i>)</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability, disability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>Summarise data sources/groups of respondents and methods of data collection to be used with each (<i>e.g. skype, survey, site visit etc</i>)</p> <p>Create a review framework that includes detailed review questions linked to data sources. Note that the Evaluation Office provides a matrix for rating each of its review criteria. Include any new questions raised by review of Project Design Quality and TOC analysis. Present this as a table/matrix in the annex (<i>samples available</i>)</p> <p>Design draft data collection tools and present in the annex (<i>e.g. interview schedules, questionnaires etc</i>)</p>	Review of all project documents.	1-page narrative. The review framework as a matrix and draft data collection tools as annexes.
7. Team roles and responsibilities	Describe the roles and responsibilities among the Review Team, where appropriate		½
8. Review schedule	<p>Provide a revised timeline for the overall review (<i>dates of travel, where appropriate, and key review milestones</i>)</p> <p>Tentative programme for site/country visits, where appropriate.</p>	Discussion with PM on logistics	½ (table)
9. Learning, communication and outreach	Describe the approach and methods that will be used to promote reflection and learning through the review process (<i>e.g. opportunities for feedback to stakeholders; translation needs etc</i>)	Discussions with the PM	½
TOTAL NARRATIVE PAGES			8-12 pages, plus annexes

<p>Annexes (to be provided by the Review Consultant)</p>	<p>A - Review Framework</p> <p>B - Draft data collection tools</p> <p>C - Completed assessment of the Project Design Quality</p> <p>D - List of documents and individuals to be consulted during the main review phase</p> <p>E - List of individuals and documents consulted for the inception report</p>		
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Annex 4: Guidance on the Structure and Contents of the Main Review Report

NOTE: The final product is called a **Review Report** (and not an Evaluation Report). Review Consultants are kindly advised to refer the reader to paragraphs in different parts of the report instead of repeating material.

See the SharePoint link shared with you containing a suite of tools, templates and guidance notes. Please make a fresh download for every new Terminal Review as we update these materials regularly.

<p>Preliminaries</p>	<p><i>Title page</i> – Name and number of the reviewed project, type of review (mid-term or terminal), month/year review report completed, UNEP logo. Include an appropriate cover page image.</p> <p><i>Disclaimer text to be included</i> – “This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project’s operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report’s annexed material. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UNEP Programme Senior Management.”</p> <p><i>Acknowledgements</i> – This is a maximum of two paragraphs. At the end of acknowledgements name the Project Manager and Fund Management Officer.</p> <p><i>Short biography of the consultant(s)</i> – giving relevant detail of experience and qualifications that make the consultant a suitable candidate for having undertaken the work. (Max 1 paragraph)</p> <p><i>Contents page</i> – including chapters, tables and annexes</p> <p><i>Abbreviations table</i> – only use abbreviations for an item that occurs more than 3 times within the report. Introduce each abbreviation on first use and ensure it is in the table. Where an abbreviation has not been used recently in the text, provide its full version again. The Executive Summary should be written with <u>no abbreviations</u>.</p> <p><i>Paragraph numbering</i> – All paragraphs should be numbered, starting from the Executive Summary</p> <p><i>Header/footer</i> – Name of reviewed project, type of review and month/year review report completed. Page numbers, header and footer do not appear on the title page</p> <p>(Cover page, prelims and style sheet/Main Review Report template available)</p>
<p>Project Identification Table</p>	<p>An updated/completed version of the Project Identification Table. This can be extracted and updated from the TORs.</p>
<p>Executive Summary <i>(Kindly avoid all abbreviations in the Executive Summary)</i></p>	<p>The summary should be able to stand alone as an accurate summary of the main review product. It should include a concise overview of the review object; clear summary of the review objectives and scope; overall project performance rating and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the project performance ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic review questions) and selected lessons learned and recommendations. (Max 4 pages).</p>
<p>I. Introduction</p>	<p>A <u>brief</u> introduction, identifying institutional context of the project (sub-programme, Division/Branch, regions/countries where implemented) and coverage of the review; date of Project Review Committee approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in UNEP’s Programme Of Work); project duration and start/end dates; number of project phases</p>

	<p>completed and anticipated (where appropriate); implementing partners; total secured budget and whether the project has been reviewed/evaluated in the past (e.g. mid-term, part of a synthesis review , evaluated by another agency, etc)</p> <p>Concise statement of the purpose of the review and the key intended audience for the findings. (Max 1 page)</p>
II. Review Methods	<p>This section is the foundation for the review’s credibility, which underpins the validity of all its findings.</p> <p>The data collection section should include: a description of review methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc). The methods used to analyse data (e.g. scoring; coding; thematic analysis etc) should be described.</p> <p>It should also address limitations to the review such as: inadequate review budget to complete the TOR; low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider review questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including how anonymity and confidentiality were protected, methods and strategies used to reach and include the views and feedback of marginalised or potentially disadvantaged groups and strategies used to include divergent views. E.g. <i>‘Throughout this review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous and all information was collected according to the UN Standards of Conduct’.</i> (Max 3 pages)</p>
III. The Project	
A. Context	<p>Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses). Include any socio-economic, political, institutional or environmental contextual details relevant to the project’s stated intentions. Can include a map (geo-referenced) of the intervention locations.</p> <p>The section should identify any specific external challenges faced by the project (e.g. conflict, natural disaster, political upheaval etc). (1 page)</p>
B. Results Framework	<p>Summary of the project’s results hierarchy as presented in the Review Inception Report⁸⁵ (or as further revised during the Review process). (1 page)</p>
C. Stakeholders ⁸⁶	<p>Description of groups of targeted stakeholders organised according to relevant common characteristics such as: interest/influence; roles/responsibilities or</p>

⁸⁵ During the Review Inception phase the formulation of planned project outputs and expected outcomes should have been confirmed and presented. The project should be assessed against its intended results, but these may have needed to be rephrased, re-aligned etc to make them consistent with UNEP results definitions⁸⁵ and to create the Theory of Change (TOC). Where the articulation of the project’s results framework, including outputs, outcomes, long term impacts and objectives/goals, needed to be revised, a simple table should have been provided in the Inception Report showing the original version and the revisions proposed for use in the Review. [This table should be annexed to the Main Review Report.](#)

⁸⁶ Evaluation Office of UNEP identifies stakeholders broadly as all those who are affected by, or who could affect (positively or negatively) the project’s results. At a disaggregated level key groups should be identified, such as: implementing partners; government officials and duty bearers (e.g. national focal points, coordinators); civil society leaders (e.g. associations and networks) and beneficiaries (e.g. households, tradespeople, disadvantaged groups, members of civil society etc.). UNEP recognizes the nine major groups as defined in Agenda 21: Business and Industries, Children & Youth, Farmers, Indigenous People and their Communities, Local Authorities, NGO’s, the Scientific & Technological Community, Women, Workers and Trade Unions.

	contributions/benefits etc. Key change agents should be identified, and due attention given to gender and under-represented/marginalised groups, including those living with disabilities. (½ page)
D. Project implementation structure and partners	A description of the implementation structure with diagram (implementing and executing agencies) and a list of key project partners, including their role in project delivery and performance (½ page narrative + table/diagram)
E. Changes in design during implementation	Any key events that affected the project's scope or parameters should be described in brief in chronological order, including: costed/no-cost extensions; formal revisions to the project's results; additional funding and when it was secured etc. (½ page)
F. Project financing	Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing should be provided. (<i>template available</i>)
IV. Theory of Change	
Reconstructed Theory of Change of the project at Review	<p>Where the project results as stated in the project design documents (or formal revisions⁸⁷ of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the TOC at Review⁸⁸. <i>The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> (<i>see sample table I: Justification for Reformulation of Results Statements below</i>).</p> <p>This section should include a description of how the <i>TOC at Review</i> was reconstructed (who was involved, which source documents were used, formal revisions, need for reconstruction etc.)</p> <p>The <i>TOC at Review</i> should be presented clearly in both diagrammatic and narrative forms. A clear articulation of each major causal pathway (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors should be provided. The insights gained by preparing the TOC at Review should be identified (e.g. gaps or disconnects in the project's logic that were identified; added value or UNEP comparative advantages that were highlighted; lessons in project design that became apparent etc).</p> <p>Work to promote human rights and gender equality is central to the aims of UNEP but does not always appear within results frameworks. The TOC should include assumptions/drivers relating to human rights and gender equality and the TOC narrative should discuss how greater equality and inclusivity was expected to be achieved by the project. For example, if the project document includes commitments to gender equality/gender strategies etc, these should be identified as drivers. <u>If the project document is silent, then the UN expectations on human rights and gender equality should be included as assumptions.</u> (3 pages + diagram)</p>
IV. Review Findings	
**Refer to the TOR for descriptions of the nature	This chapter is organized according to the review criteria presented in the TORs and reflected in the project performance ratings table. The Review Findings section provides a summative analysis of all triangulated data relevant to the parameters of the

⁸⁷ Revisions to results may be formalized through official communication between the project team and the funding partner (e.g. Steering Committee minutes; email exchange with the donor; GEF Project Implementation Review report; email confirming adoption of revisions after a Mid-Term Review, etc.)

⁸⁸ During the Inception Phase of the evaluation process a TOC at Evaluation Inception is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports, etc. During the evaluation process this TOC is revised based on changes made during project implementation and becomes the TOC at Evaluation.

and scope of each criterion**	criteria. Review findings should be objective, relate to the review objectives/questions, be easily identifiable and clearly stated and supported by sufficient evidence. This is the main substantive section of the report and incorporates indicative evidence ⁸⁹ as appropriate. “Factors Affecting Performance” should be discussed as appropriate in each of the review criteria as cross-cutting issues (see section IV. I below). Ratings are provided at the end of the assessment of each review criterion and the complete ratings table is included under the conclusions section (V. A) below.
A. Strategic Relevance	Integrated analysis of all dimensions evaluated under Strategic Relevance.
B. Quality of Project Design	Summary of the strength and weaknesses of the project design.
C. Nature of the External Context	Summary of any key external features of the project’s implementing context that may have been reasonably expected to limit the project’s performance (e.g. conflict, natural disaster, unanticipated political upheaval ⁹⁰). The overall effects of highly unfavourable or unfavourable external events on the project’s performance should be described.
D. Effectiveness: i. Availability of outputs ii. Achievement of project outcomes iii. Likelihood of impact	Integrated analysis, guided by the causal pathway represented by the <i>TOC at Review</i> , of all evidence relating to the achievement of results. Change processes explained and the roles of key actors, as well as drivers and assumptions, should be explicitly discussed under the following sub-headings: <ul style="list-style-type: none"> - Availability of outputs - Achievement of project outcomes - Likelihood of impact The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability, disability or marginalisation, should be discussed explicitly. These may be positive or negative effects.
E. Financial Management	Integrated analysis of all dimensions evaluated under financial management: <i>adherence</i> to UNEP’s policies and procedures; <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used and <i>communication</i> between financial and project management staff. The completed ‘financial management’ table should be included in this section or as an Annex (template available)
F. Efficiency	This section should contain a well-reasoned assessment of efficiency under the primary categories of cost-effectiveness and timeliness including: <ul style="list-style-type: none"> • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of how the project during implementation made use of/built on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project, or the method of carrying out activities by partners, minimised UNEP’s environmental footprint.
G. Monitoring and Reporting	Integrated analysis of all dimensions evaluated under Monitoring and Reporting, including: <ul style="list-style-type: none"> • Monitoring design and budgeting (<i>including SMART⁹¹ results with measurable indicators, resources for Mid Term /Review, plans for collection of disaggregated data etc.</i>)

⁸⁹ This may include brief quotations, anecdotal experiences, project events or descriptive statistics from surveys etc. The anonymity of all respondents should be protected.

⁹⁰ Note that ‘political upheaval’ does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project’s design and addressed through adaptive management of the project team.

⁹¹ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

	<ul style="list-style-type: none"> Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) Project reporting (e.g. <i>UNEP reporting systems; gender disaggregated data, consideration of vulnerable/marginalised groups, including those living with disabilities</i>).
H. Sustainability	<p>Discussion of the key conditions or factors that are likely to undermine or contribute to the persistence of those benefits achieved at the <u>project outcome level</u> are identified and discussion, including:</p> <ul style="list-style-type: none"> Socio-political Sustainability Financial Sustainability Institutional Sustainability (<i>including issues of partnerships</i>)
I. Factors Affecting Performance	<p>Where possible, these factors are not discussed in stand-alone sections but are integrated in criteria A-H as appropriate. <u>Where the factors have not been discussed in the main body of the report, summary paragraphs should be given</u>. A rating is given for each of these factors in the Project Performance Ratings Table, please see the Review Criteria Ratings in the suite of tools provided through a SharePoint link.</p>
V. Conclusions and Recommendations	
A. Conclusions	<p>This section should summarize the main conclusions of the review following a logical sequence from cause to effect. The conclusions should highlight the main strengths and weaknesses of the project, preferably starting with the positive achievements and a short explanation of how these were achieved, and then moving to the less successful aspects of the project and explanations as to why they occurred. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Answers to the key strategic review questions including an answer to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal, should be provided in Annex 1 below (see table II on GEF Portal Inputs)</p> <p>All conclusions should be supported with evidence that has been presented in the review report and can be cross-referenced to the main text using paragraph numbering. The conclusions section should end with the overall assessment of the performance of the project, followed by the ratings table.</p> <p>The conclusions section should not be a repeat of the Executive Summary but focuses on the main findings in a compelling story line that provides both evidence and explanations of the project's results and impact. (Max 2 pages)</p>
B. Lessons Learned	<p>Both positive and negative lessons are expected and duplication with recommendations should be avoided. Lessons learned should be anchored in the conclusions of the review, with cross-referencing to appropriate paragraphs in the review report where possible.</p> <p>Lessons learned are rooted in real project experiences, i.e. based on good practices and successes which could be replicated in similar contexts. Alternatively, they can be derived from problems encountered and mistakes made which should be avoided in the future. Lessons learned must have the potential for wider application and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p> <p>Specific lessons on how human rights and gender equity issues have been successfully integrated into project delivery and/or how they could have been taken into consideration, should be highlighted.</p>
C. Recommendations	<p>All recommendations should be also anchored in the conclusions of the report, with paragraph cross-referencing where possible.</p>

	<p>Recommendations are <u>proposals for specific actions to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results</u>. They should be feasible to implement within the timeframe and resources available (including local capacities), specific in terms of who would do what and when, and set a measurable performance target in order that the project team/Head of Branch/Unit can monitor and assess compliance with the recommendations.</p> <p>Structure the recommendation as a SMART (Specific, Measurable, Achievable, Relevant, and Time-oriented recommendation), followed by a summary of the finding that supports it (this is the challenge/ problem identified and needs to be addressed) and an indication of the priority level, type of recommendation, responsibility, and proposed timeframe.</p> <p>Also, in some cases, the same challenge/problem can lead to separate recommendations (prescribed actions) to be addressed by different groups e.g. Project or Partners recommendations. In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>Address the strengthening of human rights and gender dimensions of UNEP interventions, in (at least) one recommendation. Alternatively, include human rights and gender-related practice carried out by the intervention as a lesson learned.</p> <p><i>See template for recommendations in document 'In Report Template Presenting Recs and LL' and the "Recommendations Quality Guidance Note"</i></p>
<p>Annexes <i>(The Project Design Quality assessment table is not needed in the final review report as it is annexed in the Inception Report)</i></p>	<p>These may include additional material deemed relevant by the Review Consultant(s) but must include:</p> <ol style="list-style-type: none"> 1. Response to stakeholder comments received but not (fully) accepted by the Review Consultant, where appropriate. 2. Review itinerary, containing the names of locations visited and the names (or functions) and of people met/interviewed. A total gender disaggregation figure to be provided. <i>(A list of names and contact details of all respondents should be given to the Project Manager for dissemination of the report to stakeholders but contact details should not appear in the report).</i> 3. Summary of co-finance information and a statement of project expenditure by activity or component. 4. Review Brief <i>(where agreed with the Project Manager)</i>: A short (2-page) presentation of review findings and lessons to support the dissemination of learning to a wide range of audiences. <i>(Samples and a template can be provided by the EOU).</i> 5. Any other communication and outreach tools used to disseminate results (e.g. power point presentations, charts, graphs, videos, case studies, etc.). 6. List of documents consulted. 7. Brief CV(s) of the Review Consultant(s). 8. Review TORs (without annexes). 9. Quality Assessment of the Review Report (final only) will be added by the UNEP Evaluation Office as the final annex.

Important note on report formatting and layout

Reports should be submitted in Microsoft Word .doc or .docx format. Use of Styles (Headings etc.), page numbering and numbered paragraphs is compulsory from the very first draft report submitted. Consultants should make sure to gather media evidence, especially photographs, during the assignment and insert a sample in the final report in the appropriate sections. All media collected during the assignment shall become property of the Evaluation Office of UNEP; which shall ensure that the authors are recognised as copyright owners. The reviewer(s) grants permission to the Evaluation Office of UNEP to reproduce the photographs in any size or quantity for use in official publications. The reviewer(s) shall seek permission before taking any photographs in which persons are recognisable and to inform them that the photographs may be used in UNEP official publications.

Table I: Justification for Reformulation of Results Statements

Formulation in original project document(s)	Formulation for Reconstructed ToC at Review Inception (RTOC)	Justification for Reformulation
LONG TERM IMPACT		
INTERMEDIATE STATES		
PROJECT OUTCOMES		
OUTPUTS		

Table II: GEF portal inputs

The following table contains text to be uploaded to the GEF Portal. It will be drawn from the Review Report, either as copied or summarised text. In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

<p>Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7⁹², these indicators will be identified retrospectively and comments on performance provided⁹³).</p>
<p>Response: (Might be drawn from Monitoring and Reporting section)</p>
<p>Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)</p>
<p>Response: (Might be drawn from Factors Affecting Performance section)</p>
<p>Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)</p>
<p>Response: (Might be drawn from Factors Affecting Performance section)</p>
<p>Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. (Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)</p>
<p>Response: (Might be drawn from Factors Affecting Performance section)</p>
<p>Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? (This should be based on the documentation approved at CEO Endorsement/Approval)</p>
<p>Response: (Might be drawn from Factors Affecting Performance section)</p>
<p>Question: What are the main findings of the review?</p>
<p>Response:</p>

⁹² The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE.

⁹³ This is not applicable for Enabling Activities

Annex VIII: Review Matrix:

N	Criteria	Review questions	Indicators	Values	Sources/ data
1.	Strategic relevance	To what extent were the objective and outcomes of the program relevant with UN Environment MTS and PoW, and to the UN Environment and GEF strategic priorities?	Alignment with UN Environment / GEF priorities Project document,		UNEP MTS, PoW, GEF strategy, Interview UNEP.
2.		To what extent were the objectives and outcomes of the program relevant to promote deforestation free supply chains, and to the needs of different actors along the value chain as well as policy makers?			Project documents, national strategies, Interviews
3		Did any country specific context (e.g. Indonesia) affect the outcome of the project with respect to palm oil?			Project documents, national strategies, Interviews
4	Nature of external context?	Did any country specific context (e.g. Indonesia) affect the outcome of the project with respect to palm oil?			Project documents, national strategies, Interviews
5	Effectiveness	How effectively did the project activities increase the awareness of	50 executed, 50 in negotiation		FT final report document analysis,

		corporate sustainability commitments to low or zero deforestation in sectors with intensive land area impacts			
			Number of agreements (MoUs, NDAs) with companies to provide supply chain data.	Data on 30 newest agreements with companies collected	Interviews FT final report document analysis
			Significant data collected from 100 or more entities with different forest risk commodity commitments: cattle, palm oil, timber.	Data from second additional 30 new companies highly likely in 1 year	FT final report document analysis
			Public sector commitment data collected and incorporated		FT final report document analysis, Interviews
			Supply-change.org platform is launched and fully functional	Supply - Change.org designed, launched and supporting major visitation	Website content review Web site statistics
			Global Assessment completed, published and posted on Supply Change Org	Publication and dissemination of assessment	FT Final report Document analysis, outreach number for dissemination
6		How effective was the project to increase transparency and	Measured in number of data providers and number of actors	Progress toward target of 100	FT final report, document analysis, Interviews

		accountability for corporate commitments to sustainable forestry and land use	engaged in research steering group (by sector); and number and quality of private sector and policy citations of report findings	companies Engaged At least 20 new mutual relationships	FT final report, document analysis, Interviews
		Measured as did Supply Change “do the right things and did they do them the right way.”			PIR Review, discussions with GEF, UNEP, Forest Trends, and Supply Change team.
		What results were achieved from the Supply Change support to the Rainforest Framework Accountability contribution?			PIR Reports, Monitoring Assessments by Meridian, Climate Focus and Rainforest Alliance.
		How have challenges in tracking of commitments and its metrics been handled?			PIR reports, Supply Change metric reports
		Has the project been effective to increase the awareness of public sector and investor of regulatory frameworks or policies that account for biodiversity in financial systems	Production and distribution of new guidance materials	Availability of guidance materials adds to greater awareness by both public sector actors and private investors of the need for regulatory frameworks to promote sustainable production	FT final report document analysis Interviews FT final report

			Conduct 10 or more consultations, as needed.	Consultations yield important new learning about needs, challenges and opportunities for advancing sustainable commodity production	
		Has the project been effective in increasing the visibility and incentives for voluntary public reporting and sharing of best practices.	6 or more articles completed and internally published, annually/ 2 or more articles by mainstream or otherwise external media outlets covering project developments, annually	Extensive outreach utilizing new articles, additional factual information, webinars, workshops and other events will reach hundreds of stakeholders and other interested parties	FT final report document analysis Interviews
7	Impact	How well was the project able to identify the "links" in the supply chain that have the most direct influence on both buyer and producer uptake of sustainable practices	The increasing breadth of type of commitments published may be an indicator of how specific risks and their mitigation influence the uptake of sustainable practices & Type		FT final report documents analysis, interviews

			of learning from the consultation on new financing mechanism		
		To what extent was the project able to integrate private and public finance to: 1- Better support sustainable production and supply chains	The number of commitments reported through the period, and how many corporation achieved their target.		FT final report Analysis of the global assessment reports. Interviews
		How well was the project able to support national/subnational strategies on reducing deforestation.	Type of new learning from consultations conducted on framework & policies with financial institutions, private finance actors, and institutional investors.		FT final report Documents analysis (e.g consultation reports) Interviews
8	Financial Management	Was the project cost effective? How efficient was the financial management of the project including disbursements process	GEF financing amount: \$1,000,000 Co-financing amount \$2,000,000 Total disbursement as of June 30, 2020 \$823,388.00 Total expenditure as of June 30, 2020 \$914,820.00		FT final report Documents analysis (e.g consultation reports) Interviews
	Risks	How were market risks handled in terms of company endorsements and information?			FT final report Documents analysis (e.g consultation

					reports) Interviews
9	Efficiency	How efficient was the project ? Was it cost effective?	Number & List of research studies financed from other sources by the Forest Trend projects that benefited the Supply change project		Document analysis and review
		Did any factor affect project efficiency (e.g. preparation and readiness, quality of project management, stakeholder participation)			Interviews Final review report
10	Monitoring and Reporting	What M&E system was designed to track the project progress against SMART indicators ?	M&E reliability		Final review report
		Was the M&E System operational at the commencement of the project?	M&E System		Final review report
		Were there additional project reporting processes linked to co-funders requirements?	M&E System		Final review report
11	Sustainability	Institutional and Organizational Sustainability To what extent is the project able to support scaling up and replication of this approach?	Demonstrated value of the information generated by the project supports increased public and private commitments. This create a strong interest by		Final review report. Discussions with Supply Change, Forest Trends, UNEP, GEF.

			investors, donors who are ready to continue financing to constantly broaden information on the 4 commodities as well as on other commodity sector causing deforestation.		
		Financial Sustainability	Number of MoU of companies is constantly increasing. Number of financing commitments to Supply Change increasing.		Final review report. Discussions with Supply Change, Forest Trends, UNEP, GEF.
12	Lessons learned	What are the Lessons learned that might be relevant for design of future initiatives?	Defining the lessons learned that might be pertinent to project design of a platform like Supply Change or other future initiatives of the GEF/UNEP/Forest Trends.		Final review report. Discussions with Supply Change, Forest Trends, UNEP, GEF.
13	Comparison with other Platforms on Land Degradation: WOCAT RESTOR	Review of the two largest global platforms on Land Degradation: and comparison of the model.	Defining the platform trends for measuring matrices, and challenges faced.		WOCAT RESTOR Discussions with senior platform designers.

ANNEX IX: PORTAL INPUTS (for GEF funded projects)

The following table contains text to be uploaded to the GEF Portal. **It is currently drawn from the report.** (In each case, references of the report from which the responses have been copied or summarized have followed the prescribed format). This GEF funded project was provided during the years 2018-2020.

Table II: GEF portal inputs

<p>Question: What was the performance at the project’s completion against Core Indicator Targets? (For projects approved prior to GEF-7⁹⁴, these indicators will be identified retrospectively and comments on performance provided⁹⁵).</p>
<p>Response: (<i>Drawn from the Monitoring and Reporting section</i>)</p> <p>Monitoring and Reporting by the Supply Change team followed UNEP GEF guidelines. However, monitoring and reporting protocols seemed to be ensured more systematically by the UNEP Executing team in terms of adequacy of reporting. Monitoring and Reporting details at a more strategic level were reflected in the only Standing Committee Minutes that were shared with the Consultant, by the Forest Trends team, and most reporting profiles were shared by the UNEP Executing team. Given that the project was a Platform, the monitoring plan adopted was synonymous with the monitoring framework adopted by the team based on monitoring in terms of a single component and its indicator profile.</p> <p>a. Another element of the Monitoring framework was the teams inclusion of a Monitoring and Evaluation⁹⁶ component which must be mentioned early in the Second Phase. It included Supply Change’s continued participation within the Monitoring and Assessment community discussions around the refinement of the Common Methodology standards helped to inform periodic refinements to the design of Supply Change metrics. This was applied to all of its research products, whereby Supply Change sought to consult project partners as well as other strategic program partners in their design and review before finalization of the projects. In2019, Supply Change also consulted with UNEP-FI in selecting which metrics were more appropriate to collect and which external data sources would be viable to draw from for the research pilot to best meet the needs of key audience groups (i.e. financial institutions and corporate buyers) for the resulting report.</p> <p>b. A more detailed analytical report at completion, that was recorded by the Executing Agency, is provided below, which provides a clear indication of all achievements recorded from the results framework. Although the results seem to indicate a more than Satisfactory rating, the minimal reporting from the Forest Trends team reflected a Satisfactory Rating for the overall project profile at completion.</p>

⁹⁴ The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. (i.e. not GEF projects approved before GEF-6)

⁹⁵ This is not applicable for Enabling Activities

⁹⁶ Refer Supply Change Project Implementation report, December, 2019.

Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

Response: *(Drawn from the Factors Affecting Performance section)*

(Given the short duration of the project, no MTR was required).

There was strong co-operation with several organizations and a few that resulted in a formal partnership and helped achieve project targets. There were some consultations, webinars, and events held during the project which allowed the participation of a wider range of stakeholders. The second phase reflected partial evidence to the reviewer on the stakeholders reached and the potential impact of these consultations. The project had a global scope to provide environmental, social and economic impact on the ground by promoting public and private commitments to conserve forest, biodiversity and ecosystem in commodity supply chains. These measures are expected to contribute to poverty alleviation. Another element of stakeholder participation were the strategic discussions on identification of partners and stakeholders for the Supply Change project going forward held during the Steering Committee Meetings especially at completion which propelled the Forest Change team to think ahead. These discussions reflected on the need to identify stakeholders with specialized skills in the deforestation and climate change landscape, at multiple levels and sub sector areas for discussions with greater analytical depth to feed into the Supply Change work plans going forward. The stakeholder discussions and formulation of cooperation agreements were linked to the strategic discussions led by the UNEP as an Implementing Agency, throughout the project cycle, pushing for greater linkages to partners, with plausible innovative modalities for functioning and tracking deforestation and efforts that helped enhance reforestation.

Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

Response: *(Drawn from Factors Affecting Performance section)*

Gender Mainstreaming⁹⁷: The first phase of the Supply Change project did not provide adequate information on gender differentials and impact data in the area of deforestation and commodities. During the second phase the Supply Change team hired a consultant, to review Supply Change's program to identify ways for mainstreaming gender within its research program. The consultant reviewed content related to gender and forest-risk commodity supply chains of the internal Supply Change documents covering the areas of (public methodology, Internal metrics tracker, framing of questions and answers) and the most relevant external sources the consultant could find in order to make recommendations for addressing gender more effectively. In her proposed "Integrated gender lens for SC's work" she notes four main areas in which Supply Change can deepen its approach to addressing gender: 1) unequal access to and control of resources; 2) unbalanced participation and decision-making in environmental planning and governance; 3) uneven access to socio-economic benefits and services; and 4) human rights, sexual harassment and gender-based violence at all levels. For each topic area the consultant defined key guiding questions that Supply Change will use to adjust existing metrics and add where needed new ones. Indications of an inclusion of the above efforts and its results during the second phase were reported in terms of recommendations that were made and were being implemented as the project moved forward,⁹⁸ by the SC team.

Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

Response: *(Drawn from Factors Affecting Performance section)*

Given the fact that this was a Platform, no Safeguards Plan was adopted.

Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

Response: *(Drawn from Factors Affecting Performance section)*

⁹⁷ Refer PIR, 2020.

⁹⁸ Refer PIR, 2020

Key features of the project are: *Outcome 1:* The creation of a global database of corporate commitments towards deforestation-free supply chain was a "milestone" in the monitoring of commitments. It was viewed as a neutral, easy to use platform bringing new knowledge. It provided transparency on companies' commitments and led to mainstream "transparency" as a plurality of transparency tools were created with different objectives. With over 1200 companies, it is still the largest database of its kind. It showed that commitments alone are not sufficient to prevent deforestation, implementation is key. Many companies realize that there is great complexity to the implementation of commitments – and enhanced capacity building and/or resources on the ground are a necessity.

Question: What are the main findings of the review?

The main findings of the review are provided below:

Response: The overall performance of the "Supply Change " Project was evaluated as Satisfactory. The Rating details are provided in section V. The project overall adopted good design elements. Its strength was to leverage on the existing data and a network of partners for the project to design the supply change web platform publishing factual data on the companies' commitments as well as to publish reports and articles on financial flows with REDD+ and jurisdiction scale landscape. It had a participatory design in cooperating with the consultative partners.

The weaknesses of the project design were that while not required by the GEF at the time, including a theory of change in addition to a threat, root causes and barrier analysis would have contributed to better demonstrate and present the linkage between the outputs, outcomes and intended impact. Financial information was scattered at project design. The Platform could have been modeled to present information more systematically, for the viewer given its design elements. Additionally, a more comprehensive approach to defining risks both operational and institutional was missing, the GEF protocol was linked to defining risks in the context of results.

Relevance : The Supply Change project was highly relevant to UNEP, GEF and each of the commodity sectors: palm oil, soy, cattle and timber and pulp as these commodities are considered to be the main drivers for deforestation.

Effectiveness : Overall, the project was effective in tracking **1201** companies engaged and researched, with 464 companies profiled during the project phase and results achieved went well beyond planned targets.

Key features of the project are: *Outcome 1:* The creation of a global database of corporate commitments towards deforestation-free supply chain was a "milestone" in the monitoring of commitments. It was viewed as a neutral, easy to use platform bringing new knowledge. It provided transparency on companies' commitments and led to mainstream "transparency" as a plurality of transparency tools were created with different objectives. With over 1200 companies, it is still the largest database of its kind. It showed that commitments alone are not sufficient to prevent deforestation, implementation is key. Many companies realize that there

is great complexity to the implementation of commitments – and enhanced capacity building and/or resources on the ground are a necessity.

Potential Likelihood of impact: Although impact of a short terms two year initiative seems difficult to ensure, there were several factors that supported the likelihood of potential impact at commencement of the second Phase. The Accountability Framework Initiative (AFI) commenced in 2017 and was launched in June 2019. It seeks to align existing tools and instruments to provide greater transparency and accountability for companies utilizing these tools. Companies face increasing pressure from consumers, civil society, and the financial sector to commit to reduced deforestation supply chains. Furthermore, Signatories of the New York Declaration on Forests faced pressure to meet their target by 2020. Banks’ and investors’ awareness have grown exponentially on how corporate deforestation creates material risks in their portfolio. However, financial sustainability was an equally important area that required longer term efforts to build measures towards impact, and needed to be taken into account in the context of a project linked to platform efforts of a growing complexity of tasks.

Efficiency: The project was carried out in a cost-effective manner. It relied extensively on partnerships for its implementation, which in addition to common research, resulted for many of them in providing co-financing opportunities. The project identified and mobilized these partners who were complementing the expertise of Forest Trends. Supply Change coordinated with the GEF6 Integrated Approach on Deforestation-free Commodity Supply Chains (renamed the Good Growth Partnership) through its Steering Committee Members who were common to both projects. This was an important element of project design that helped the growth of Supply Change as an entity.

Sustainability: It is a well known fact that the increasing demand for more transparency on both the companies and financial sector action taken against deforestation and climate, in general, is supportive to long term sustainability for monitoring commitments’ needs. Data of this sort tends to be considered a public good. Finding the right business model for the Supply Change Platform is a necessity for its growth and continued existence; a factor raised in the First Phase and continued to be flagged during the Second Phase as well. Exploring technology use and better understanding of the users’ needs to innovate are two areas for the team to study. Design of financial mechanisms has been and remains the core activity for Forest Trends and as such, requires more feasible financial sustainable measures. . At completion, there were several concerns about financial sustainability of the platform going forward that surfaced during discussions with the Steering Committee, and stakeholders repeatedly. Despite planned efforts to source funding, a small funding opportunity with CERES and NORAD for five years was ongoing at the time of the Review.

Conclusions :

The primary objective of the project was to increase the transparency and accountability of commodity production companies’ commitments to sustainable low and zero deforestation productions and reduced pressures on globally significant biodiversity. The Project contributed to its overall goal by achieving successfully its main objective and partially to some of the global environment benefits outlined in the ProDoc. It fills the information gap to support decision making for both the public and private sectors. It is a well known fact that the issues with deforestation are very complex and the project alone is not enough to de-risk sustainable practices, ensure systematic improvements to policy and investments decisions, and reverse or limit the agricultural forest footprint. It requires a broadly inclusive approach that can act

both at an international level as well as at a country level, in order to promote the necessary systemic approach that drives results and impact in the complex realm of deforestation today. However even small measures do contribute over a period of time to building global environmental benefits.

Its potential impact was to create the needed transparency on corporate commitments with a global, neutral database. It contributed in large measure to mainstream transparency for commodity supply chains. Transparency on corporate commitments has increased the awareness of deforestation risks to the companies operating with the four key commodities as well as to the financial sector that has invested in the sector. It is a well-known fact that large public companies and those upstream in the supply chain are more likely to make commitments, probably due to higher reputational risk. Furthermore, factors such as well-established commodity certification, and/or the existence of collective initiative in tackling deforestation also elicit better drafted and greater numbers of commitments from companies. It is also important to recognize that the effort of tracking commitments is not enough to trigger their implementation, companies will need technical support given its complexity. The plausibility of companies being in a position to report and having a traceability system in place are few and far between. It is important to recognize the fact that the guidance provided by tools such as Accountability Framework Initiative may contribute to building more capacity, and resources may be needed on the ground for producers going forward.

The work of the Supply Change team points to the fact that there is an increasing demand for more transparency on both the companies and financial sectors' action taken against deforestation and climate, in general, is supportive of long term sustainability for monitoring commitments' needs. Finding the right business model that builds design elements that are responsive to market changes for the Supply Change Platform is a necessity for its continued existence and long-term sustainability.

ANNEX X. BRIEF CV OF THE REVIEWER

Name: Rema Nair Balasundaram

Profession	International Consultant: Development Economist with expertise in Food Insecurity, Nutrition, and Poverty
Nationality	USA
Country experience	<ul style="list-style-type: none"> • Europe: England, Switzerland, Rome, Netherlands, France, Luxemborg. • Africa: South Africa, Rwanda, Uganda, Zambia, Sudan, Kenya, Malawi, • Americas: USA, Peru, Honduras • Asia: Uzbekistan, Myanmar/Burma, Bangladesh, Nepal, Thailand, Sri Lanka, , Cambodia, China, India, Philippines, Lao PDR, Nepal.
Education	<ul style="list-style-type: none"> • Masters in Development Management and Economic Policy: American University. Washington DC, USA. • Masters in Food Science and Nutrition, MS University Baroda, India. • Bachelors Hons: Food Science and Nutrition, Microbiology and Biochemistry

Short biography

American National of Indian origin, and Professional Development Economist, with a technical background in Food Security, Nutrition and Economic and Public Policy. Currently leading strategic tasks as a Policy and Management Adviser working in the International Development landscape with more than four decades of operational experience working on economic growth, public health, livelihoods, public and private sector polices, agriculture, education, environment, forestry, land degradation in the tropics, climate change, resilience, disaster risk reduction, rural development and poverty reduction strategies in South Asia, East Asia, Africa, and Latin America, of which twenty five years were in the World Bank Group. Core work areas include team leading operational and economic policy, financial management operations, and evaluations for the **World Bank Group, ADB, GEF, UNEP, UNDP, JIU, and ILO**, including conducting global, regional, country portfolio and program evaluations, and sector evaluations, and conceptualizing the formulation of financing facilities for multilaterals and bilaterals. Leading formulation and implementation of global programs in food insecurity, food science, nutrition, health, HIV/AIDs, public sector reform, Sustainable Development Goals, (SDG), aid effectiveness, humanitarian activities, energy, environment, environmental impact assessments, resettlement, safeguards, and education. ***More recently, spent time supporting IFIs, leading impact studies of the COVID-19 Pandemic, on poverty, food security, livelihoods, IFC, World Bank, for UNEP, CGIAR and IFAD on its overall impact on the SDGs, climate change, land degradation, deforestation and commodities in the context of increasing poverty and malnutrition.***

Key specialties and capabilities cover:

Spearheading operational and technical inputs for investment climate, investment promotion, financial management, trade and competition environments, capacity enhancement of national governments, and working to identify and find solutions for challenges and linkages in **27 countries** in Central Asia, South Asia, South East Asia, East and Southern Africa, and Latin America. Led policy level discussions on investment promotion and landscape discussions with the OECD DAC and International Financial Institutions linked to social and economic sectors for establishing Public Private Partnerships in Least

Developed Country contexts, leading to policy inclusion and alterations in the program cycle and national poverty reduction strategies. In the last ten years, has led studies, market assessments and trends in least developed nations and middle income countries, of the impact of COVID on poverty and inequality, supply chains and value chains in Asia, Latin America and Africa across multiple sectors, social and economic with a specialized focus on estimating and measuring *Risks and Resilience factors of IFI projects in economic, social and financial sectors*.

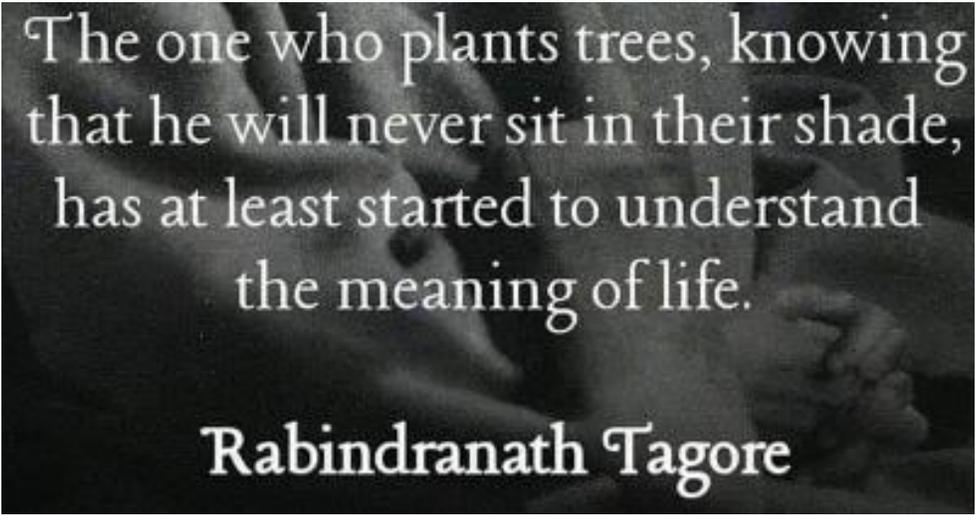
Selected assignments and experiences: My evaluations result in additional financing to several World Bank and ILO and ADB projects.

- Partnerships Coordinator Evaluation, World Bank Operations Evaluation Division, 1998-2004: Established the first Knowledge Management function for IFIs. Team leading knowledge management clinics for World Bank staff on portfolio and programme management with evaluation principles. Defining Results Based Management in clinics for World Bank Africa staff. Serving as the World Bank focal point at the OECD DAC, and UNEG for the above period.
- Team leading a repositioning of the UN OCHA Five year Plan in Sudan for the Humanitarian Coordination Group.
- Team leading terminal reviews for financial management infrastructure, at IFC/World Bank Group of a SECO funded global project in 24 countries.
- Team leading capacity building initiatives for the Ministry of Investment and Foreign Trade as part of an ADB Technical Assistance, in Uzbekistan, Tashkent.
- Building a World Bank/UNDP portal of 150 social, financial and economic indicators of 22 Arab League Nations.
- Building and conceptualizing a Results Based Management portal for the World Bank Quality at Entry Division.
- Team leading an MDG Fund Mid term Review of Nutrition and Food Security in China for the UNDP MDG Fund considered best practice.
- Team leading an ILO Peace Building FUND project for agrocentric women's cooperative project in Post Conflict, Killinocchi, Sri Lanka, which led to AUSAID providing special funding to the Women's Cooperative during COVID for provision of water, seeds and fertilizer in the Northern Province.

Independent reviews/evaluations: (contains both confidential and publicly disclosed documents)

- Lessons from evaluations: India country assistance evaluation: OED, 2001.WB
- Lessons from evaluation: Bulgaria country assistance evaluation: OED, 2002. WB
- Lessons from evaluation: Russia country assistance evaluation: OED 2003.WB.
- Evaluation of Gender inclusion in the Bank: OED 2002.WB
- Evaluation of Indigenous Peoples: OED 2002.WB.
- Partnerships at OED: Thirty years of OED, 2000.WB.
- Harmonization around Results Reporting: Madagascar, Mozambique, Tanzania and Uganda. OPCS, World Bank, 2005.
- Alignment to Results and Poverty Reduction Strategies, Uganda, World Bank, 2005.
- Interaction Between Evaluation Offices and Governing Bodies: A Comparative Study, GEFME, 2005.
- Evaluation of the GEF Activity Cycle and Modalities: Related Initiatives, GEFE0, 2006.
- Evaluation of the Basket Fund, Support to Aid Coordination, Harmonization and Alignment, Rwanda. March, 2008.
- An Assessment of AAA Dropped projects, Quality Assurance Group, March, 2008.WB
- An Annual Review of Portfolio Performance, Quality Assurance Group, 2007, and 2008.WB
- Lele U., Rema N. Balasundaram, Joost Gorter and Ritika Kapur (2007): *Scaling up development assistance: lessons from donor evaluations and evaluation journals for achieving large scale sustainable impacts*: A Paper Prepared for the Wolfensohn Initiative of the Brookings Institution.

- An Assessment of Country AAA Phase 11, Quality Assurance Group, April, 2008. WB
- Rwanda Country assistance Strategy, completion Report, World Bank, July 2008.
- Quality at Entry Review of ADB Sovereign Projects, January 2009.
- Evaluation of UNICEF engagement in Global Programs and Partnerships, May 2009.
- Zambia UNDAF Medium Term Review, June 2009. UNDP
- Assessment of Impact of the ESMAP Business Plan 2005-2007, World Bank, March 2010.
- Evaluation of the MCC Zambia Threshold Program, 2010.
- Mid Term Evaluation of the UNDP Joint Programme on Children, Food Security and Nutrition in China., August, 2011.
- CDTA-7806: Results Oriented Strategic Planning and Management for Inclusive Growth, Enhancing the National Economic Development Authority, Project Monitoring Staff-Project Processes and Systems, TA Consultant Report, ADB, October 2012. Manila.
- Evaluation of the EU funding to the Inter Agency Working Group on DDR, World Bank, April 2013.
- IFC and World Bank Goals, Forthcoming, August 2014.
- ADB Review of Technical Assistance, October 2014.
- Mid Term Review of South Sudan HRRP, September, 2015.
- Mid Term Review of SECO funded Global Financial Infrastructure Program, 2019. (IFC-FCI)
- Project Completion Reviews of the IFC Azerbaijan Central Asia Fund, July, 2018-June, 2020.
- End Term Evaluation of Peacebuilding Fund, EMPOWER Project, Sri Lanka, ILO; February, 2020.
- Validation of Technical Assistance PRC-Regional Program on Social Protection, ADB, October, 2021.
- Portfolio and Project Management-TA-9486, AICD-Rema Balasundaram, Consolidated TA Report, Asian Development Bank, February, 2022.
- Project Completion Review: IFC Peru, Investment Policy Promotion, July, 2023.



The one who plants trees, knowing
that he will never sit in their shade,
has at least started to understand
the meaning of life.

Rabindranath Tagore

ANNEX XI. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: **Supply Change: Promoting Reduction of Deforestation Impacts of Commodity Supply Chains' (GEF ID 9858) (2018-2020)**

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Report Rating
<p>Quality of the Executive Summary Purpose: acts as a stand alone and accurate <u>summary</u> of the main review product, especially for senior management. To include:</p> <ul style="list-style-type: none"> • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations. 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Responses to key strategic questions • Reference to where the review ratings table can be found in the report. <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The section situates the project contextually and provides a good description of the rationale for the second phase. • Some of the findings are well articulated and give the reader a snapshot of positive transformative changes likely to arise from this project's interventions. • The section describes the new knowledge gained that can be applied in similar contexts and recommendations that are easily actionable. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • The brevity of some of the main findings does not provide the reader with a sense of the project's alignment as it does not provide the evidence of situating it with applicable policies/priorities; with how well the project performed because it provides evidence for progress but not the success of that progress; with the financial management to give the reader a picture of how well managed or not the project was. • The section does not make any explicit reference to marginalized groups regarding their involvement, differential impact of the problem or the benefits by the project to give the reader a sense of how inclusive the project was. • One of the findings in the executive summary is contradictory because it acknowledges that a TOC was not required by GEF in the project design; yet the finding goes ahead to cite this as a weakness that could have 	4

	<p>contributed to show the causal linkage of results.</p> <ul style="list-style-type: none"> • Para 12 – cites creation of a global database as a milestone towards monitoring commitments. While this could be the case, it is an output not an outcome. The outcome should have been the utility of the database by the stakeholders. 	
<p>Quality of the 'Introduction' Section <u>Purpose:</u> introduces/situates the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself. To include:</p> <ul style="list-style-type: none"> • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the review and the key intended audience for the findings. 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Date of PRC approvals; • Specific countries of implementation • Key intended audience of the findings. <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The section provides a comprehensive description of the project including its genesis and follow on project. It adequately describes the partners and implementation architecture, the project results, and the budget. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • The section could have been more elaborate on the institutional context particularly on the impact of deforestation on local communities and the relationships between the stakeholders particularly actors along the supply chain. 	5
<p>Quality of the 'Review Methods' Section <u>Purpose:</u> provides reader with clear and comprehensive description of review methods, demonstrates the <u>credibility</u> of the findings and performance ratings. To include:</p> <ul style="list-style-type: none"> • description of review data collection methods and information sources • justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face) • number and type of respondents (<i>see table template</i>) • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Justification for methods used. • Number & type of respondents interviewed. • Inclusion of marginalized groups. • Ethics and human rights issues • Respondents selection criteria <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The section lists the data collection methods and the limitations the review faced on each. • The TR made an attempt to triangulate the data through the project team, steering committee and partners although no feedback was received. • The report describes the TR attempts to increase stakeholder engagement e.g. key informants through virtual interviews in different offices. • The report also describes the TR attempts at collecting the data through desk reviews following the lack of respondents. However, it fails to describe those data sources. 	3

<ul style="list-style-type: none"> ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. <i>Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.</i> 	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> The sub-section on secondary data collection describes the process on the futile efforts to contact respondents and the deliverables completed by the consultant, as opposed to the sources of secondary data reviewed whether published/unpublished data; or other project documents. The sub-section on synthesis (para 12) describes a validation exercise as opposed to synthesis of the information collected by the consultant. It is not clear how the information collected was analyzed. The sub-section on limitations describes the causes rather than the limitation itself which was unavailability of the appropriate respondents given the time lapsed from project completion to review. The TR especially because the report says the review suffered with respect to obtaining information on impact and outcomes given the attrition of the project implementers at the point of the TR. 	
<p>Quality of the 'Project' Section</p> <p><u>Purpose:</u> describes and <u>verifies</u> key dimensions of the evaluand relevant to assessing its performance.</p> <p>To include:</p> <ul style="list-style-type: none"> <i>Context:</i> overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) <i>Results framework:</i> summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) <i>Stakeholders:</i> description of groups of targeted stakeholders organised according to relevant common characteristics <i>Project implementation structure and partners:</i> description of the implementation structure with diagram and a list of key project partners <i>Changes in design during implementation:</i> any key events that affected the project's scope or parameters should be described in brief in chronological order <i>Project financing:</i> completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> Stakeholder groups Actual sources of funding Expenditure <p><i>Strengths</i></p> <ul style="list-style-type: none"> The context gives the reader a clear picture of the rationale of the project, the problem it sought to address, and its root causes, its overall intention, the desired results and the buildup from the first phase of the project leading to the second phase. The report provides a clear delineation of the project implementation structure and the various actors involved. The changes in design elements is adequately described with specific examples and precise changes. Project financing describes the financing and co-financing and by the respective sources, kind of financing, and amounts. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> Context: Although the section describes the problem, it omits the effect this has which could have been a good link to the project rationale. Stakeholders. This section describes the project partners and part of the role they played in the project. Although there is an 	4

	<p>overlay between a project partner and a stakeholder.</p> <ul style="list-style-type: none"> • The section makes reference to the project team recognizing ‘governments’ as important decision makers but does not describe their involvement in the project and if any decisions were made by these governments in furthering the goal of the project. • Design changes. The report describes staff changes but does not specify the changes. It goes on to state that these changes affected overall potential of the project in terms of analytical outputs. It is not clear how this affected the project’s scope. • Project financing. From the title of the project, it can be deduced that this was the budget at design. However, there is no information on the expenditure. 	
<p>Quality of the Theory of Change</p> <p><u>Purpose:</u> to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project’s performance.</p> <p>To include:</p> <ul style="list-style-type: none"> • description of how the <i>TOC at Review</i>⁹⁹ was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. <i>The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results ‘goal posts’ have not been ‘moved’.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report. 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Description of how the TOC at review was designed (who was involved etc) • Confirmation/reconstruction of results in accordance with UNEP definitions • Articulation of causal pathways • Identification of key actors in the change process (not outlined/indicated – just mentioned) <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The report presents a diagrammatic form of the reconstructed TOC. • The report identifies potential drivers. Although they are presented as three drivers, it is only one driver on the leveraging power of finance, partnerships and role of GEF. • A tabular summary of the original and reconstructed hierarchies is provided. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Some of the information in para 28 is more appropriate in the context section e.g. role that commercial agriculture has played as a threat to the loss of forests and biodiversity. • The narrative description is not specific on the causal pathways beyond describing the conventional causal pathway from outputs to outcomes and intermediate states towards impact. This does not add much value to the reader as this is what is ordinarily expected. 	3

⁹⁹During the Inception Phase of the review process a *TOC at Review Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

	<ul style="list-style-type: none"> • The report states upgrading as an assumption (para 32). However, this should be a driver and at output level. Further, this is a component in the project's results framework so its not clear how it also doubles up as an assumption. • It is also not clear how one can upgrade and upscale online information and analysis. However, it is possible to do so with a system to generate more quality information. • In the TOC diagram, the project outputs are labelled/titled as indicators, which may be misleading for some readers. • Assumption A2 – 1st part is stated as a status and 2nd part as a recommendation. • Assumption A4 is stated as a risk. • Annex VI b (reconstructed TOC) shows no change in project outcome statement. However, increased transparency awareness is an output because it does not demonstrate the change the awareness created as a transformative result – could have been rephrased as increased accountability on corporate commitments as a sustainability mechanism to reduce deforestation. • On output 1.1.1 – shows no change – but the output states five or more – this could have been rephrased as # of new strategic partners for the tracking platforms established. • Output 1.1.3 – is a process indicator but report states no change – could have been rephrased as documentation on progress on companies in achieving their commitments enhanced. • Output 1.1.4 states no change yet it describes adoption which is at outcome level – it could have been rephrased as a common set of performance criteria for tracking and assessing the impact of company commitments established. 	
<p>Quality of Key Findings within the Report</p> <p><u>Presentation of evidence:</u> nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source.</p> <p><u>Consistency within the report:</u> all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix.</p>	<p>Final report:</p> <p><i>Strengths</i></p> <ul style="list-style-type: none"> • Some findings had compelling evidence e.g. alignment of the project to strategic instruments and institutional priorities. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Presentation of evidence is not always consistent and is lacking in some cases e.g. in delivery of three out of four outputs. • In some cases the evidence was provided but not accompanied by any analysis e.g. the financial management section. This makes it 	3

<p><u>Findings Statements (where applicable):</u> The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.</p>	<p>difficult to arrive at a sense of how well financially managed the project was.</p> <ul style="list-style-type: none"> • The findings largely describe instrumental changes brought about by the efforts of the project. While this is commendable, it does not describe the benefits beyond that such as to the local communities, governments, and other actors along the supply chain. • There wasn't a compelling case of how the findings were arrived at e.g. interviews with respondent, or document review of a certain data source revealed that..... 	
<p>Quality of 'Strategic Relevance' Section</p> <p><u>Purpose:</u> to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval.</p> <p>To include:</p> <p>Assessment of the evaluand's relevance vis-à-vis:</p> <ul style="list-style-type: none"> • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation¹⁰⁰), with other interventions addressing the needs of the same target groups. 	<p>Final report (<i>coverage</i>):</p> <p>The report provides additional criteria (paras 52 – 59). While interesting, the added value is not clear as it is not possible to rate them within UNEPs rating matrix.</p> <p><i>Strengths</i></p> <ul style="list-style-type: none"> • This section presents elaborate evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. All parameters have been covered herein. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • The report could have provided at least one example of priorities at regional, sub-national and national environmental levels as evidence. • The first part of para 51 should be moved to section on alignment to GEF (paras 49 & 50) 	5
<p>Quality of the 'Quality of Project Design' Section</p> <p><u>Purpose:</u> to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.</p>	<p>Final report:</p> <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The report describes the simplicity of the design of the results framework, the partnerships, and the participatory nature of its design through the assessment of stakeholder context and partner contributions to determine the activities to be implemented. • The report describes the leveraging of phase one to inform the design of phase 2 (supply change). <p><i>Weaknesses</i></p>	3

¹⁰⁰ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

	<ul style="list-style-type: none"> • There doesn't seem to be a link between the assessment of the project design at the inception phase with the findings in the TR. The elements of the quality of project design have not been unpacked in the TR. • The description largely dwells on the design of the results framework and the design of the online platform. • Para 64 (a) (i) is misplaced because it describes a recommendation. 	
<p>Quality of the 'Nature of the External Context' Section</p> <p><u>Purpose:</u> to describe and recognise, when appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval¹⁰¹), and how they affected performance.</p> <p>While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.</p>	<p>Final report :</p> <p>Adequately covered.</p>	4
<p>Quality of 'Effectiveness' Section</p> <p>(i) Availability of Outputs:</p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries.</p> <p>To include:</p> <ul style="list-style-type: none"> • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Comparison of outputs to approved plans and budgets. • Assessment of nature and scale of outputs compared to project indicators and targets (missing for outputs 1.1.2 to 1.1.4) • Assessment of timelines, quality & utility of outputs to intended beneficiaries. • Description of positive or negative effects on marginalized groups. <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The report presents clear evidence to qualify the availability of output 1.1.1 in regard to the strategic partners established as per the indicator. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Although the report states that all the activities planned as part of the outputs were performed and all indicator targets met, there is no documentation and or evidence 	2

¹⁰¹ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

	on the delivery of outputs 1.1.2 to 1.1.4 to support this finding.	
<p>ii) Achievement of Project Outcomes:</p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level.</p> <p>To include:</p> <ul style="list-style-type: none"> • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Comparison of outcomes to approved plans and budgets. • Assessment of nature and scale of outcomes compared to project indicators and targets (missing for indicator 2) • Description of positive or negative effects on marginalized groups. <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The report describes the targets met as per outcome indicator 1. • There was credible association linked to the project on the number of companies tracked that surpassed the target. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • The report does not describe the targets met as per outcome indicator 2. • The report describes that the project surpassed the target on the indicator (para 73). However, this surpassed target was for the tracking yet the indicator was measuring the # of ha prevented from deforestation evidenced by tracking. Unless tracking is synonymous to prevention, the report does not describe the # of ha prevented from deforestation. 	3
<p>(iii) Likelihood of Impact:</p> <p><u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding.</p> <p>To include:</p> <ul style="list-style-type: none"> • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability). 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Unintended negative effects on marginalized groups. <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The report describes the intervention (online platform) that will lead to the likelihood of impact. • It describes the change process and the role played especially by the strategic partnerships established. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • The report does not show the causal linkage from the outputs, especially output 1.1.1 which clearly shows how the partnerships contributed to the improved tracking of companies. 	3

	<ul style="list-style-type: none"> • There is evidence that the companies make commitments due to reputational risk incentives from pressure groups, financing institutions, projects, etc. However, no compelling evidence was shown that the companies responsible for deforestation would willingly continue with the commitments as a company culture devoid of the incentives. • Para 78 & 81 are better included in the recommendation section. 	
<p>Quality of 'Financial Management' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • <i>adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff 	<p>Final report:</p> <p>Strengths</p> <ul style="list-style-type: none"> • The report breaks down the costs per activity and by year (annex Va) • Evidence of projects budget and expenditure were annexed. <p>Weaknesses</p> <ul style="list-style-type: none"> • Though the report presents the financial management table, it does not provide an analysis of their adherence and communication. It doesn't describe if the reports were submitted in a timely manner, and in the formats prescribed by UNEP's policies and procedures. • Para 82 states that the communication remained clear and complete but does not refer to any evidence. • The same paragraph mentions when the last disbursement was made without qualifying through any analysis or evidence whether it was timely, or within the approved expenditure. There is also no analysis to ascertain if the budget revision met the required 10% threshold. • The report (para 82) mentions that there were no specific financial issues faced and that the financial implementation was sound. However there is no analysis for instance on whether the financial reports were submitted, the extent to which they were accurate and complete. 	2
<p>Quality of 'Efficiency' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness).</p> <p>To include:</p> <ul style="list-style-type: none"> • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe 	<p>Final report (/omissions):</p> <ul style="list-style-type: none"> • Extent of minimizing UNEP's environmental footprint. <p>Strengths</p> <ul style="list-style-type: none"> • Describes the cost-efficient measures such as partnerships with similar activities that also resulted in co-financing, an online 	4

<ul style="list-style-type: none"> • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint. 	<p>platform for collection, storage and retrieval as part of the project design.</p> <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • There was no description on whether there were any time saving measures as a result of the partnerships, or lean staffing resulting in efficient administrative costs due to the lean results framework and use of partners. • Although described elsewhere in the strategic relevance section, the report could have cited the leveraging of phase one to ramp up the establishment of the online platform. 	
<p>Quality of 'Monitoring and Reporting' Section</p> <p><u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • quality of the monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>) • quality of monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) • quality of project reporting (e.g. <i>PIMS and donor reports</i>) 	<p>Final report:</p> <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The report describes a monitoring plan and adherence for UNEP GET guidelines on monitoring and reporting protocols that provided the basis for documenting progress and reflected in the standing committee minutes and monitoring reports. The plan included the metrics to be measured informed by consultations with UNEP-FI. • Section describes frequency and availability of monitoring reports. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Although the section provides a table as evidence, the information therein describes monitoring of progress through level of completion of activities as opposed to the performance monitoring based on indicator targets met. • The section did not analyze the quality of the indicators in the results framework that would have been used to monitor performance e.g. indicator 1 is a process indicator tracking # of companies commodity commitments tracked – this is a process indicator measuring an outcome. • The section did not mention that there were no indicators provided at output level. • A total budget was stated but did not specify how much was allocated to monitoring each output/outcome because it was the amount allocated for the TR. 	4
<p>Quality of 'Sustainability' Section</p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • socio-political sustainability 	<p>Final report:</p> <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The section adequately identifies the lack of financial sustainability measures that could have been built in the design and the rating 	5

<ul style="list-style-type: none"> • financial sustainability • institutional sustainability 	<p>corresponds to the inadequacy of sustainability mechanisms of the project.</p> <ul style="list-style-type: none"> • Factors that could sustain company commitments were also described which provide plausible institutional framework sustainability. 	
<p>Quality of Factors Affecting Performance Section</p> <p><u>Purpose:</u> These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors.</p> <p>Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes:</p> <ul style="list-style-type: none"> • preparation and readiness • quality of project management and supervision¹⁰² • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Responsiveness to human rights <p><i>Strengths</i></p> <ul style="list-style-type: none"> • Section on process of engagement of stakeholders especially on the skills type required, the workplan activities, and the format that these consultations took place. • It also describes the types of communication produced by the project and recognizes the limitation in determining their effectiveness. <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Para 102 – the attribute of UNEP’s excellent management should have been qualified. • There is no indication on the adoption and application of monitoring of the gender responsive elements recommended. 	4
<p>Quality of the Conclusions Section</p> <p>(i) Conclusions Narrative:</p> <p><u>Purpose:</u> to present summative statements reflecting on prominent aspects of the <u>performance of the evaluand as a whole</u>, they should be derived from the synthesized analysis of evidence gathered during the review process.</p> <p>To include:</p> <ul style="list-style-type: none"> • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions • human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, 	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Response to Strategic Question 3 • Gender responsiveness and human rights <p><i>Strengths</i></p> <ul style="list-style-type: none"> • The section describes the project’s contribution to the overall goal, while also recognizing its limitations on influencing deforestation and policies on sustainable agriculture. • It describes the role played by the project in bridging the gap on publicly accessible information, on availing of transparency tools. • The section responds to strategic questions 1 and 2. 	4

¹⁰² In some cases ‘project management and supervision’ will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

<p>addressed or impacted on)</p>	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • The section did not respond to Strategic Question 3 – what changes were made to adapt to the effects of COVID-19 and how have these changes affected the project’s performance? Although there was reference to virtual consultations with stakeholders by the project in the stakeholder section, it was not in reference to Q3. • There was no reference to gender responsiveness and human rights. 	
<p>ii) Utility of the Lessons: <u>Purpose:</u> to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> • are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) • briefly describe the context from which they are derived and those contexts in which they may be useful • do not duplicate recommendations 	<p>Final report (<i>coverage/omissions</i>):</p> <p><i>Strengths</i></p> <ul style="list-style-type: none"> • Lessons learned are well documented and are derived from the TR findings. 	<p>5</p>
<p>(iii) Utility and Actionability of the Recommendations: <u>Purpose:</u> to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order to monitor and assess compliance with the recommendations. <p><u>NOTES:</u></p> <p>(i) In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>(ii) Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>	<p>Final report (<i>omissions</i>):</p> <ul style="list-style-type: none"> • Recommendation relating to strengthening human rights and gender dimensions. • Measurable performance target to monitor and assess compliance with the recommendations. <p><i>Strengths</i></p> <ul style="list-style-type: none"> • All recommendations are clear and actionable. 	<p>5</p>

<p>Quality of Report Structure and Presentation</p> <p>(i) Structure and completeness of the report:</p> <p>To what extent does the report follow the Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?</p>	<p>Final report:</p> <p>The report largely follows the EO office structure. However, it is not explicit in a couple of sections e.g. review methods, changes in design elements, delivery of outputs and outcomes, and analysis of financial management.</p>	4
<p>(ii) Writing and formatting:</p> <p>Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?</p>	<p>Final report:</p> <p>The report is written in English. The quality and tone of the language used is acceptable for an official document. Formatting guidelines have for the most part, been adhered to. However, gaps have been outlined in the weaknesses below.</p> <p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Grammar and clear English needs to be improved all through the TR • There are typos all through the report • Minimal use of visual aids, maps and graphs 	4
<p>OVERALL REPORT QUALITY RATING</p>		4

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.