



UNITED NATIONS ENVIRONMENT PROGRAMME

Programme des Nations Unies pour l'environnement Programa de las Naciones Unidas para el Medio Ambiente
 Програма Организации Объединенных Наций по окружающей среде برنامج الأمم المتحدة للبيئة

联合国环境规划署



PROJECT DOCUMENT

SECTION 1: PROJECT IDENTIFICATION

1.1 Project title:	Supply Change: Securing Food, Sustaining Forests
1.2 Project number:	GEF ID: 5776 UNEP ID: 01267
1.3 Project type:	MSP
1.4 Trust Fund:	GEFTF
1.5 Strategic objectives:	
GEF strategic long-term objective:	BD-2
Strategic programme for GEF V	
1.6 UNEP priority:	Ecosystem Management

The project will contribute to UNEP Programme of Work (POW) relating to Ecosystem Management through:

- Expected Accomplishment (a) Enhanced capacity of countries and regions to integrate an ecosystem management approach into development planning processes; Output 2. Tools, technical support and partnerships to improve food security and sustainable productivity in agricultural landscapes through the integration of the ecosystem approach; and
- Expected Accomplishment (c) Strengthened capacity of countries and regions to realign their environmental programmes to address degradation of selected priority ecosystem services; Output 2: Biodiversity and ecosystem values are assessed, demonstrated and communicated to strengthen decision-making by governments, businesses and consumers.

1.7 Geographical scope:	Global	
1.8 Mode of execution:	External	
1.9 Project executing organization:	UNEP	
1.10 Duration of project:	24 months	
	Commencing: 4/15	
	Technical completion: 4/17	
Validity of legal instrument:	36 months	
1.11 Cost of project	US\$	%
Cost to the GEF Trust Fund	\$1,900,000	41
Co-financing		
Cash:	2,425,000	
Forest Trends¹		

¹ With support from: World Bank, USAID, Germany/ICI, NORAD, CLUA, Moore Foundation, MacArthur Foundation and Credit Suisse

<i>Sub-total cash</i>	2,425,000	52
In-kind:		
UNEP	300,000	7
Total Co-financing	2,725,000	59

1.12 Project summary

Forest Trends estimates that commercial agriculture drives 71% of tropical deforestation. Thus, reducing carbon emissions through forest conservation will depend not solely on payments for greenhouse gas mitigation but also (and primarily) on a synergistic suite of policy and market signals that increase the value of forests and incentivize greater participation by sources of private finance in ventures and initiatives that promote sustainable practices. Buyer commitments to sustainably-sourced commodities – particularly palm oil, soy, cattle, timber and paper/pulp products (the subjects of this project) – are a growing catalyst for conservation, driven by consumers, investors, and policy-makers who are ever-more conscious of supply chain impacts; by corporates’ desire for security of supply and sound producer relationships; and by the international climate community’s intensifying action at the intersection of communities, commodities, and climate. The EU, China, India, Russia, and the US are among the largest buyers of these commodities, and their consumer demand could also be leveraged as a force for positive change given the right mix of policy, trade, and investment incentives.

But while organizations like Forest Trends and the World Bank provide ever-improving transparency around the structure and performance of carbon markets and pricing mechanisms – including certification types, average pricing, and market value – information about the drivers, impacts, and infrastructure of sustainable forest commodity production is comparably lacking. *“Supply Change: Securing Food, Sustaining Forests”* leverages Forest Trends’ strong multi-sectoral relationships to fill several critical knowledge gaps, providing decision-makers with information and analysis in these areas:

Accountability for Commitments: As a starting point, there is a need to better understand which companies, governments, and investors are making time-bound commitments to low-/zero-deforestation and, further, how they are performing against those pledges. There is an additional need to understand if entities making commitments have the capacity and resources to fulfill their goals, in particular in key emerging economies such as China and Brazil which have a profound impact on commodity use.

Accountability for Impacts: It is not enough to simply have private sector partnerships and promote high-level corporate targets for sustainability. Accountability means the ability better track and understand the total forest, biodiversity and carbon stock associated with public and private sector commitments to low-/zero-deforestation. There is a need to better understand the capabilities of commodity roundtables, independent certification bodies, and other multi-stakeholder initiatives to measure impacts, quantify the on-the-ground benefits, and achieve compliance.

Effectiveness of Commitments: Finally, by tracking governments, companies, and investors that have committed to eliminate deforestation, one can start identifying opportunities for companies to leverage progress in major agricultural regions to secure sustainable supply that meets their low-forest-risk procurement criteria and goals. By aligning sustainable commodity supply from REDD+ countries and regions with major corporations’ global demand for the same, real progress can be made towards the shared goal of achieving low- or zero-deforestation supply chains across every major land-based commodity.

The significance of agricultural deforestation drivers and the immense challenge of reducing these threats have galvanized a broad range of organizations to set ambitious goals and to collaborate to reduce deforestation and forest degradation in commodity supply chains. The project will enable

these actions by providing decision-makers with independent data and analysis and usable finance and policy architectures to inform and implement commitments that count.

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ACRONYMS AND ABBREVIATIONS

APR	Annual Project Report
BBOP	Business and Biodiversity Offset Program
BD	Biodiversity
BDF	Business Development Facility
CATIE	Center for Tropical Agriculture Research and Education
CBD	Convention on Biological Diversity
CBO	Community-Based Organization
CI	Conservation International
CCD	Convention to Combat Desertification
CDM	Clean Development Mechanism (of the Kyoto Protocols)
CDP	Carbon Disclosure Project
CER	Certified Emission Reduction
CGF	Consumer Goods Forum
CIFOR	Centre for International Forestry Research
CINCS	Climate Investment Network for Carbon Sequestration
DFID	Department for International Development (UK)
EA	Executing Agency
EIA	Environmental Impact Assessment
EII	Earth Innovation Institute
EM	Ecosystem Marketplace
EP	Ecoagriculture Partners
ES	Ecosystem services
EU	European Union
FAO	Food and Agriculture Organization of the UN
FT	Forest Trends
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
HSBC	Honk Kong and Shanghai Banking Corporation Limited
IA	Implementing Agency
IADB	Inter-American Development Bank
ICA	Incremental Cost Analysis
ICRAF	World Agroforestry Centre
IDH	IDH Sustainable Trade Initiative (NL)
IDRC	International Development Research Centre (Canada)
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IIED	International Institute for Environment and Development
IPBES	Intergovernmental Platform on Biodiversity and Ecosystem Services
ITTO	International Tropical Timber Organization
IUCN	World Conservation Union
KG	The Katoomba Group
LULUCF	Land Use, Land Use Change and Forestry
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal

NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
ODA	Overseas Development Assistance
OECD	Organization for Economic Cooperation and Development
PDF	Project Development Facility
PES	Payment for Ecosystem Services
PIR	Project Implementation Review
PROFOR	World Bank Program on Forests
PTA	Principal Technical Assistant
REBRAf	Brazilian Agroforestry Network
RCU	Regional Coordinating Unit
RUPES	Rewarding Upland Poor for Ecosystem Services
SIDA	Swedish International Development Agency
SSI	Sustainable Solutions International
TA	Technical Assistant
TFA	Tropical Forest Alliance
TNC	The Nature Conservancy
TPR	Tripartite Review
TTR	Terminal Tripartite Review
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
US	United States
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
WRI	World Resources Institute
WWF	Worldwide Fund for Nature

SECTION 2: BACKGROUND AND SITUATION ANALYSIS (BASELINE COURSE OF ACTION)

2.1. Background and context

The economic rationale for forest protection – for the value of the local and global ecosystem services that forests provide, including carbon sequestration, watershed protection, biodiversity conservation, fertile soil, and resilient food production systems – is well understood. Yet, while there has been some progress in identifying and addressing the drivers of deforestation, many regions, donors and agri-business actors encounter challenges to valuing environmental externalities sufficiently to overcome the short-term opportunity costs of preserving forests at scale.

A Forest Trend report found that commercial agriculture drives 71% of tropical deforestation (documented between the years 2000 and 2012). Thus, reducing carbon emissions through forest conservation will depend not solely on public payments for greenhouse gas mitigation but also (and primarily) on a synergistic suite of policy and market signals that increase the value of forests.

In the global effort to counteract industrial agriculture’s contribution to deforestation, private buyers’ commitments to sustainably-sourced commodities are showing signs that they can be a powerful catalyst for global forest conservation. This is an important and growing trend that is being driven by: 1) consumers, investors and policy-makers who are ever more conscious of supply chain impacts from grower to grocery; 2) corporates’ desire for security of supply and sound producer relationships; and 3) the international community’s intensifying action at the intersection of communities, commodities, climate and the functioning of ecosystems. However, the pace of this trend remains slow and global deforestation continues to increase due to expanding and unsustainable commodity production.

While organizations like Forest Trends and the World Bank provide ever-improving transparency around the structure and performance of carbon markets and pricing mechanisms – including certification types, average pricing, and market value – information about the drivers, impacts, and infrastructure of sustainable forest commodity production is comparably lacking. *“Supply Change: Securing Food, Sustaining Forests”* leverages Forest Trends’ strong multi-sectoral relationships to fill several critical knowledge gaps, providing decision-makers with answers to these key questions:

Accountability for Commitments: Which companies and governments are making time-bound commitments to low-/zero-deforestation and how are they performing against those pledges? Based on entities’ average rate of progress toward target achievement, are they sufficiently equipped to meet significant common deadlines? How are companies in emerging economies (e.g. Brazil, China) addressing their contribution to domestic and international agricultural deforestation?

Accountability for Impacts: What is the total forest/land area and carbon stock associated with commitments to low-/zero-deforestation? Are entities primarily relying on agriculture roundtable and independent certifications to measure impacts and achieve compliance – if so, which certifications? Do roundtable/independent certifications sufficiently ensure sustainable forest use? How are entities measuring social and environmental impacts addressed in their commitment texts?

Effectiveness of Commitments: Which governments have committed to eliminate deforestation in-country, and by what means? Where is REDD+ finance helping governments to achieve their targets, and how and where is progress being monitored and reported? How can companies leverage progress in major agricultural regions to secure sustainable supply that meets their low-forest-risk

procurement criteria? How does sustainable supply from REDD+ regions compare to and align with global demand from companies under commitment?

2.2. Global significance

This project addresses, and will contribute to reducing, one of the greatest drivers of global deforestation and biodiversity loss: the unsustainable production of agricultural commodities such as palm oil, soy, cattle, tropical timber, and pulp and paper.

While existing studies estimated that at least half of global deforestation in the past decade was for commercial agriculture, the proportion for tropical deforestation is higher. A recent report finds that nearly three-quarters (71 percent) of all tropical deforestation between 2000 and 2012 was caused by commercial agriculture. In addition, almost half (49 percent) of total tropical deforestation between 2000 and 2012 was due to illegal conversion for commercial agriculture. Nearly one-quarter (24 percent) was the direct result of illegal agro-conversion for export markets. Nearly half (49 percent) of all agricultural commodity products produced on illegally deforested lands were destined for export markets. Nearly three-quarters (70 percent) of all soy in international trade, one-third (32 percent) of the beef, and all of the palm oil, originate in tropical forested countries. Consumer demand in developing economies resulted in the illegal clearance of more than 200,000 square kilometers of tropical forest during the first 12 years of the new millennium: an average of five football fields every minute.

In addition, in terms of climate change, the emissions caused by illegal conversion of tropical forest for large-scale commercial agriculture during 2000-2012 was an average of 1.47 gigatonnes of CO₂ per year—the equivalent of one-quarter of the annual fossil fuel-based emissions of the EU (Global Carbon Project 2012). Of this, 0.72 gigatonnes was associated with commodity exports. If the international trade in agro-commodities from illegal deforestation were a country, it would be the sixth largest contributor to climate change in the world.

In terms of trade, the value of agro-commodities (beef, leather, soy, palm oil, tropical timber, pulp and paper, and plantation wood products) produced on land illegally converted from tropical forests is estimated at \$61 billion per year. The EU, China, India, Russia, and the US are among the largest buyers of these commodities, and their consumer demand could also be leveraged as a force for positive change given the right mix of policy, trade, and investment incentives.

The significance of these agricultural drivers and the immensity of the challenge in reducing these threats have galvanized a broad range of conservation, finance, agriculture and consumer organizations to set ambitious goals and to work more closely together to reduce deforestation and forest degradation in commodity supply chains. However, despite a number of high-level commitments by both companies and governments, progress toward achieving these goals has been slow, and information about the nature of the goals, the plans to meet them, and the progress being made at the company level, the country level, and down at the producer level, is lacking.

2.3. Threats, root causes and barrier analysis

Compared to the current (and somewhat stagnant) global carbon market – valued at US\$176 Billion in 2011 (World Bank, 2012) – the turnover value of land-based commodities easily exceeded US\$10 trillion in 2010-2011. This mammoth level of investment, and the associated volume of agricultural commodity production it supports, presents enormous threats to forests and ecosystems the world

over. However, the sources of these investments and the major companies to whom this investment is flowing represent important opportunities for interventions favoring responsible, sustainable production and sourcing (i.e. low/zero deforestation and climate-smart).

Forest practitioner and policy communities have historically suffered from siloed approaches to natural resource management and biodiversity conservation on one hand, and agricultural production and food security issues on the other. Such efforts have also been hampered by focusing on small-scale pilot projects, farm-level certification schemes, and individual carbon/REDD+ projects rather than broader, more holistic approaches to mainstreaming biodiversity and ecosystem conservation into public and private sector operations and financing.

Against the daunting level of commodity investment and a historically small-scale and fragmented approach, the need to successfully mainstream forest and biodiversity conservation at the scale of landscapes, countries and regions represents an enormous, multi-year undertaking. Success in this endeavor requires an integrated approach across all parts of each commodity's value chains and a clear understanding of the links between producers, buyers, governments and financial institutions, to help generate large-scale, resilient "supply side" productive landscapes for sustainable commodities, as well as the market "demand side" driven by a mix of regulation, incentives and consumer preference.

Globally, governments are struggling to find mechanisms that can unite the currently disjointed themes summarized in the United Nations Climate Summit's 2014 action areas and deliverables, including forests/land/agriculture; climate bonds; finance; geographies or "jurisdictions"; public/private partnerships; linking commodity supply chains to REDD+; and helping increase the ambition of domestic commitments with international finance.

The 2009 "pre-Copenhagen" approach to avoided deforestation strategies ("reduced emissions from deforestation and/or forest degradation", or "REDD+") was predicated on major global and national policy changes and ambition, large carbon markets, substantial financing flows, and a single global treaty mechanism – key progress that yet to be achieved. Concurrently, recent years have seen positive developments that were not fully anticipated in 2009, including:

- Impressive commitments on the part of several key tropical forest countries to reduce deforestation, even without large-scale international payments, motivated partly in the context of the UN climate negotiations, but also by a domestic desire to preserve ecosystems of critical local and global significance;
- A broad array of countries "readying" for future acceptance of finance for and implementation of REDD+, with the support of bilateral and multilateral sources such as UN REDD and World Bank FCPF. This includes the development of jurisdiction-level approaches to achieve Low Emissions Rural Development (LED-R) that incorporates REDD+ goals alongside increased economic development via increased agricultural and forest production;
- Increasing focus on national and regional approaches to REDD+ in pursuit of "landscape scale" conservation solutions;
- The Warsaw Framework agreement at the UN's C19th Conference of Parties (COP19) that enabled economies to scale up their commitments of "results-based" finance for REDD+;

- Substantially increased commitments on the part of actors in the global agribusiness value chain to transform their supply of beef, timber, palm oil and other major commodity sectors to pose low to zero deforestation risk. This is an opportunity to use demand-side signals (regulated as well as voluntary) to incentivize more sustainable production that includes forest conservation.

Domestic governments and many domestic stakeholders recognize that forests provide local as well as global ecosystem services that have benefits to farmers, water users and the broader economy and have been increasing their efforts to protect forests. However, conservation is still viewed as being at odds with economic growth and competitiveness. Given the need for development in forest countries and the global need for increased food production, efforts to reduce deforestation are likely only to be successful if allied with a model for “green growth”.

Prior to 2009, REDD+ tended to be seen as a problem of addressing the opportunity costs of reduced deforestation (e.g. through direct payments, primarily from public sources). However, recently the hope has been that REDD+ might help to drive green growth developments with positive financial returns that could reduce these opportunity costs by supporting the creation of multiple benefits and the transition to a more productive and resilient agriculture sector.

In looking towards the next round of international climate negotiations (Paris, 2015) and launch of the Green Carbon Fund, the achievement of low- to zero-deforestation (and degradation) supply chains has emerged as a central requirement. A main plank of any regional or country green growth model will be increased agricultural productivity outside of forests or other critical ecosystems, as well as sustainable use and conservation of the forests themselves. As the global population continues to grow, the scale of the investment challenge of increasing food production while simultaneously protecting forests will require that international and domestic public funding is structured to leverage significant private finance from capital markets, the global agricultural commodity value chain, and local private actors.

The most important private actors to engage in this challenge are those operating in agriculture commodity supply chains. A number of producers and agri-businesses have been begun addressing the need for greater productivity while also conserving forests and biodiversity. For example, the Roundtable on Responsible Soy (RTRS) and Roundtable for Sustainable Palm Oil (RSPO) have each developed international certification and crediting systems. The Forests, Farms and Finance Initiative (FFFI) has also brought together a wide range of actors to link sustainably produced, roundtable-certified commodities with sources of finance in order to move a range of agricultural commodities in the direction of no forest loss.

Through a mix of corporate social responsibility, a desire for secure supply, and pressure from policy-makers, these certification roundtables have grown considerably in the last decade, and offer a mix of tools for businesses to promote sustainable production of key commodities and to track and measure social and environmental outcomes of commodity production. One of the most important outcomes of this effort has been the recent commitment by the Consumer Goods Forum (CGF) – a collaboration of 400 retailers, manufacturers, and service providers with combined annual sales of over US\$3 trillion – to move toward a goal of zero net deforestation in member supply chains by 2020 (through the Tropical Forest Alliance, or TFA2020). As a result, individual company members such as Unilever and Nestle have set ambitious targets for sourcing zero-deforestation raw materials.

Legislative demand-side measures from the USA and EU aimed at timber supply chains (e.g., the US Lacey Act and the EU Timber Regulation) have created legal obligations for sustainable sourcing, making a more level playing field for responsible companies. And efforts are underway to extend such measures to other agriculture commodities. The European Commission, for example, is undertaking a comprehensive review of the environmental impact of imported goods including food, and looking to identify opportunities for policy and legislation to reduce this impact.

In this context, a key ambition is to move from improving sustainable commodity production at the individual farm level to the landscape and country level, to secure supply and, from a REDD+ perspective, to ensure that certification tools are better linked with and supportive of achieving forest protection and forest-based greenhouse gas mitigation outcomes. However, scope change has its challenges. The growing private sector interest in sustainable and secure supply chains is constrained by difficulties in identifying the point of origin of some commodities or in moving beyond niche certification at farm or local producer/mill level. This factor is also a constraint on the feasibility of ambitious legislative demand-side measures.

2.4. Institutional, sectoral and policy context

There has been considerable recent progress among the major players in international conservation, finance and agriculture – ranging from the GEF and the new GEF6 Integrated Approach on deforestation-free supply chains, other multi-lateral institutions including the World Bank, IFC, UNDP/UNEP and FAO, major NGOs such as Forest Trends, WWF and CI, and most importantly business entities such as the Consumer Goods Forum, and many major commodity traders, manufacturers and retailers. These entities have begun to work in a more concerted and focused way on an integrated strategy to reduce deforestation and forest degradation in commodity supply chains. But while there have been increasing signals from companies making commitments regarding deforestation or low-carbon supply chains, there is very little information available regarding commitments, specific actions, investments or on-the-ground results.

Over the years, initiatives like Forest Trends' Ecosystem Marketplace (EM) and some World Bank-led programs and funds have provided some level of market certainty and transparency to new and emerging environmental markets. For example, EM plays a critical role in the overall evolution of both compliance and voluntary carbon markets through its tracking and publicizing of the evolving structure and performance of carbon price mechanisms – including certification types, average pricing and market value.

By comparison, information about the drivers, impacts, costs, and infrastructure of sustainable commodity production and sourcing is incomplete. For instance, very little primary data exists on: monetary and other benefits to producers and buyers; market and/or environmental performance for commodities that are governed by corporate commitments to low or zero net deforestation/ degradation/ conversion; social conflict mitigation or social benefit sharing; biodiversity impacts; and other sustainability indicators. This represents a critical information gap – at global, national and local levels – that is hindering both public policy formulation related to promoting sustainable commodity production and REDD+ policies and programs, as well as private sector resolve to accept the mechanisms and potential values of promoting certification and supply-chain requirements to promote sustainable production.

In order to fill this information gap, Forest Trends – with its significant experience in various market tracking and advisory initiatives – aims to apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes to informing and positively influencing these developments.

This work is extremely important and relevant in order to create confidence for commodity buyers to more readily commit to low- or zero-deforestation supply chains in response to more efficient (e.g. jurisdiction-scale) land area certification; for commodity producers and supply chains to change practices in favor of sustainable production; for local governments to support regional policies and petition for a restructuring of existing agriculture expenditures; and for donor governments to commit to REDD+ funding against a trajectory of performance-based payments for biodiversity and forest conservation, the co-benefits of which include rural development and private sector finance engagement.

2.5. Stakeholder mapping and analysis

Forest Trends carries out its work in the area of deforestation and commodity supply chains with a broad range of partners and co-financing organizations including UNEP’s Finance Initiative, UNDP, WWF’s Markets Program, the World Bank Biocarbon Fund’s Initiative for Sustainable Forest Landscapes, the Consumer Goods Forum and the Tropical Forest Alliance (TFA2000), the principle commodity certification roundtables such as FSC, a number of government donors and natural resource agencies such as IPAM in Brazil and GIZ, other donors including the Climate and Land Use Alliance and the Moore and MacArthur Foundations, and a range of engaged NGOs including the Earth Innovation Institute, CI and the Rainforest Alliance.

A full list of the current stakeholders for this proposed project and their role with Forest Trends in advancing the objectives and outcomes of this project is included in Section 5.

2.6. Baseline analysis and gaps

The Project Components described in this Baseline section and also in Section 3.3 (Intervention Strategy; Project Components and Expected Results) address the multifaceted challenge of mainstreaming commodity markets and sustainable commodity finance in a way that targets multiple, complex baseline problems. Specific baseline problems to be targeted by the proposed Project Components include:

Project Component 1: State of the art, objective information and analysis to support decisions that favor sustainable commodity sourcing and/or production.

Consumer demand, represented by the world’s major commodity buyers and their end-markets, have the power to affect change in the way in which agricultural commodities are produced. Buyers such as Nestle, Marks & Spencer, Sainsbury’s, Unilever, McDonald’s and others have already shown their ability to influence increased sustainable production of commodities with a significant, forest footprint. Many of these companies are working with transparency initiatives to participate in voluntary reporting initiatives, demonstrating the efficacy of programs like “Supply Change: Securing Food, Sustaining Forests” in driving corporate accountability and in some cases, positive practice change.

These programs are primarily focused on the demand side of the commodity value chain. While such corporate buyers can be significant influencers within their sectors, they are nonetheless the last link in a very long and often untraceable chain of producers and intermediaries.

Meanwhile, some organizations serving as conveners like the Consumer Goods Forum (CGF), NGOs such as the Dutch Sustainable Trade Initiative (IDH) and WWF, and various certification roundtables collect some data about their corporate stakeholders. Additionally, researchers and consultants like KPMG, Price Waterhouse Coopers, the Carbon Disclosure Project (CDP), the International Institute for Sustainable Development (IISD), the State of Sustainability Initiative (SSI) and WRI's Global Forest Watch collect and provide information about voluntary commitments and mechanisms for achieving sustainable production and sourcing. Primary data collected by these programs is largely "top-down" – i.e. obtained from downstream commodity buyers and certifiers. This has produced an inherently limited and fragmented market picture. Some of the most actionable data obtained by or through these organizations remains confidential. A partial list of currently available resources includes:

The **Carbon Disclosure Project's** annual *Global Forests Report*: Formerly a collaboration between CDP and the Global Canopy Programme, this report documents corporates' willingness to disclose their "forest footprint"; the nature of corporate commitments to low-, zero- or zero net deforestation; and net value of companies making commitments and participating in the CDP survey. The project does not provide financial data on the cost or value of commitments; geographic or land-area impacts of commitments; or supply- or demand-side drivers; though some effort is being made to tie CDP's forest survey findings to its supply chain-level survey. CDP and Forest Trends signed a formal MOU in fall 2014 to share primary data and collaborate on the development of the "*Supply Change: Securing Food, Sustaining Forests*" project.

The **State of Sustainability Initiative's** semi-annual *State of Sustainability Initiatives* report: This report tracks a broader suite of impacts related to corporate sustainability commitments through the lens of third-party certifications such as FSC or the Rainforest Alliance. While the project itself is a massive multi-year undertaking, its non-anecdotal primary data is sourced from these and other certifications programs and roundtable secretariats rather than from sample or population surveys of producers, processors or corporates. Because third-party certifications represent a relatively small volume of any commodity sector, this report misses purchasing and trade activities that occur outside of these programs. Also, due to the large volume of information that is presented with respect to these programs, the report itself is viewed as "academic" rather than commercially influential (at >300 pages in length).

The **World Wildlife Fund's** corporate commodity scorecards/database: The information collected by WWF, as presented online in its Palm Oil Industry Scorecard, compares corporate commitment types, associated and overall trade and purchase volumes and certification use obtained and reported at the levels of commodity buyers (not consumers) and traders. While WWF maintains and continues to grow this valuable data collection, much of the information is divulged to WWF on a strictly confidential basis and is thus publically unusable even in aggregate. In contrast, Ecosystem Marketplace commits to protect the confidentiality of sensitive business information, but will nonetheless present findings publically, in aggregate, to support the identification and selection of opportunities for action by public and private sector movers.

These examples demonstrate a **very significant gap and clear need for additional research** that contributes global, aggregated, publically-available information about the demand for commodities

with a low-, zero-, or net zero-deforestation footprint. This conclusion is supported by many committed members of various multi-stakeholder initiatives, including both NGOs and corporate members themselves. For instance, very little primary data exists on private, public, and investor forest commitments; the impacts associated with those commitments; which companies are not actively greening their supply chains but should be – and why; and which “links” in the supply chain have the most direct influence on both buyer and producer uptake of sustainable practices; all of which may inform policy-makers and consumers about where and how to direct their scrutiny to drive practice change.

Likewise, very little data is being tracked that evaluates land-area impacts on biodiversity and hectares under commitment and management, as well as the relationship or overlap between certified production landscapes and land areas governed by and accounted for under a jurisdiction-scale REDD+ program. For example, despite estimates of over US\$7.3 billion pledged to support REDD+ Readiness by 2015, information has remained limited on how much of this finance has actually flowed to support either the development of public policies or private sector initiatives which promote sustainable production and supply chains at the sub-national or even national levels. Tracking REDD+ interventions that target agricultural expansion as a deforestation driver – and are slated for implementation in some of the world’s most threatened *and* productive ecosystems – Forest Trends expects that emerging programs in these regions will significantly contribute to the understanding of the potential synergies between *public* policies and *public* finance supporting REDD+; and *private* finance supporting low- or zero-deforestation supply chains.

These same public agencies are in the midst of contributing financial and expert resources to designing and refining the 6th replenishment of the Global Environment Facility (GEF). In recognition of the intractable nature of undesirable global supply chain impacts, donor and other public agencies, foundations and topical experts are together taking an integrated approach to GEF 6 implementation that requires global information not currently available to any one institution. Financiers and donors organized through facilities such as the International Finance Corporation, the World Bank, the United Nations Environment and Development Programmes, the Climate and Land Use Alliance, and Global Environment Facility are key project contributors and stakeholders that have supported the early and ongoing development of this project. In turn, they will benefit from building this unique and critical feedback loop describing the forest finance community’s progress, efficacy, and trends.

Project Component 2: Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

A number of actors in agricultural commodity value chains (including producers and agri-businesses) have been addressing the need for greater productivity while also conserving forests. For example, the Roundtable for Sustainable Palm Oil and the Roundtable for Responsible Soy have each developed international certification systems that include forest conservation. The Forests, Farms and Finance Initiative (FFFI) has brought together a wide range of actors to better link sustainably produced, Roundtable-certified commodities with increased access to markets and various sources of finance in order to move a range of agricultural commodities to “no forest loss.”

The Consumer Goods Forum (CGF) – a collaboration of 400 retailers, manufacturers, and service providers with combined annual sales of over USD3 trillion – has announced a commitment to move toward a goal of zero net deforestation in its supply chains by 2020. Additionally, individual companies including Unilever and Nestle have ambitious targets for zero deforestation sourcing of raw materials.

While CGF companies have committed to eliminating deforestation from their supply chain, they are just now grappling with how to trace, monitor and evaluate their global supply chains to demonstrate zero-deforestation. And producers in Brazil and other areas have increased production while decreasing deforestation but are also demanding compensation for the higher costs of sustainable production (including opportunity costs of leaving ecosystems intact).

Meanwhile, required annual investments in agriculture just to meet projected demand in 2050 are estimated to be about US\$209 billion, which would be even higher if taking into account the costs of implementing sustainable agriculture systems. And reducing deforestation by 50 percent by 2030 via REDD+ implementation will require between US\$15 and \$33 billion/year. Thus, Forest Trends intends to track and inform the private sector's independent and roundtable commitments and their contributions as described in Component 1, but also acknowledges that voluntary, market-based approaches will not by themselves overcome the environmental impact of near- to medium-term growth in food production and consumption – and that the costs of producer practice change cannot be met solely by voluntary corporate commitments to greener supply chains.

There is, however, a great opportunity to integrate private *and public* finance to 1) better support sustainable production and supply chains, 2) to scale up sustainability efforts from the farm to jurisdiction, and 3) to mainstream biodiversity/ecosystem conservation in the global financial system.

First, increasing agricultural sustainability is costly, but financial flows to the agriculture sector are large: average annual investment by domestic private sector actors into just a portion of low- and middle-income countries (76 countries) is US\$168 billion, and government expenditures on agriculture in a subsection of these countries (54 countries) is US\$160 billion. It is therefore important to harness these larger pools of capital to support sustainable commodity production that reduces deforestation and on-farm emissions. To do so, the intersection of interests between agriculture and biodiversity/REDD+/ecosystem services needs to be identified so that their associated pools of capital can be better integrated to support complementary goals of enhanced agricultural productivity, security of supply, biodiversity protection and rural economic development. Furthermore, while the funding available for climate change and REDD+ is limited, these funds can be critical and catalytic if used to support innovations in agricultural finance to create new financial products, pioneering policies and advanced models that demonstrate or enhance this alignment of interests – which could then unlock additional financing from the private sector, and potentially public funds.

Second, an ambition to operate at scale might allow the development of transformational and financially sustainable funding models. This would include utilizing limited donor funds to leverage both the international capital markets and existing pools of investment (e.g., domestic public agriculture or commodity supply chain finance), to support financing products and regulation on the ground that align sustainable agriculture with environmental conservation. International climate finance (GEF funding, donor country or Green Climate Fund commitments to REDD+ Results-Based Financing) could be utilized to pay for meeting Greenhouse Gas (GHG) emission reduction targets versus an agreed jurisdictional baseline. Financing instruments such as Jurisdictional REDD+ Bonds could leverage private capital from institutional investors in order to help overcome the upfront investment costs and financing requirements of protecting biodiversity and improving agriculture practices.

Capital raised from financing instruments could, at a local level, be ring-fenced for investment in Low-Emission Rural Development and ecosystem protection, helping to send existing agriculture finance programs down a more sustainable path. Financing to achieve jurisdictional GHG reduction targets would result in the creation of landscape-level sustainable timber and low/zero-deforestation agriculture commodity supply chains. And financing Instruments could be sufficiently large to attract investment from institutional investors if structured in the right way and would thus help to mainstream biodiversity values in capital markets.

Third, as financial investment is not currently required to consider the biodiversity/ ecosystem/ forestry impacts of investment decisions, there is an opportunity to develop guidance for possible regulatory framework(s) and/or policy(ies) that would effectively account for environmental and resource costs and risks in global financial systems such that long-term financing for such conservation would be increased. This will further leverage action through UNEP's Finance Initiative (FI), whose formal membership network comprises over 230 financial institutions internationally including banks, investors and insurers and with a strong network/operational footprint in commodity producer countries and initiatives (e.g. 6 out of 7 banks in the RSPO 'Finance Task Force' are UNEP FI members).

Project Component 3: Enhancing Effective Dialogue in the Commodities Sectors.

In response to the growing recognition of soy and cattle expansion as major drivers of land conversion in the Amazon and beyond, producers, agribusinesses, traders and others in agricultural commodity value chains have begun to explore ways of reducing their footprints. Several private sector initiatives have emerged to address this challenge. In addition to the efforts of corporate initiatives such as the CGF and FFFI (see Project Component 2 on previous page), some organizations and companies have formed roundtables to coordinate efforts around specific commodities. And recent initiatives focused on building jurisdictional approaches (national, subnational, and municipal) could bring integrated, large-scale transformation to commodity supply chains.

Initiatives like these are critical, but they are in early stages of development. If the challenge of increased agricultural production and zero-deforestation is to be met in the next few years, new relationships, creative approaches, and new sources of finance will be required to help companies and their supply chains achieve long-term sustainability while still remaining competitive in the marketplace and meeting their bottom line.

At such an important juncture in the development of sustainable commodity markets, it is more important than ever to provide these actors with a platform to convene, share lessons, showcase new programs, make public commitments, and influence and achieve consensus about industry best practice – as well as to generate positive international exposure for companies taking early action. For 15 years, this kind of open communication and collaboration around biodiversity conservation has been at the crux of Forest Trends' "Katoomba" events, where hundreds of the most relevant and influential actors in any space converge to catalyze new solutions to environmental finance. The intent is to similarly apply this model for incubating innovation to the issues addressed by this project.

2.7. Linkages with other GEF and non-GEF interventions

The project directly contributes to the advancement of the GEF Sustainable Forest Management Strategy, specifically by addressing some of the greatest global and local drivers of deforestation and forest degradation related to commodity production. The outcomes of this project will indirectly but tangibly benefit the GEF’s two principle strategies on Biodiversity Protection and Climate Mitigation through the long-term effects of reducing commodity-related threats and protecting forests.

Importantly, this project will lay important groundwork for and directly support the emerging GEF 6 Integrated Approach on deforestation-free commodity supply chains. As the key GEF agencies (UNEP, UNDP, IFC, WWF, and CI) and other partners work together on finalizing and rolling out this important new initiative, “Supply Change: Securing Food, Sustaining Forests” will provide an increasing amount of data, analysis and transparency on both company and government commitments. As a cross-cutting initiative, the project will link with the provisional components and activities all four developing strategies (“child projects”) as currently identified under the integrated approach: 1) Coordination and Administration to the Program (and in particular delivery of the market intelligence component within this project); 2) Support to Production; 3) Expansion of Demand; and 4) Enabling Transactions.

SECTION 3: INTERVENTION STRATEGY (ALTERNATIVE)

3.1. Project rationale, policy conformity and expected global environmental benefits

This project addresses a critical gap in current baseline information available to decision-makers involved in agricultural and land-use policies and forest-intensive commodity sectors for which global supply chains between producers and buyers are complex and interconnected, and vulnerable to deviations in economic and environmental conditions. Freely available, broad-based information about public and private policies influencing the state of sustainable commodity investment and sourcing, with a focus on positive forest and land-use impacts, is key to **promote clear, strategic decisions expanding conservation in critical sectors (GEB 1)**.

Experts acknowledge that markets have a role to play; that many companies have ambition; that governments have the resources to support widespread innovation in forest-intensive commodity sectors; and that *market confidence* and *partnerships* are the primary elements that would tip the balance in favor of more sustainable, resilient agricultural approaches. This project design is based on the assumption that communicating pilot activity uptake, positive business outcomes, and early policy-driven successes helps to **de-risk sustainable practice change (GEB 2)**. This project will provide unprecedentedly comprehensive market information that will **endow otherwise fragmented actors with momentum, capacity and confidence to act (GEB 3)**, which in turn will inform **innovative policy recommendations and investment incentives that favor sustainable commodities (GEB 4)**. Its proposed in-person convenings will be the connective tissue binding the relationships necessary to **make such improvements systemic to policy and investment decisions (GEB 5)**.

This project will thus endow decision-makers with a broader view of opportunities that will bring **agility and appropriate incentives to sustainable producers, investors, shareholders, and ultimately to consumers (GEB 6)** – while uniquely tracking its own outcomes including the **expanded awareness of and demand for low-, zero-, or net zero-deforestation commodities (GEB 7)**.

Forest Trends' primary contribution to this space, through these proposed activities, is as a proven and neutral information provider and trusted ally of key businesses, governments, and civil society. Thus, many of these benefits will not be the result of systems changed implemented directly by Forest Trends, but instead as a result of the unique, decision-critical support provided to those best-placed to **limit or reverse agriculture's forest footprint (GEB 8)**.

The project is furthermore consistent with the prioritization of GEF-5 global focal area set aside funds to address supra-national strategic priorities to make substantive changes in the state of biodiversity at the global level. The project specifically is: (i) relevant to the objectives of GEF's biodiversity strategy; (ii) in support of priorities identified by the COP of the CBD; (iii) high likely to have a broad and positive impact on biodiversity; (iv) targeting potential for replication; (v) delivering global demonstration value; and (vi) contributing to global conservation knowledge.

Forest Trends' proposal for work under the GEF-5 Biodiversity Strategy focuses on the goals of conservation, the sustainable use of biodiversity, and the maintenance of ecosystems' goods and services – in particular, the 2nd GEF-5 strategic objective of “Mainstreaming biodiversity conservation and sustainable use into production landscapes and sectors” – through the design of activities which will result in impacts in the first and second outcome areas of this objective. The proposal leverages the GEF's critical global institutional role and ability to take a broad view of the potential for synergistic links between biodiversity conservation, climate change mitigation and adaptation in order to achieve these outcomes and also align with select Aichi Biodiversity Targets:

GEF BD Outcome 2.1: Increase in sustainably managed landscapes that integrate biodiversity conservation by 1) increasing the level of relevant information and analysis available to the international community, driving “race to the top” among decision-makers with regard to the quality and scope of sustainable forestry targets, and as a function of heightened consumer and investor attention (measured in ongoing increase in buyer participation in reporting processes and producer/processor-level data contributions, which in aggregate reflect greater stringency of supply chain transparency and governance; and in mainstream media coverage and otherwise broad dissemination of research results that reinforces corporate participation, attracts new report readers, and exhibits uptake within public-sector and investment decisions); and 2) fostering transparency in the early stages of regional conservation program finance and development that may lend scale and efficiencies to pursuit of both public and corporate sustainability targets (measured in ongoing increase of regional government contributions of forest conservation finance data, according to number of participating jurisdictions, quality and quantity of data collected, mainstream media and decision-maker use of findings, and any instances of public program development attributed to enhanced policy transparency).

This project will also contribute to achieving **Aichi Target 1: *People are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably***; **Target 19: *Knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied***; and **Target 5: *The rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced***.

In pursuit of these targets, this proposal includes measures to track and broadly disseminate information regarding corporate and regulatory progress in slowing or eradicating deforestation within agricultural supply chains (measured in quality, quantity, and reader uptake of related market

tracking); fills a gap in global knowledge regarding public and private measures to combat forest loss (measured in quality, quantity, and reader uptake of proposed publications and advisory activities); and illuminates (thus helping eliminate) barriers to achievement of targets, enabling technical and financing conditions, and sectoral progress and contribution(s) to Target 5 (measured in ecosystem impacts of public and private programs as tracked according to indicators to be developed in early research phases [including but not limited to annual change in hectares measured according to corporate commitments of various stringencies]) .

GEF BD Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks by 1) incubating interventions that support global to local policy and financing mechanisms integrating biodiversity values into economic decision-making (measured in quality, quantity and public sector reference or contribution to, or uptake of, related recommendations/publications); and 2) convening relevant actors to foster new relationships, creative approaches, and new sources of finance necessary to help public and private decision-makers achieve long-term sustainability of biodiverse landscapes (measured in quantity and representativeness of event participants; quality, breadth and diversity of viewpoints and content presented; influence/uptake of any resulting accords or attendee-driven recommendations; and any transactions, decisions or other related developments that are furthered by event outcomes).

The proposal will also contribute to **Aichi Target 3: Positive incentives for the conservation and sustainable use of biodiversity are developed and applied, consistent and in harmony with the Convention and other relevant international obligations, taking into account national socio economic conditions; Target 4: Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits; and Target 18: Traditional knowledge, innovations and practices of indigenous and local communities relevant for the conservation and sustainable use of biodiversity, and their customary use of biological resources, are respected, subject to national legislation and relevant international obligations, and fully integrated and reflected in the implementation of the Convention with the full and effective participation of indigenous and local communities, at all relevant levels.**

In pursuit of these targets, this proposal includes measures to analyze and support public actors to harness the larger financing flows associated with public or private investment in agriculture in order to bring about transformational change in reducing deforestation at a landscape level; and leverage investment from private actors not only in the supply chain but also from investment institutions and the capital markets to address the significant upfront costs and financing requirements for increasing food production and improving livelihoods while preserving forests and ecosystem services (measured in quality, quantity and public sector reference or contribution to, or uptake of, related recommendations/publications). In keeping with Forest Trends' mission to "to enhance the livelihoods of local communities living in and around those forests", any agendas, Katoomba events, outreach and research associated with this project will account for the role of indigenous peoples and communities in the pursuit of sustainable production landscapes and livelihoods (measured in proportion of data contributions, findings insights, event attendance, publication contents and recommendations [as relevant] stemming from or relating to indigenous and other communities).

The project intervention strategy is consistent with several recommendations outlined in a major decision taken at the Conference of Parties (COP 10) in October 2010 at Nagoya. Project Components outlined above are particularly aligned with this decision's call to governments and businesses to:

Relevant to project Component 1: *“Use clear and measurable criteria or indicators as a means to track implementation of these commitments in a transparent manner, by means of voluntary declaration”; and “Compile information on existing tools that can further facilitate the engagement of businesses in integrating biodiversity concerns into corporate strategies and decision-making”; and “Encourage businesses that endorse the objectives of the Convention and its Strategic Plan for Biodiversity 2011-2020 in communicating their biodiversity-relevant activities to their consumers, customers, and other stakeholders”.*

Relevant to project Component 2: *“Promote a public policy environment that enables private sector engagement and the mainstreaming of biodiversity into corporate strategies and decision-making in a manner that contributes to the achievement of the three objectives of the Convention”; and “Identify a range of options for incorporating biodiversity into business practices that take into account existing developments under various forums”.*

Relevant to project Component 3: *“Share and adopt lessons learned between and among business and enterprises, including small and medium-sized enterprises”; and “Survey available best practice within relevant industries, and to consider how specific skills, expertise and influence can be mobilized and shared in order to minimize and avoid negative impacts on biodiversity”; and “Develop and maintain an ongoing dialogue with Governments on how best to contribute to the achievement of the three objectives of the Convention”; and “Publicly report on biodiversity conservation and sustainable use of ecosystem services related activities”.*

Table 1: Principle Global Environmental Benefits from the Alternative Intervention Strategy

Baseline Practices	Alternative	GEBs
Component 1. Significant gap and clear need for additional research that contributes global, aggregated, publically-available information about the supply of, and demand and traceability for commodities with a low-, zero-, or net zero-deforestation footprint.	<p>Increased awareness of corporate sustainability commitments to low- or zero-deforestation in sectors with intensive land area impacts;</p> <p>Increased transparency and accountability for corporate commitments to sustainable forestry and land use.</p> <p>Enhanced decision support positions influential agencies to finance or otherwise enable production of and demand for environmentally sound agricultural practices.</p>	<p>Reduce the development drivers affecting loss of biodiversity;</p> <p>Worldwide results through up-scaling strategy;</p> <p>Changes in policies and sustainability commitments will be monitored, verified through the project lifespan in conjunction with the completion of corresponding BD-2 GEF Tracking Tool.</p>
Component 2. Un-integrated, fragmented financing opportunities supporting global supply chain achievement of low-, zero- or net zero-	Increased integration of private and public finance to 1) better support sustainable production and supply chains; 2) to scale up sustainability efforts from the	

deforestation.	farm to jurisdiction; and 3) to mainstream biodiversity/ ecosystem conservation in the global financial system.	
Component 3. Companies at very early stages of addressing sustainability in supply chains are challenged by the need to remain competitive in the marketplace, alongside an absence of fora for defining and sharing best practice, lessons, and assuming industry leadership roles.	Platform available to companies and other influencers to share experience, showcase new programs, make public commitments, and influence and achieve consensus about industry best practice and generate positive international exposure for companies taking early action; with resulting new conservation policies and decisions, as well as increased visibility and incentives for voluntary public reporting and sharing of best practice	

3.2. Project goal and objectives

The overall Goal of this proposed project is to inform and promote the integration of public policies and private finance in order to scale up and mainstream forest, biodiversity, and ecosystem conservation in commodity production landscapes.

The three specific Objectives of this project in fulfilling this goal are:

1. Create and maintain a global, state of the art, objective information and analysis platform to support both public- and private-sector decisions that favor sustainable commodity sourcing and production;
2. Promote, through case studies and other mechanisms, the means by which to mainstream biodiversity, forest and ecosystem conservation into sustainable commodity production and supply chains;
3. Enhance, through the power of knowledge sharing and convening, a more effective dialogue in the various commodities sectors.

3.3. Project components and expected results

Project Component 1: State of the art, objective information and analysis to support decision-making around sustainable commodity sourcing and/or production.

Planned activities: In order to achieve the outcomes described in the previous paragraph and in Table B, the level of relevant information and analysis available to the international community will be increased by:

1.1.1: Publish a global assessment of commodities/crops that derive value from assuring their positive environmental footprint, leveraging Ecosystem Marketplace’s nine years of experience with environmental market tracking and value estimation. The initial focus will be on commodity sectors with an unarguably significant forest footprint – palm oil, cattle, paper/pulp and soy – and will investigate associated corporate commitments to low or zero deforestation/degradation/conversion, social conflict mitigation and other sustainability indicators in these sectors.

1.1.2: Develop a robust, representative primary data set to inform the report described in Output 1.1.1, as well as advisory and analytical activities detailed in Project Component 2. The aim is to track >75% of relevant programs (n both mature and emerging markets) and a proportion of commodity volume that is comparable to other tracking initiative results (25-45%) with support from existing tracking and industry initiatives. This data will be updated annually or as possible/appropriate, and Forest Trends will retain all corporate disclosures as confidential.

1.2.1: As necessary, secure commitments from relevant businesses, regional governments, producers and corporations to annually disclose performance data and/or support Forest Trends in the development and interpretation of research as defined in this Project Component. This includes utilizing Katoomba event(s) and project partnerships to secure corporates' consent to participation.

1.2.2: Establish strong relationships with relevant supply chain actors and regional governments, measured in the number of data providers contributing to Component 1 research products; number of actors engaged in research steering group; quality of industry insights contributed to research process and narrative; and private sector and policy citations of report findings.

1.3.1: Apply Forest Trends’ REDD Expenditures Tracking Initiative methodology to follow finance flows from donor to recipient institutions at the subnational (i.e. jurisdictional) level, exploring and reporting on sub-national awards and relevance to regional private sector actors. This research activity will not only investigate the emerging relationship between commodity-based sustainability initiatives and the world’s growing interest in jurisdiction-scale (i.e. regional) conservation incentives and monitoring – it will also provide data to directly inform analysis and guidance developed under Project Component 2. Forest Trends will select a pilot country for analysis based on the strength of partner relationships and significance to both conservation objectives and international commodities markets. Brazilian states are key candidates.

Project Component 2: Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

Planned Activities: In order to achieve the outcomes described in the previous section and in Table B, opportunities will be assessed to support the development of sustainable agricultural production via interventions that incentivize and scale up improved production practices alongside direct conservation. The plan is to:

2.1.1: Publish two case studies of existing financial mechanisms that encourage agricultural sustainability, including successes and lessons learned that can be applied in the development of new financial mechanisms (e.g., the Low Carbon Agriculture [ABC] financing in Brazil; credit unions in Kenya that offer finance with group guarantees or structured with buyer contracts as collateral; Keurig Green Mountain’s financing of guarantees for Root Capital to expand lending to coffee cooperatives, etc.).

2.1.2: Design one or more opportunities for new or modified financial mechanisms that can address agricultural sector barriers to sustainability while incentivizing improved practices and biodiversity conservation. In particular, a set of specific recommendations will be developed around one or more financial products/credit lines that Colombian, Peruvian, Brazilian, Indonesian or other developing countries' agriculture institutions could design or launch to support access to credit for smallholders or to incentivize/support sustainable production by larger agriculture producers/processors.

2.1.3: Consult with key stakeholders regarding these new financial products and including: supply chain actors, nonprofit or commercial credit institutions, commodity roundtables, tropical forest country national and jurisdictional institutions, donor governments, and development finance institutions.

2.2.1: Produce a briefing paper examining one or more sustainable funding models that support jurisdiction-scale sustainable production landscapes and link production landscapes with both voluntary corporate demand for sustainable commodities and legislative 'demand-side' measures. Funding models E.g. 'Jurisdictional REDD+ Bonds' could utilize international results-based financing for REDD+ to overcome externalities and drive investment from mainstream institutions. Funding models could link global REDD+ values with local ecosystem service values to generate public and private cash flow for sustainable landscapes. Paper will include one or more case studies evaluating opportunities in Brazil, Peru or Colombia.

2.2.2: Conduct multiple stakeholder consultations on sustainable funding models (including focused side events at Katoomba convenings) and among UNEP FI financial institution network; measured as number of participating stakeholders and quality and use of feedback; for example, consulting with donors on utilizing REDD+ PFP to leverage capital markets and create funding models for individual/multiple states and nations, under bilateral, multilateral or Green Climate Fund initiatives. This will also build on and develop UNEP FI's work on landscape PFP models that commenced in February 2014 with UN-REDD funding.

2.3.1: Provide guidance for regulatory framework(s) and/or policy(ies) that more effectively account for environmental and resource risks in global financial systems and that captures the effects of fiscal frameworks on the drivers of business as usual/deforestation. This will build on the foundations of the UNEP Inquiry which was launched in January 2014, to identify, develop and recommend reforms to the policy and regulatory arrangements governing financial flows relevant to the sustainable production and processing of selected commodities, as well as on current work being carried out by UNEP in understanding the impact of fiscal policies in deforestation in countries in Africa, Asia-Pacific and Latin America.

2.3.2: Consultations on frameworks and policies with development financial institutions and institutional investors, leveraging UNEP FI's global network to assess whether recommendations are removing bottlenecks to more sustainable behavior of financial institutions.

Project Component 3: Enhancing Effective Dialogue in the Commodities Sectors.

Planned activities: In order to achieve the outcomes described in the previous section and in Table B, relevant actors will be convened through a series of awareness enhancing activities and through Katoomba and other events resulting in publicly available outcomes reports focusing on sustainable commodities as we:

3.1.1: Convene major actors through additional Katoomba events to explore progress on sustainable commodity supply chains. These large convenings, often drawing 300 participants or more, will be focused on key sustainable commodities including palm oil and pulp/paper as well as the soy and beef sectors, in other Latin America countries such as Colombia or other key consumer/buyer geographies such as China, India, Europe or US. Katoomba events bring together major private influencers in target industries (significance determined by hectare area and proportion of domestic industry value their operations represent), policy makers, financial institutions, deforestation experts, and civil society organizations to identify challenges and solutions to shift toward sustainable, zero deforestation commodities production.

The Katoomba events will build on outcomes from Forest Trends' Katoomba XIX held in Brazil in March 2014. Subsequent events supported under this grant will similarly result in report(s)/brief(s) communicating outcomes, progress and messages intended to educate the broader community about the work of Katoombas' influential attendees and contributors. Importantly, the size and caliber of participants in Katoomba events naturally lead to extensive networking and catalyzing of follow up partnerships and initiatives.

3.2.1: Regularly publish original articles related to the topic and associated Forest Trends activities. Thus the project will benefit from Ecosystem Marketplace's diverse readers and partners (>1 million web hits to date, average report download rate of 35k/year) that already include influencers that are key to bringing both transparency and attention to this effort. Success will be measured as the number of articles published on Ecosystem Marketplace's suite of relevant websites, with a target of 6-8 articles/year; and mainstream media coverage, with a target of 2-3 articles (or the equivalent)/year. Reader uptake will be tracked relative to other topic areas, to identify any greater reader interest in this topic compared to other environmental finance topics.

3.2.2: Publicly report achievements/ commitments, including high-impact media coverage of events, and research and policy outcomes associated with this project. Forest Trends will engage with partners and media companies to guide and ensure desirable coverage of event proceedings that relates real-time event outcomes to deliverables executed under this project.

3.2.3: Disseminate early and (later) peer-reviewed findings via Katoomba events, the UNFCCC 21st Conference of Parties (Paris, December 2015) and other public events as relevant and described in the Component 1 Rationale section. As relevant, host additional educational and inclusive report/research launch events engaging public/private sector and producer community stakeholders in order to inform, involve, and incentivize high-profile stakeholder buy-in.

ACROSS ALL COMPONENTS: The project team will work closely with the private sector, relevant international and local NGOs, agricultural research and extension personnel, and major co-financers. A representative Steering Committee (described in Section 4) will be defined during the project development phase to provide guidance and facilitate cross-sector coordination, particularly coordination with other GEF projects in relevant regions. The Project Manager will work closely with the Steering Committee, which will have regular meetings throughout the project and will help to coordinate major project activities and decisions.

3.4. Intervention logic and key assumptions

Forest Trends' work in general – and the specific logic underlying this proposed project – is based on leverage. Forest Trends' mission is to expand the incorporation of ecosystem services' value into business, policy and personal decision making, bringing the leveraging power of financial markets to impact resources and communities on a scale that is globally meaningful to protect forests and biodiversity. Ecosystem Marketplace does this by harnessing, analyzing and promoting information about emerging markets and market opportunities. For 10 years, EM has developed the world's only comprehensive information products tracking trends in the carbon markets as well as both pilot REDD+ projects and jurisdictional/country REDD+ programs, and makes this information available to the broad conservation community via freely-available annual reports and online databases. This long-term tracking and reporting has enabled us to gain a detailed understanding of project- to region-level mechanics, practice and performance.

The primary focus of "Supply Change: Securing Food, Sustaining Forests" is to build on this track record and track corporate commitments to low- or zero-deforestation – and related social and environmental pledges – and aggregate and analyze company progress to inform ever more effective target-setting and achievement. The project is a one-of-a-kind global collaboration among international organizations that both encourages and tracks robust target-setting as well as voluntary corporate reporting.

"Supply Change: Securing Food, Sustaining Forests" leverages both Forest Trends' and partner organizations' strong corporate relationships and existing data sets to create easily-digestible information for a corporate audience. In addition to promoting and tracking corporate commitments, this project will include tracking national REDD+ programs and related public policies and finance aimed at reducing or eliminating deforestation. By focusing both on corporate commitments as well as government commitments, the project will optimize the identification of regions boasting deforestation-free commodity supply, by which the private sector can leverage REDD+ strategies and donor country finance to expand private investment in sustainable agriculture.

"Supply Change: Securing Food, Sustaining Forests" thus seeks to link and tighten private commitments to sustainable agricultural supply chains with government efforts to eradicate regional to national deforestation – both through public zero-deforestation commitments (e.g. the New York Declaration on Forests) and national and sub-national REDD+ policies. By mapping EM's national, subnational, and project-level REDD+ finance data alongside public and private deforestation commitments, the project will:

- Enable decision makers to identify commercial efficiencies in sourcing agricultural commodities from REDD+ regions;
- Illuminate opportunities to leverage public REDD+ finance to attract private investment;
- Track regional progress toward legality, sustainable livelihoods, biodiversity protection, and other measures that overlap with corporate commodity-sourcing criteria and guidelines.

“Supply Change: Securing Food, Sustaining Forests” works through Ecosystem Marketplace’s 10-year track record in identifying timely opportunities to address a critical gap in (and opportunity to provide) information and services that aim to scale up forest and biodiversity conservation incentives at the landscape level. The activities proposed in this project will opportunistically build on, enhance and coordinate the private sector’s growing interest in – and investment in – sustainable, secure production landscapes with international climate finance under REDD+, as well as developing countries’ domestic investment in agriculture and ecosystem services. The proposal will incrementally build on the limited available data sources to generate and make publicly available aggregated and robust information on the global commodities supply chain.

The proposal leverages the GEF’s critical institutional role, unique global network of governments and civil society, and ability to take a broad view of the potential for synergistic links between biodiversity conservation, forest protection and climate change mitigation in order to build on efforts described in the baseline, to: 1) increase the level of relevant information and analysis available to the international community; 2) in particular, to foster transparency in the early stages of jurisdiction-scale conservation program finance and development that illuminates any mutual interests between public REDD+ finance and programs, and private finance and supply chain commitments; 3) incubate interventions that support global to local policy and financing mechanisms integrating biodiversity values into economic decision-making; and 4) convene relevant actors to foster new relationships, creative approaches, and new sources of both public and private finance necessary to help decision-makers achieve long-term sustainability.

3.5. Risk analysis and risk management measures

The following table outlines some of the potential risks of this proposed project, the relative ranking of that risk (low, medium or high), and initial thoughts on an appropriate mitigation strategy for reducing or eliminating that risk.

RISK	Low, Moderate or High	Risk Mitigation Strategy
Scope creep: due to complexity of topic, inability to narrow research focus in order to determine and deliver findings	M	Given the massive size and scope of the global commodity markets, as well as the broad application of sustainability certifications, this project will be challenged to identify and stick to the most relevant market segments and questions. This will require us to dedicate significant resources at the front end of the research process to clearly define research agenda, strategy, milestones, variables and exclusions.
Business-sensitive data collection topics may deter corporates with visible international brands from contributing data at a meaningful depth	M	It is anticipated that companies may be reticent to share sensitive information related to corporate risk strategies with a third party. This will require us to: 1) execute non-disclosure agreements with data contributors upon request, and factor the time required of any associated bureaucracy into the project timeline; 2) communicate Forest Trends’ reputation and procedures for protecting confidential business information; and 3) establish rapport with

		significant data contributors early in the research project in order to maximize their level of comfort with Forest Trends' research parameters.
Survey/Research fatigue among relevant entities	L	Many of the organizations intended for survey and gain insight from are already the target of several research organizations' efforts. Thus, they may be reticent to provide additional information to another research organization, as doing so is perceived as a sometimes significant time-cost. This will require us to: 1) engage significant players directly and early in the development of the research product; and 2) as often as possible, partner with existing data collection efforts to minimize research duplication.
With respect to the proposed REDD+ Bond, lack of continuity at the ministerial level	M	Forest Trends has worked to establish strong relationships with policy leaders in multiple jurisdictions. While a change in leadership could potentially jeopardize the viability of a REDD+ Bond launch in one jurisdiction, we have made a significant effort to mitigate this risk by developing redundant relationships with political leaders in other candidate jurisdictions.
With respect to the proposed REDD+ Bond, failure to align international donors, national and sub-national finance ministries, and private investors to implement the mechanism	M	This risk will be mitigated by building "redundancy" into the project design – in this case, by remaining flexible with respect to the design of the REDD+ Bond or other potential finance model. Recommendations will be adjusted in step with changing policy and business ecosystems.

3.6. Consistency with national priorities or plans

N/A (global program)

3.7. Incremental cost reasoning

As noted in the baseline scenario described in Section 2, despite considerable interest in both public and private sectors to promote low- and zero-deforestation supply chains, progress to date has been slow and in large part inhibited by a lack of information on the nature of emerging private company and public government commitments, or the progress made on and lessons learned from these efforts. The proposed "Supply Change: Securing Food, Sustaining Forests" project will proactively gather data, carry out analysis, develop new concepts and financial models, and publish and disseminate information that will strengthen decision making by both companies and governments in making progress on deforestation-free commodity supply chains.

Component 1 will build on the baseline of global momentum and commitments by providing needed analysis and information to support and enable progress on corporate commitments as well as promoting both public funding and identifying needed policy changes at the national level in priority countries to support low- and zero-deforestation commodity production at the ground level.

Component 2 seeks to address the lack of progress in developing low- and zero-deforestation commodity supply chains (the current baseline) by creating financial models and other means of providing financial incentives, to help unlock supply-side sourcing. In particular, this component works hand-in-hand with UNEP-FI staff to carry out consultations, develop concepts and models, and create important incentives to spur greater sustainability in commodity production.

Component 3 addresses a critical lack of information across the commodities sector through major conferences such as Forest Trend's Katoomba Group conferences and various other smaller events, workshops, webinars and information distribution sources, through which new developments, successes, and lessons can be shared, and participants can benefit from knowledge drawn from across the sector.

3.8. Sustainability

Efforts to quantify the impacts of corporate sustainability initiatives, track REDD+ finance supporting jurisdiction-scale sustainable landscapes, and influence reprioritization of public finance toward sustainable outcomes are topics that Forest Trends and/or its partners have tackled in recent years. This project is innovative in its recognition of the *interrelated nature* of these policies and potential efficiencies that could be achieved by their convergence. This, in turn, may increase their likelihood of mainstream uptake. The project is also unique in that several Forest Trends initiatives have already worked independently on these various topics – each respected in its own right – and are well-positioned to implement this project collaboratively. This combination of ideas and in-house cross-disciplinary approaches is unique to Forest Trends and will result in new thinking and progress.

In addition to internal enthusiasm for the subject matter, Forest Trends' external research relationships, coalition-building and co-financing arrangements lend to the project's sustainability. To this end, a Steering Committee will be assembled to guide project development and implementation, monitor funding allocation and reporting, and maintain regular dialog between this project and other related efforts, including those that will arise from GEF6. Members of the Steering Committee will include representatives of organizations like IDH, the Moore Foundation and private sector actors from the Consumer Goods Forum, which will fund or have expressed an interest in providing additional multi-year support to this project. Due to the sustainability business case and increasingly finite natural resources for producing (and thus sourcing) the commodities under review, continued interest is anticipated in this topic that will sustain research to achieve significant and measurable impacts.

Importantly, the project reflects work that was started by Forest Trends prior to this proposal submission and will carry on for many years after the project ends. Efforts to begin tracking corporate commitments on deforestation-free supply chains and to begin to coordinate those findings with corresponding Forest Trends work on public and private investment in country-based and sub-national REDD, began a year ago with initial funding from CLUA and other foundations. The GEF project will enable Forest Trends to ramp up and firmly establish Supply Change; to both build both the internal capacity to carry out the data gathering and analytical work as well as build the long-term platform within Ecosystem Marketplace for this information to reside and to be disseminated. Forest Trends has already started seeking longer term funding (from NORAD and from other sources) for 2016 and beyond, to ensure that this work that is funded by the GEF, once firmly established, will sustainably carry on for many years to come.

3.9. Replication

With respect to potential up-scaling and future applications, the three project components of this project are designed with the express purpose of replicating both the project’s methodologies and recommended strategies. Project Component 1, tracking global commitments to and outcomes from sustainable commodity production/sourcing, tracks select aspects of corporate sustainability initiatives in forest-intensive sectors. Meanwhile topics of air quality, improved health outcomes, increased access to education opportunities, reduction of drudgery, and non-forest-intensive sectors are not the subject of this project. Even so, any lessons, challenges incurred or efficiencies uncovered will be shared with relevant stakeholders. Collaborative industry research programs such as IDH’s *State of Sustainability in Agro-commodities*, which will track several commodity types and indicators beyond the purview of this project, is one opportunity to combine and share findings with other researchers focusing on different aspects of the same market.

Tracking of jurisdiction-scale REDD+ finance, program development, private sector incentives and land-area outcomes builds upon Forest Trends’ existing methodology of tracking REDD+ expenditures and outcomes at the national level. It was developed with the goal of being universally applicable to any region and implementable by partner organizations, in order to track and report on a topic of this large scope. In this way, Forest Trends has partnered with well over a dozen local partners in the 14 forest countries so far tracked, and will apply the same approach to drill down to the next level of decision-making.

Project Component 2 consists of proposing, supporting and – if successful – replicating public-private collaborative finance models in various jurisdictions. The purpose of this component is to identify effective models for integrated forest finance, with the intention of making that information freely available to other governments that wish to apply these models, and to policy-makers developing forest finance incentives that are generic and globally applicable despite regional discrepancies.

With regard to Project Component 3, Katoomba events have been convened on every continent and in response to a multiplicity of emerging trends in the field of conservation markets and finance. Katoomba meetings draw between 200 and 300 noted officials, presenters and practitioners and are often catalysts for extensive networking and follow-up activities. Katoomba themes are often linked; for example the themes, discussions and outcomes of Katoomba Brazil (March 2014) will be continued at the next Katoomba(s) in this series (location TBD, but probably China in late 2015 or early 2016). As of the end of 2014, Forest Trends has hosted 20 Katoomba events in this manner.

3.10. Public awareness, communications and mainstreaming strategy

Forest Trends’ Ecosystem Marketplace was launched ten years ago as a platform to communicate and mainstream ecosystem finance. The latest research area herein proposed – “Supply Change: Securing Food, Sustaining Forests” – will build public awareness and support the mainstreaming of forest considerations in agri-commodity sourcing decisions by implementing a comprehensive communications strategy that includes the following elements:

1. Development and launch of “Supply Change: Securing Food, Sustaining Forests” beta website to graphically present and regularly update intra-year research findings, company commitment profiles, related industry and project-related articles. The website and any related research will stem from and recognize “Supply Change: Securing Food, Sustaining

Forests” data and funding partners, and website functionality will progress alongside project objectives (e.g. supply chain network “mapping” capabilities, commitment comparisons, proprietary survey platform).

2. Throughout the project, in-person events will be hosted at a variety of venues to encourage a dialog about what information is necessary and achievable, and to gain early insight into market behaviors from commodity market leaders. Regular reports will be provided from these events through proprietary news service (reaching >300,000 readers annually) and op-ed contributions to leading media organizations tracking environmental economics, including Forbes, Environmental Leader and Huffington Post.
3. Cultivation of key news agencies: The project will seek significant media recognition of early findings and related ongoing announcements. The project will employ Forest Trends’ communications resources to target major news organizations that will include: The Guardian, NPR, The Economist, Harvard Business Review; Forbes, The Atlantic, The New York Times, China Daily, BBC, The Washington Post, The Financial Times, Folha de S. Paulo, El Peruano and other key Spanish and Portuguese language outlets. Ecosystem Marketplace already maintains and will build on strong relationships with many of these outlets.
4. Development and distribution of targeted press releases and fact sheets: The project will develop basic press releases and fact sheets detailing project findings, and tailor these documents for specific audiences including business, public-sector, general “lay” audience, ecosystem services practitioners, and specific sectors highlighted in project research. These resources will be embargoed and distributed to significant information providers relevant to each of these audiences, ahead of product launches.

3.11. Environmental and social safeguards

Forest Trends has available a rigorous Social and Environmental Safeguards (SES) screening tool and procedure that is appropriate for use in all major programs (greater than \$2 million). The project will apply this tool and set of protocols and procedures to this project prior to launch. The SES screening and procedures, including disclosure requirements, are drawn heavily from World Bank and GEF SES requirements and practices. A copy of the tool and materials are available upon request.

“Supply Change: Securing Food, Sustaining Forests” is a solutions-oriented project that helps guide decision makers on the challenges and problems that given companies face in securing deforestation-free supply chains and, importantly, the actions that companies are taking to address deforestation in their supply chains. In this respect, part of the evaluation strategy will be an annual content analysis of coverage of the issue from mainstream media that references the project’s results. In particular, the Supply Change data set identifies “red flags” in which civil society (e.g. Greenpeace) launches a public campaign against corporate practices, as well as the corporate response. Content analysis will also extend to review of the civil society response to and approval of any related revisions to corporate procurement policy.

Gender inclusiveness will be ensured with respect to outreach and events (male: female ratio on panels, webinars, report attributions and article quotes/references, steering committee members, gender balance in stakeholder outreach and consultations, etc.). The proportionate makeup of the boards of directors for the top three most prevalent organizations will be used as a gender benchmark to achieve and exceed in annual aggregated reporting (10 in 81 board members or 12%

female representation, aggregated from Consumer Goods Forum; RTRS, RSPO). For example, in Katoomba events panels have been engaged that over represent women compared to the industry reality (e.g., 1 or 2 females in a 4 or 5 person panel), and the project will continue apply this strategy.

SECTION 4: INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION ARRANGEMENTS

This project targets the core of Forest Trends’ mission, to expand the incorporation of ecosystem services’ value into business, policy and personal decision-making. As such, it will not result in the creation of a new research program, but will cut across and leverage the work, contacts and resources of several existing Forest Trends initiatives – most significantly involving Ecosystem Marketplace, but also engaging the Forest Trends’ Public-Private Co-finance Initiative, the Forest Trade and Finance Initiative, the Katoomba Incubator, and the Communities and Markets Initiative. Importantly, “Supply Change: Securing Food, Sustaining Forests” is a multi-partner initiative designed to support the many actors involved in promoting deforestation-free commodity supply chains.

Externally, and as described throughout previous sections, strengthening relationships with key stakeholders is a primary deliverable of this project – recognizing that research and data partnerships and government relationships are absolutely necessary to deliver on other aspects of the project. In particular, this includes collaboration with other tracking and analytical initiatives led by organizations like the Earth Innovation Institute, IDH, WRI, WWF, CDP, and SSI, to identify knowledge gaps, needs, and best practice.

Additionally, the content of this project will require collaboration with certification organizations that track their own projects and associated corporate commitments (when known), including Rainforest Alliance, the Forest Stewardship Council, the Programme for the Endorsement of Forest Certification, and various commodity roundtables. In order to access relevant market actors – in particular, corporate buyers and major producers –the project will engage with business-facing programs like the Consumer Goods Forum, The Sustainability Consortium, and/or the Tropical Forest Alliance. Each of these programs is independent and well-established, and has agreed to support this research.

The project will be guided by a Project Steering Committee (PSC) to help UNEP and Forest Trends ensure that the project is on track with achieving specific results as well as staying firmly aligned to the new GEF-6 integrated approach on deforestation and commodity supply chains. The PSC will help the project take into account, react to and support concurrent efforts by other partners engaged under this initiative. The PSC will meet twice each year, once physically and one other time virtually. The PSC members will include two representatives from Forest Trends (EM/“Supply Change: Securing Food, Sustaining Forests” Director Molly Peters-Stanley and one other to be named), the UNEP Task Manager, UNEP-FI representative, a representative from the GEF Secretariat, and one to two additional representatives of private sector or international NGO partners. Draft Terms of Reference are referenced at Annex 10. The final roles and representatives to the PSC will be finalized at the project inception workshop.

With UNEP serving as the project's Implementing Agency and on the Project Steering Committee, UNEP will be 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 UNEP Finance Initiative, the UN REDD Programme, and with global environmental conventions such as UNFCCC, CBD, UNCCD, and the newly formed IPBES. The project is fully in line with the UNEP role of catalyzing the development of scientific and technical analysis and advancing environmental management in GEF-financed activities. UNEP provides guidance on relating the GEF financed activities to global, regional and national environmental assessments, policy frameworks and plans, and to international environmental agreements. More specifically, the project lies within the following areas recognized by GEF as areas where UNEP has a comparative advantage:

- Sound science for national, regional and global decision-makers, notably by strengthening science-to-policy linkages and by strengthening environmental monitoring and assessment;
- Technical assistance and capacity building at country level, notably by strengthening technology assessment, by demonstration and through innovation, and also by directly developing capacity;
- Knowledge management, including through awareness raising and advocacy.

The project is consistent with UNEP's Programme of Work for 2014-2017, particularly the Ecosystem Management (EM), Resource Efficiency (RE) Programme Frameworks. Specific objectives and supporting activities under Programme Frameworks include: Collaboration with the private sector through partnerships and to integrate the ecosystem approach into sector strategies and operations is enhanced (EM); The 10 Year Framework of Programmes on Sustainable Consumption and Production and UNEP's delivery on Green economy in the context of sustainable development (RE).

In its role as the project Implementing Agency, UNEP will contribute its experience in managing complex multi-country conservation-themed initiatives. UNEP will be responsible for overall project supervision to ensure consistency with GEF and UNEP policies and procedures, and will provide guidance on linkages with related UNEP- and GEF-funded activities as well as technical guidance on specific issues. UNEP will also have the responsibility for regular liaison with the project Executing Agency (Forest Trends) on substantive technical and administrative matters and participating in meetings and workshops as appropriate. The UNEP/GEF will be responsible for clearance and transmission of financial and progress reports on the relevant portions of the project to the Global Environment Facility Secretariat. UNEP/GEF retains responsibility for review and approval of the substantive and technical reports and products produced in accordance with the schedule of work. Technical backstopping will come from the Sustainable Consumption and Production Branch, Division of Technology Industry and Energy (DTIE) in Paris, France.

UNEP's Finance Initiative (FI) will play a consultative role and is well positioned to deliver on the proposal due to a range of attributes including:

- Strong fit with current work areas: all proposed activities extend, focus and deepen current UNEP FI activities and will leverage an existing multi-million dollar existing budget already focused on these areas
- A formal membership network- through UNEP's Finance Initiative - of over 230 financial institutions internationally including banks, investors and insurers and with a strong network/operational footprint in commodity producer countries and initiatives (e.g. 6 out of 7 banks in the RSPO 'Finance Task Force' are UNEP FI members)

- Established relationships with ministries of finance, central banks and financial regulators in key commodity producing and purchasing countries
- Deep internal expertise within UNEP FI in all pertinent areas of environmental finance including investment, banking and insurance.

SECTION 5: STAKEHOLDER PARTICIPATION

Stakeholders	Role
Forest Trends	Lead overall executing agency
UNEP's Finance Initiative (FI) & Network	GEF Implementing Agency
CDP	Consultative partner
Dutch Sustainable Trade Initiative (IDH)	Consultative partner
Consumer Goods Forum	Consultative partner
Roundtable + REDD+ Consortium	Consultative partner
IPAM Brazil	Consultative partner
The Nature Conservancy	Consultative partner
International Trade Center (ITC)	Consultative partner
Rainforest Alliance	Consultative partner
Tropical Forest Alliance	Consultative partner
IFC	Consultative partner
Food and Agriculture Organization (FAO)	Consultative partner
Center for International Forestry Research (CIFOR)	Consultative partner
State of Sustainability Initiatives Programme	Consultative partner
Sustainability Standards Transparency Initiative	Consultative partner
Forest Stewardship Council	Consultative partner
Relevant forest and agri-commodity roundtables	Consultative partner
World Bank Programme on Forests (PROFOR)	Consultative partners and co-financiers
World Bank BioCarbon Fund's Initiative for Sustainable Forest Landscapes and Forest Carbon Partnership Facility	Consultative partners and co-financiers
Climate and Land Use Alliance (CLUA)	Consultative partners and co-financiers
German government (KfW, GIZ, ICI)	Consultative partners and co-financiers
Norwegian government (NORAD)	Co-financiers
Bloomberg Foundation/New Energy Finance	Consultative partners and Co-financiers
Moore Foundation	Co-financiers
MacArthur Foundation	Co-financiers
Verified Carbon Standard & Climate, Community and Biodiversity Alliance (VCS & CCBA)	Consultative partners
Various private sector stakeholders (e.g. Unilever, Bunge)	Consultative partners
Earth Innovation Institute (EII)	Consultative partners
Conservation International (CI)	Consultative partners
World Resources Institute (WRI)	Consultative partners
World Wildlife Fund (WWF)	Consultative partners

Within the project (Components 1 and 3), SMEs will be engaged as members of the several multi-stakeholder initiatives (MSIs) with which Forest Trends is collaborating. Forest Trends works closely with the larger and more common MSIs such as the Consumer Goods Forum and various

roundtables, and also engages with and seeks endorsement from more niche industry associations and smaller MSIs (e.g. The Sustainability Consortium, Innovation Forum, the Sustainable Purchasing Leadership Council, Leather Working Group). Within Component 2 (Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains), SMEs will be involved heavily. They will be consulted and involved in developing the case studies of existing mechanisms that encourage sustainability, as well as in the design of opportunities for new or modified financial mechanisms that help these same SME to produce and process commodities more sustainably. SMEs will also be engaged in developing the sustainable funding models for jurisdiction-scale sustainable production landscapes, as they often comprise a large percentage of the agricultural population in rural areas and will likely be some of the primary beneficiaries of such funding models.

SECTION 6: MONITORING AND EVALUATION PLAN

UNEP will be responsible for managing the mid-term review/evaluation and the terminal evaluation. The Project Manager and partners will participate actively in the process. The PIR will serve as the project Mid-Term Review (MTR). An MTR or MTE would only be conducted in case of extension of the project duration. If undertaken, the project Steering Committee will participate in the MTR or MTE and develop a management response to the evaluation recommendations along with an implementation plan. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented. An MTR is managed by the UNEP Task Manager. An MTE is managed by the Evaluation Office (EO) of UNEP. The EO will determine whether an MTE is required or an MTR is sufficient.

An independent terminal evaluation (TE) will take place at the end of project implementation. The EO will be responsible for the TE and liaise with the UNEP Task Manager throughout the process. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency), and determine the likelihood of impact and sustainability. It will have 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 and executing partners.

While a TE should review use of project funds against budget, it would be the role of a financial audit to assess probity (i.e. correctness, integrity etc.) of expenditure and transactions.

The TE report will be sent to project stakeholders for comments. Formal comments on the report will be shared by the EO in an open and transparent manner. The project performance will be assessed against standard evaluation criteria using a six point rating scheme. The final determination of project ratings will be made by the EO when the report is finalised. The evaluation report will be publically disclosed and will be followed by a recommendation compliance process.

The direct costs of reviews and evaluations will be charged against the project evaluation budget.

SECTION 7: PROJECT FINANCING AND BUDGET

7.1. Overall project budget

BUDGET AMOUNT REQUESTED BY AGENCY:

GEF Agency	Type of Trust Fund	Focal area	Country Name/Global	Grant amount (\$) (a)	Agency Fee (\$) (b)	Total (\$) (a + b)
UNEP	GEF TF	BD	Global	1,900,000	180,500	2,080,500
Total Grant Resources				1,900,000	180,500	2,080,500

Detailed budgets for the grant amount of \$1,900,000, broken down by the project components and further broken down by standard UNEP budget lines are included below in Appendix 1.

7.2. Project co-financing

A total of \$2,725,000 is available for co-financing for this project over the two-year project period. Detailed summaries of this co-financing by source and, further, by UNEP budget lines are included below in Appendix 2.

7.3. Project cost-effectiveness

In addition to securing co-financing to carry out the full breadth of work entailed under this two-year “Supply Change: Securing Food, Sustaining Forests” project, the program is envisioned to deliver outputs and outcomes to 2020 and beyond as needed, and work is already under way to secure funding through 2020 to ensure the project carries forward. Fundamentally, this program – like many Forest Trends initiatives – is based upon securing the leveraging power of partnerships with public agencies, private companies and major NGOs, utilizing the information and analysis collected to advance and support these entities as well as Forest Trends’ shared goal of achieving low- and zero-deforestation commodity supply chains.

Appendix 1

Project: Forest Trends Supply Change

Donor(s): GEF/UNEP

Project no: (GEF) 5776

BAC:

UNEP Budget Categories		Budget by Project Components				Budget by calendar year**			
		1	2	3	Other*	Total	Y 1	Y2	Total
PERSONNEL COMPONENT									
1200	Consultants								
1201	Consultant: Project Coordinator (IC)	119,220		10,000		129,220	64,610	64,610	129,220
1202	Consultant forest carbon finance (IC)	40,000		3,152		43,152	21,576	21,576	43,152
1203	Consultant media outreach / editorial (IC)	45,000		51,350		96,350	48,175	48,175	96,350
1204	Consultant sustainable commodities lead (IC)	160,000		24,518		184,518	92,259	92,259	184,518
1205	Consultant commodities researcher (IC)	130,000		15,648		145,648	72,824	72,824	145,648
1206	Consultant commodities research assistant (IC)	65,025				65,025	32,513	32,513	65,025
1207	Consultant commodities research advisor (IC)	15,000		13,548		28,548	14,274	14,274	28,548
1208	Consultant commodities research advisor (IC)	15,000		10,960		25,960	12,980	12,980	25,960
1209	Consultant publication design (IC)	20,000		7,100		27,100	17,100	10,000	27,100
1210	Consultant web development (IC)	30,000		6,672		36,672	18,336	18,336	36,672
1211	Consultant public private finance (IC)		77,328			77,328	38,664	38,664	77,328
1212	Consultant innovative agricultural finance (IC)		98,160			98,160	50,580	47,580	98,160
1213	Consultant jurisdiction-scale funding models (IC)		125,260			125,260	64,460	60,800	125,260
1214	Consultant agricultural research (IC)		74,112			74,112	37,056	37,056	74,112
1215	Consultant supply chain specialist (IC)		15,000			15,000	9,000	6,000	15,000
1216	Consultant communications specialist (IC)		12,851			12,851	4,819	8,032	12,851
1217	Consultant, UNEP		150,000			150,000	75,000	75,000	150,000
1218	Consultant REDD-X and illegal forest use (IC)	26,000				26,000	13,000	13,000	26,000
1219	International consultant, REDD-X	79,000				79,000	39,500	39,500	79,000
1220	National consultants - agricultural and environmental finance specialists (NCs, TBD)		84,500			84,500	39,000	45,500	84,500
1299	<i>Sub-total</i>	744,245	637,211	142,948	-	1,524,404	765,726	758,679	1,524,404
ADMIN SUPPORT COMPONENT									
1300	Administrative Support (5%) **				95,000	-	47,500	47,500	95,000
1399	<i>Sub-total</i>	-	-	-	95,000	95,000	47,500	47,500	95,000
1999	Component total, STAFFING	744,245	637,211	142,948	95,000	1,619,404	813,226	806,179	1,619,404
TRAVEL COMPONENT									
1600	Travel on official business								
1601	Staff travel	15,500		14,308		29,808	14,904	14,904	29,808
1699	<i>Sub-total</i>	15,500	-	14,308	-	29,808	14,904	14,904	29,808
1999	Component total	15,500	-	14,308	-	29,808	14,904	14,904	29,808
TRAINING COMPONENT									
3300	Meetings/Conferences								-
3201	Regional workshop (Katoomba China) - participant travel and per diem			75,500		75,500	75,500		75,500
3202	Regional workshop (Katoomba China) - conference costs			94,500		94,500	94,500		94,500
3203	Smaller conference costs			3,108		3,108	1,554	1,554	3,108
3299	<i>Sub-total</i>	-	-	173,108	-	173,108	171,554	1,554	173,108
3999	Component total	-	-	173,108	-	173,108	171,554	1,554	173,108
40 EQUIPMENT AND PREMISES COMPONENT									
4101	Supplies	1,200	810	1,359		3,369	1,500	1,869	3,369
4100	Computer upgrades to handle expanded data needs	20,000		3,000		23,000	11,500	11,500	23,000
4199	<i>Sub-total</i>	21,200	810	4,359	-	26,369	13,000	13,369	26,369
4200	Non-expendable equipment					-	-	-	-
4299	<i>Sub-total</i>	-	-	-	-	-	-	-	-
4999	Component total	21,200	810	4,359	-	26,369	13,000	13,369	26,369
50 MISCELLANEOUS COMPONENT									
5100	Operation and maintenance of equipment								
5199	<i>Sub-total</i>	-	-	-	-	-	-	-	-
5200	Reporting costs								
5201	Printing	6,000		3,631		9,631	4,815.5	4,815.5	9,631
5299	<i>Sub-total</i>	6,000	-	3,631	-	9,631	4,815.5	4,815.5	9,631
5301	Communications (phone, internet, faxes)	3,000	7,680	1,000		11,680	6,680	5,000	11,680
5399	<i>Sub-total</i>	3,000	7,680	1,000		11,680	6,680	5,000	11,680
5500	Evaluation				30,000	30,000	10,000	20,000	30,000
5599	<i>Sub-total</i>	-	-	-	30,000	30,000	10,000	20,000	30,000
5999	Component total	9,000	7,680	4,631	30,000	51,311	21,496	29,816	51,311
99	GRAND TOTAL	789,945	645,701	339,354	125,000	1,900,000	1,034,179	865,821	1,900,000

Note: * UNEP hold back \$30,000 for terminal evaluation

Appendix 2: Co-Financing**1) Co-financing by source:**

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount (\$)
Executing Agency	Forest Trends	Cash	\$2,425,000 ²
Multi-lateral	UNEP DEPI	In kind	\$300,000
Total Co-financing			\$2,725,000

2) Co-financing by UNEP budget lines:

Components and Budget Categories	Component 1	Component 2	Component 2	Total
Cash:				
Personnel	\$1,179,000	\$751,500	\$287,000	
Travel	\$40,000	\$20,000	\$10,000	
Training/Events	\$57,000	\$30,000	\$120,000	
Equipment	\$10,000	\$9,500	0	
Misc/Comm/Supplies	\$24,000	\$24,000	\$13,000	
Sub-total	\$1,310,000	\$835,000	\$430,000	\$2,275,000
In-Kind (UNEP)				\$300,000
Administration (5%)				\$150,000
Total Co-financing				\$2,725,000

² With support from: World Bank, USAID, Germany/ICI, NORAD, CLUA, Moore Foundation, MacArthur Foundation and Credit Suisse

Appendix 3: Incremental Cost Analysis

See incremental cost reasoning in Section 3.7 (page 28).

Appendix 4: Results Framework

Outcomes	Outputs	Objectively Verifiable Indicators	Baseline	Target	Method of Verification
Component 1 State of the art, objective information and analysis to support decisions that favor sustainable commodity sourcing and/or production.					
<p>1.1 Increased awareness of corporate sustainability commitments to low- or zero-deforestation in sectors with intensive land area impacts</p>	<p>1.1.1: A global assessment of commodities/ crops that derive value from assuring their positive environmental footprint, focusing on commodity sectors with an unarguably significant forest footprint – palm oil, cattle, paper/pulp and soy – and investigating associated corporate commitments to low or zero deforestation/ degradation/ conversion, social conflict mitigation and other sustainability indicators in these sectors;</p> <p>1.1.2: For commodities under review, build a robust primary data set (tracking >75% of relevant programs and proportion of commodity volume comparable to other tracking initiative results) with support from existing tracking and industry initiatives;</p>	<ul style="list-style-type: none"> • Number of agreements (MOUs, NDAs) with companies to provide supply chain data • Significant data collected from 100 or more entities with forest-risk commodity commitments • Public sector commitment data collected and incorporated • Supply-Change.Org platform is launched and fully functional • Global assessment completed, published and posted on Supply-Change.Org 	<ul style="list-style-type: none"> • No current agreements • Very few companies currently contributing data • Very few sources of public sector data • Supply-Change.org does not exist • No current global assessment exists 	<ul style="list-style-type: none"> • 50 MOUs or NDAs executed • Additional 50 MOUs or NDAs in negotiation • Data from first 50 companies collected • Data from second 50 companies highly likely in one year's time • Supply-Change.org designed, launched and supporting major visitation • Publication and dissemination of assessment 	<p>Overall success will be evidenced by tracking of declarations and adoption of sustainability commitments by corporations.</p> <p>Semi Annual Progress Reports</p>
<p>1.2: Increased transparency and accountability for corporate commitments to sustainable forestry</p>	<p>1.2.1: Secure corporate commitments to annually disclose performance data and/or support Forest Trends in development of research product(s);</p> <p>1.2.2: Develop mutually informative</p>	<ul style="list-style-type: none"> • Measured in number of data providers and number of actors engaged in research steering group (by sector); and number and quality of private sector and policy 	<ul style="list-style-type: none"> • No current corporate commitments to disclose • Very few informative 	<ul style="list-style-type: none"> • Progress toward target of 100 companies engaged 	

Outcomes	Outputs	Objectively Verifiable Indicators	Baseline	Target	Method of Verification
<p>and land use</p> <p>1.3: Illuminate intersection of commitments to certification of low-deforestation ag/forest products, and regional REDD+ certification of and financing for reduced deforestation in production landscapes</p>	<p>relationships with relevant supply chain actors and regional governments;</p> <p>1.3.1: Rigorous data collection tracking REDD+ finance flows to and implementation of jurisdiction-scale programs in relevant regions (piloting in Latin American states), identifying opportunities for optimizing jurisdictional REDD+ activities/finance, corporate deforestation targets and on-farm certifications (also informing Project Component 2); findings made publicly available.</p>	<p>citations of report findings.</p> <ul style="list-style-type: none"> • Data collected on all REDD+ financial flows in at least one pilot country in Latin America (starting with jurisdictions in Brazil). • REDD+ financial flows data published on Forest Trends' REDDX website • Summary analysis of REDD+ financial flows published. 	<p>relationship exist</p> <ul style="list-style-type: none"> • No REDD+ data exists for financial flows in any country • Analysis of data flows does not exist • No summary analysis publication has been done 	<ul style="list-style-type: none"> • At least 20 new mutual relationships • REDD+ financial data collected for one country • Extensive data analysis carried out for one country • One summary analysis of REDD+ financial flows published 	
<p>Component 2 Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.</p>					
<p>2.1 Uptake of financing mechanisms that encourage/support sustainable agriculture production</p>	<p>2.1.1 Produce two case studies of existing financial mechanisms that encourage agricultural sustainability, including successes and lessons learned that can be applied in the development of new financial mechanisms;</p> <p>2.1.2 Design one or more opportunities for new or modified financial mechanisms that can address agricultural sector barriers to sustainability while incentivizing improved practices and biodiversity conservation.</p>	<ul style="list-style-type: none"> • 2 case studies completed within two year time frame • 1 proposal for a new funding model or financial mechanism completed 	<ul style="list-style-type: none"> • No case studies currently exist • No funding model or concept exists 	<ul style="list-style-type: none"> • Production of new case studies distributed to wide audience of stakeholders; • Learning about financial alternatives to support sustainable agriculture enhanced. • Opportunities for building new financial mechanisms defined. • Financial mechanisms serve as proof of concepts for advancing discussions on financial incentives for 	<p>Success of this component will in part be evidenced by development of models, case studies, and also completion of specific consultations.</p> <p>Semi Annual Progress Reports detailing uptake of sustainable agricultural production</p>

Outcomes	Outputs	Objectively Verifiable Indicators	Baseline	Target	Method of Verification
<p>2.2 Availability of models that mainstream biodiversity and ecosystem values in public and private sectors</p> <p>2.3. Public sector and investor awareness of</p>	<p>2.1.3 Conduct consultations on financing mechanisms with supply chain actors (4+), nonprofit or commercial credit institutions (2+), commodity roundtables (1+), tropical forest country institutions (3+), donor governments (2-4), and development finance institutions (2).</p> <p>2.2.1 Development of one or more new sustainable funding models to support jurisdiction-scale sustainable production landscapes E.g. 'Jurisdictional REDD+ Bonds'. Funding models could link global REDD+ values with local ecosystem service values.</p> <p>2.2.2 Conduct with UNEP FI stakeholder consultations (2+) on potential sustainable funding models including among UNEP FI financial institution network; also conduct in-depth consultations on funding models with donor governments (2-3), development finance institutions (2), tropical forest country institutions (2-3), commodity roundtables/ supply chain actors (2+)</p> <p>2.3.1 Develop guidance for regulatory framework(s) and/or policy(ies) that</p>	<ul style="list-style-type: none"> • 14 or more consultations with stakeholders on financing mechanisms completed • 1 or more models or mechanisms launched within two years of grant completion • 10 or more consultations conducted with UNEP FI • Production and distribution of new guidance materials 	<ul style="list-style-type: none"> • No consultations currently being carried out • No funding model or concept exists • Consultations are needed but not currently taking place • Guidance materials intended to support 	<p>promoting sustainably produced commodities.</p> <ul style="list-style-type: none"> • Consultations yield important new learning about needs, challenges and opportunities for advancing sustainable commodity production • One or more financial models developed that serve as proofs of concept for Jurisdictional REDD Bonds or similar concepts • Consultations yield important new learning about needs, challenges and opportunities for advancing sustainable commodity production • Availability of guidance materials adds to 	

Outcomes	Outputs	Objectively Verifiable Indicators	Baseline	Target	Method of Verification
regulatory frameworks or policies that account for biodiversity in financial systems	<p>effectively account for environmental and social risks in commodity supply chains as well as identify levers for change in current fiscal frameworks so that they support the removal of deforestation from commodity supply chains.</p> <p>2.3.2 Conduct consultations on frameworks and policies with development financial institutions, private finance actors, and institutional investors.</p>	<ul style="list-style-type: none"> • Conduct 10 or more consultations, as needed. 	<p>country policies do not exist</p> <ul style="list-style-type: none"> • Consultations not taking place relative to emerging ideas for country frameworks and policies 	<p>greater awareness by both public sector actors and private investors of the need for regulatory frameworks to promote sustainable production</p> <ul style="list-style-type: none"> • Consultations yield important new learning about needs, challenges and opportunities for advancing sustainable commodity production 	
<p>Component 3 Enhance effective dialogue in the commodities sectors.</p>					
<p>3.1: New conservation policies and decisions in the public and agricultural sectors.</p> <p>3.2: Increased visibility and incentives for</p>	<p>3.1.1: Forward-looking report outlining actionable steps for new conservation policies and decisions by producers, processors, policy-makers and practitioners.</p> <p>3.1.2: At least one “Katoomba-like” event focused on the theme of sustainable commodities to build impetus and awareness.</p> <p>3.2.1: At least 6-8 articles/year; and mainstream media coverage, with a target of 2-3 articles (or the</p>	<ul style="list-style-type: none"> • One report issued with actionable steps • Major Katoomba meeting held, tentatively in China • 6 or more articles completed and internally published, annually/ 2 or more articles 	<ul style="list-style-type: none"> • No report or analysis currently exists with specific actionable steps to support new policies or decision making • There have been 21 Katoomba meetings held over 20 years, but none on this topic and specifically targeting China • This level of publication is currently not available 	<ul style="list-style-type: none"> • Government officials will receive and benefit from the learnings and also recommendations in action document • Katoomba conference gathering will include high-level policy decision makers from multiple countries as well as representatives from commodity companies, and will enhance understanding of the need for country 	<p>Success of this set of outcomes will in part be evidenced by tracking of new conservation policies in public and agriculture sectors as well as increased awareness parameters.</p> <p>Semi Annual Progress Reports detailing new conservation policies and decisions in the public and agricultural sectors.</p>

Outcomes	Outputs	Objectively Verifiable Indicators	Baseline	Target	Method of Verification
voluntary public reporting and sharing of best practice.	<p>equivalent)/year.</p> <p>3.2.2: Reporting system to publicize achievements/ commitments</p> <p>3.2.3: Dissemination of peer-reviewed findings via Katoomba event/s, and commitment relevant official gatherings. Host additional 2+ annually educational and inclusive report/research launch events engaging public/private sector and producer community stakeholders in order to inform, involve, and incentivize high-profile stakeholder buy-in.</p>	<p>by mainstream or otherwise external media outlets covering project developments, annually</p> <ul style="list-style-type: none"> • At least 8 workshops, webinars and other physical or virtual events held to share and disseminate knowledge 	<ul style="list-style-type: none"> • Likewise, there is little overall outreach in terms of workshops, webinars or other meetings to disseminate knowledge on deforestation and supply chains 	<p>policies to promote sustainable commodity production</p> <ul style="list-style-type: none"> • Extensive outreach utilizing new articles, additional factual information, webinars, workshops and other events will reach hundreds of stakeholders and other interested parties 	

Appendix 5: Workplan and timetable

Appendix 5 -- Project Workplan and Timetable										
	Year 1				Year 2				Post-project	
	QUTR1	QUTR2	QUTR3	QUTR4	QUTR1	QUTR2	QUTR3	QUTR4	3 months	6 months
Management and M&E										
Recruitment and staffing	X	X								
Project inception workshop	X									
Communications plan	X									
Quarterly progress reports		X	X	X	X	X	X	X		
Terminal report									X	
Terminal evaluation										X
Components and Outputs										
1.1.1: Publish a global assessment of commodities/crops that derive value from assuring their positive environmental footprint										
1) Conduct stakeholder consultations to obtain feedback about report	X				X					
2) Draft report contents and analysis		X				X				
3) Conduct informal peer review of draft		X				X				
4) Finalize report contents for publication; print and publish report		X				X				
1.1.2: Develop a robust, representative primary data set to inform the report described in Output 1.1.1.										
1) Secure MoU's with primary partner data providers	X	X			X	X				
2) Obtain partner data	X	X			X	X				
3) Identify and address data gaps; clean partner and internal data	X	X			X	X				
1.2.1: Secure commitments from relevant businesses, governments, producers to annually disclose performance data										
1) Identify major commodity buyers & producers not currently tracked by partners; encourage reporting to partners		X	X			X	X			
2) Build internal platform for capturing private responses from entities not reporting to/through data partners	X	X	X							
3) Collate partner and internally-collected data for analysis				X	X		X	X		
1.2.2: Establish strong relationships with relevant supply chain actors and regional governments										
1) Monitor uptake and use of project information; collate in website "About"		X	X	X	X	X	X	X	X	

1.3.1 Track commitments to certification of low-deforestation ag/forest products and REDD+ financing		X	X	X	X	X	X	X	X		
2.1.1 Case studies			X	X		X	X	X			
2.1.2 Opps for new financial mechanisms		X	X	X	X	X	X	X	X	X	
2.1.3 Consultations on financial mechanisms			X	X	X	X	X	X	X	X	
2.2.1 New sustainable funding models			X	X	X	X					
2.2.2 Stakeholder consultations on models				X	X	X	X	X	X	X	
2.3.1 Guidance for reg. framework/policies			X	X	X	X					
2.3.2 Consultations					X	X	X	X			
3.1.1: Convene stakeholders - Katoomba											
1) Katoomba event				X							
2) Identify "Katoomba" event partners	X										
3) Identify additional event funders	X										
4) Identify and secure venue		X									
5) Planning trip to event venue			X		X						
6) Publish post-event summary report											
3.2.1: Regularly publish original related articles											
1) Identify story opportunities and appropriate journalists/contract writers	X	X	X	X	X	X	X	X			
2) Pursue internal publication of 6-8 articles/year	X	X	X	X	X	X	X	X			
3) Pursue mainstream coverage of project, targeting 2-3 articles/year	X	X	X	X	X	X	X	X			
3.2.2: Publicly report achievements/commitments											
1) Contract communications consultancy to support report/research promotion	X										
2) Work with agency to develop and implement promotion strategy ahead of major publications / events		X		X		X					
3.2.3: Disseminate early and (later) peer-reviewed findings											
1) Identify research launch event partners		X	X			X					
2) Plan, promote, execute research launch events; including distribution of findings in print and online		X		X			X				
3) Plan and execute at least one research follow-up event to obtain reactions and feedback			X				X				

Appendix 6: Key Deliverables and Benchmarks

The detailed work plan and timeline presented in the last section (Appendix 5) includes specific times during the two project years that the following activities and deliverables will be carried out. The nature of many of this project's deliverables include ongoing negotiations with companies and governments for access to data, ongoing data collection and analysis, production of regular fact sheets, articles and other publications, and presentation of data, analysis and findings through webinars, workshops and other events.

Component Outputs	Deliverables
1.1.1	Number of agreements (MOUs, NDAs) with companies to provide supply chain data Significant data collected from 100 or more entities with forest-risk commodity commitments Public sector commitment data collected and incorporated <u>Supply-Change.Org platform</u> is launched and fully functional
1.1.2	Global assessment completed, published and posted on Supply-Change.Org
1.2.1	Number of data providers and number of actors engaged in research steering group (by sector); and number and quality of private sector and policy citations of report findings
1.2.2	Data collected on all REDD+ financial flows in at least one country in Latin America (starting with jurisdictions in Brazil)
1.3.1	REDD+ financial flows data published on Forest Trends' REDDX website Summary analysis of REDD+ financial flows published
2.1.1	2 case studies completed within two year time frame
2.1.2	1 proposal for a new funding model or financial mechanism completed
2.1.3	14 or more consultations with stakeholders on financing mechanisms completed
2.2.1	1 or more models or mechanisms launched within two years of grant completion
2.2.2	10 or more consultations conducted with UNEP FI
2.3.1	Produce guidance materials
2.3.2	Conduct multiple consultations as needed
3.1.1	One report issued with actionable steps
3.1.2	Major Katoomba meeting held, tentatively in China
3.2.1	6 or more articles completed and internally published, annually/ 2 or more articles by mainstream or otherwise external media outlets covering project developments, annually
3.2.2	Reporting system in EM set up
3.2.3	At least 8 workshops, webinars and other physical or virtual events held to share and disseminate knowledge

Appendix 7: Costed M&E plan

This project will follow UNEP/GEF standard monitoring, reporting and evaluation processes and procedures. Substantive and financial project reporting requirements are summarized in section 32 of the UNEP Project Cooperation Agreement. Reporting requirements and templates are an integral part of the UNEP legal instrument to be signed by the executing agency and UNEP.

The project M&E plan is consistent with the GEF Monitoring and Evaluation policy. The Project Results Framework presented in Appendix 4 presents detailed expected outcomes and outputs for each of the three components. These results are further defined with benchmarks and indicators in Appendix 6. These indicators will be the main tools for assessing project implementation progress and whether project outcomes are being achieved.

Most if not all of the projected outputs of this project can be tracked by Forest Trends project personnel. The means of verification and the costs associated with obtaining the information to track the indicators are summarized below in the costed M&E plan. All projected M&E costs including provisions for the terminal independent evaluation are fully integrated in the overall project budget.

The M&E plan will be reviewed and revised as necessary during the project inception workshop to ensure project stakeholders understand their roles and responsibilities vis-à-vis project monitoring and evaluation. Further, any metrics emerging from the development and roll-out of the four programmatic areas (“child projects”) under the new GEF6 Integrated Approach on deforestation and commodity supply chains shall be incorporated into this project M&E plan if applicable.

Regular project monitoring is the responsibility of Forest Trends, but where needed other project partners will have responsibilities to collect specific information to track the indicators. It is the responsibility of Forest Trends to inform UNEP of any delays faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.

An independent terminal evaluation will take place at the end of project implementation. The Evaluation Office (EO) of UNEP will manage the terminal evaluation process. A review of the quality of the evaluation report will be done by EO and submitted along with the report to the GEF Evaluation Office not later than 6 months after the completion of the evaluation.

Fully Costed Monitoring and Evaluation Plan

Report and Content	Timing	Responsibility	Budget (US \$)
Project Inception			
- Inception Workshop	First month of project	Forest Trends	From Project Management financing
- Inception Report	First quarter		
Half Yearly Progress Report			
- Progress and activities completed;	Every 6 months after project launch (30 days after end of each 6 months)	Forest Trends	From Project Management-financing
- Progress against annual work plan;			
- Summary of problems and adaptive management;			
- Project outputs for review.			

Report and Content	Timing	Responsibility	Budget (US \$)
Quarterly Financial report			
<ul style="list-style-type: none"> - Project expenditures according to established project budget and allocations; - Budgetary plans for the next quarter; - Requests further cash transfers; - Requests budget revision as necessary. 	Every 3 months after project launch (30 days after end of each 3 months)	Forest Trends	From Project Management financing
Mid-Term Review / Evaluation			
<ul style="list-style-type: none"> - PIR will serve as MTR for this project of short duration 	Within 3 months after end of first year	Forest Trends	From Project Management financing
Financial Audit			
<ul style="list-style-type: none"> - Audit reports of project accounts, transactions and records 	Annual	Independent auditor	As part of Forest Trends annual audit process
Co-financing report			
<ul style="list-style-type: none"> - Co-financing provided to the project; and - Co-financing inputs against GEF approved financing plan 	Within 1 month after project completion.	Forest Trends	From Project Management financing.
Project Terminal Report			
<ul style="list-style-type: none"> - Reviews effectiveness against annual work plan - Highlights technical outputs and outcomes - Identifies lessons learned and likely design approaches for future projects 	30 days after project completion	Forest Trends	From Project Management financing.
Terminal Evaluation			
<ul style="list-style-type: none"> - Independent evaluation of project management, actions, outputs and impacts; - Sustainability analysis - Project effectiveness; - Technical outputs; - Lessons learned; - Progress towards outcomes 	At project completion	Independent Evaluator	\$30,000 (UNEP hold-back funds)
TOTAL INDICATIVE GEF COST			US\$ 30,000

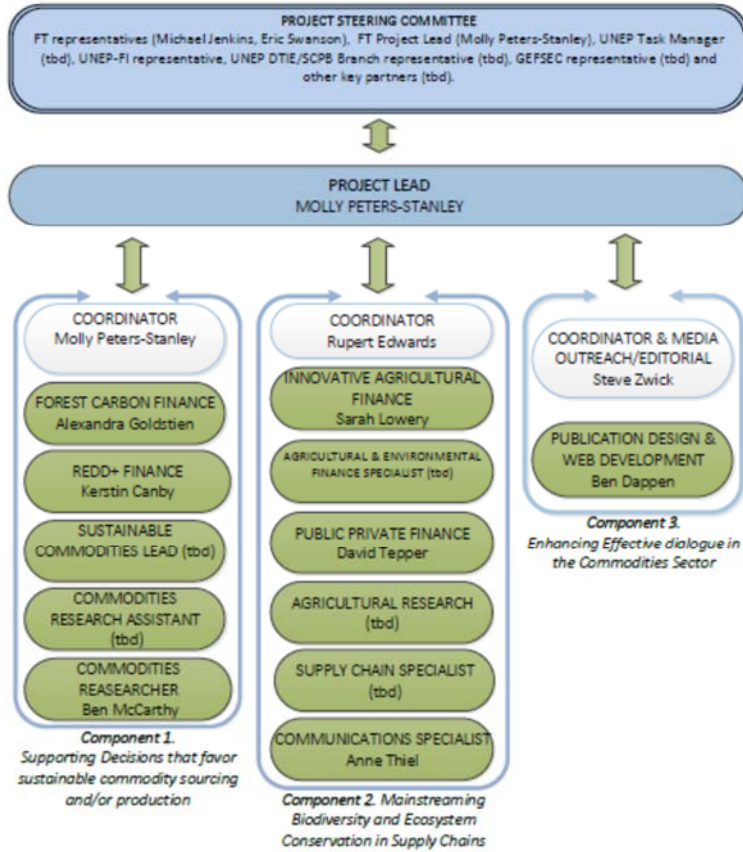
(Note – the cost of the annual audit is borne by Forest Trends as part of its annual audit and preparation of financial statements, in which financial management, compliance and controls for every major project are reviewed.)

Appendix 8: Summary of reporting requirements and responsibilities

Reporting requirements	Due date	Format	Responsibility of:
Progress reports on component outputs and outcomes	30 days after end of 6-month reporting cycle	Word or Excel file	Forest Trends
Financial reports	30 days after end of 3-month reporting cycle	Excel file	Forest Trends
Communications plan	Completed first quarter	Word doc	Forest Trends
Co-financing report	End of project	Excel file	Forest Trends
Final report	No later than 3 months after the end of the project	Word report	Forest Trends
Final expenditure statement	No later than 3 months after the end of the project	Excel file	Forest Trends
Final audited report for expenditures of project	No later than 6 months after the end of the project	Independent audit report	Forest Trends/ independent auditor
Independent terminal evaluation report	No later than 9 months after the end of the project	Independent evaluation report	UNEP/ independent evaluator

Appendix 9: Decision-making flowchart and organizational chart

PROJECT TITLE: SUPPLY CHANGE - Securing Food, Sustaining Forests



Appendix 11: Draft procurement policy/plan (no procurement is envisioned under this project that would necessitate a procurement plan or procedures.)

Appendix 12 Terms of Reference:**DRAFT Terms of Reference
Project Steering Committee**Membership

The Project Steering Committee (PSC) will include two representatives from Forest Trends (EM/Supply Change”Supply Change: Securing Food, Sustaining Forests” Director Molly Peters-Stanley and one other to be named), the UNEP Task Manager, UNEP-FI representative, a representative from the GEF Secretariat, and one to two additional representatives of private sector or international NGO partners. The final roles and representatives to the PSC will be finalized at the project inception workshop.

During the project, any organization involved in the PSC may request its representative be substituted by another named person. PSC membership will be open to additional representatives from project partners.

Terms of Reference

In general, the PSC is responsible for oversight, providing guidance and advice to the GEF supported project: “Supply Change: Securing Food, Sustaining Forests” regarding the progress and direction of the project and exerting proactive influence. The PSC is not in any way legally or otherwise responsible for the success of the project. Specifically the PSC will:

- (a) Review annual progress reports as well as review and agree on annual project work plans
- (b) Review project implementation process paying particular attention to:
 - The monitoring and evaluation plan of the project
 - Research methodology developed and its use
 - The quality of outputs produced
 - The sustainability of the project outcomes
 - The replicability of actions recommended by the project
- (c) Review and approve Terms of Reference for, and findings and recommendations of, the independent Mid Term Evaluation (MTE)
- (d) Review and approve Terms of Reference for, and conclusions and recommendations of, Terminal Project Report, particularly focusing on quality of outputs and plans for upscaling/replication

Where the “Supply Change: Securing Food, Sustaining Forests PSC Terms of Reference conflict with other “Supply Change: Securing Food, Sustaining Forests related documentation, these Terms of Reference take precedence. Terms of Reference will be finalized at Project Inception Workshop and concurrent first PSC meeting.

Meeting Frequency

The PSC will convene at least once per year, either in person or in a virtual format (video or teleconference). At its first meeting during the Project Inception Workshop, the PSC will deliberate on and finalize these Terms of Reference. Project Coordinator will be responsible for arranging PSC meetings, distributing meeting materials, and recording meeting minutes.

Meetings Purpose

- (a) Annual meetings - assess workplan for following project year based on work to date
- (b) Mid-project - review progress in implementation, difficulties and recommend corrective actions.
- (c) End of project - review sustainability and replicability of project results; participate in independent evaluation of the project.

Terms of Reference
International Lead Consultant, PPG Coordinator
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components: 1) Collecting and providing information and analysis regarding REDD+ financial flows and corporate commitments/certifications to sustainable forestry and land use practices and making this public available; 2) Encouraging/supporting the development, analysis, and uptake of financial mechanisms which support biodiversity and ecosystem conservation within agricultural commodity supply chains; 3) Enhancing effective dialogue within the forestry and agricultural commodities sectors and other relevant stakeholders.

II. Overall Objective of the Consultancy

The Project is ready to be implemented, thus this Terms of Reference (TOR) governs the selection of an experienced consultant to lead the project and coordinate implementation among Forest Trends and UNEP teams.

III. Specific Objectives

The specific objectives of the consultancy include:

1. Leading coordination and monitor implementation of all project components, including supervision and guidance to international and national consultants working to deliver project components.
2. Ensuring timely and quality selection of project consultants and partners; project management; coordinating communications; and smooth delivery of outputs to GEF.

IV. Tasks

The consultant will closely monitor, advise and support lead consultants for Components 1,2, and 3, as well as accept guidance, direction and regular communications with project adviser(s) for the performance of their tasks. The consultant’s main tasks will include:

Lead Component Coordination:

1. Lead a consultant team to the timely and satisfactory implementation of Components 1-3, including completion and delivery of all deliverables.
2. Establish and maintain regular communication with national teams / international consultants to provide overall technical leadership and support to the implementation of project preparation activities.
3. Ensure timely and technically sound regular project reporting to GEF, providing support to UNEP in ensuring that all reported activities and GEF performance feedback are fully incorporated into project workflows.
4. Contribute content to deliverables as necessary (case studies, recommendations for financial products/credit lines).

Anticipated responsibilities:

1. Maintain documentation of and provide advice on detailed workplan development, project management for adhering to scope and timeline, workflow management, project reporting, and indicators achievement.
2. Regular communications (in-person and remotely) with international and national consultants regarding project progress, pending deliverables, appropriate reporting mechanisms, staffing issues/needs, and any changes in project direction.
3. Interaction with UNEP to ensure appropriate reporting schedule and means, interagency project coordination, and achievement of mutual indicators.
4. Coordinate, compile regular required reporting documentation to GEF and UNEP.

V. Deliverables

1. Consultants (international and national) selected and briefed on project parameters;
2. Develops Communications and Reporting Protocol for Project Consultants;
3. Develops and manages master project calendar, documenting internal meetings and major deliverables and reporting target dates and status;
4. Assembles semi-annual financial and programmatic updates/reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/requested;
5. Assembles and manages steering committee (2-year seat) of 10-12 project stakeholders; organizes semi-annual steering committee calls or in-person meetings to guide progress.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the Lead Project Coordinator, Senior Adviser(s), UNEP, and key consultants. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Recruit International Lead Consultant	Consultant selected and briefed on project parameters	Enables development of broader project team	Q1 of grant
Collaborate with UNEP and advisers to recruit additional international and national consultants to support project implementation	Consultants selected and briefed on project parameters	Project implementation can commence	Q1 of grant
Establish regular reporting outlets/frameworks to systematize progress updates, indicators tracking, and team communications	Communications and Reporting Protocol for Project Consultants	Key project consultants are aware of regular reporting and communications requirements	Q1 of grant
Establish master calendar including quarterly meetings amongst project	Master project calendar, including internal meetings and major deliverables and	Key project consultants are aware of regular reporting and milestones	Q1 of grant

implementers to discuss, share lessons learned, challenges, deliverables schedules; and track major deliverables target dates	reporting target dates and status	timing, team challenges, lessons and needs	
Manage all semi-annual and final reporting processes and requirements; liaise directly with UNEP and GEF to ensure smooth and thorough submissions; including programmatic, financial, terminal and co-financing reports	Semi-annual financial and programmatic updates/ reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/ requested	UNEP and Forest Trends teams, and GEF are aware of project performance (financial and programmatic, ongoing and final) through quality and accurate reporting	ONGOING
Develop, invite and manage project steering committee comprised of UNEP, GEF, Forest Trends, and critical project stakeholders; regularly coordinate meetings and calls as required to develop project strategies, workflows, and connect to related projects externally	Steering committee (2-year seat) of 10-12 project stakeholders; semi-annual steering committee calls or in-person meetings	Project consultants and lead consultants obtain and incorporate critical industry and donor feedback regarding project progress and direction.	ONGOING

Terms of Reference
Consultant, forest carbon finance (IC)
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components: 1) Collecting and providing information and analysis regarding REDD+ financial flows and corporate commitments/certifications to sustainable forestry and land use practices and making this public available; 2) Encouraging/supporting the development, analysis, and uptake of financial mechanisms which support biodiversity and ecosystem conservation within agricultural commodity supply chains; 3) Enhancing effective dialogue within the forestry and agricultural commodities sectors and other relevant stakeholders.

II. Overall Objective of the Consultancy

Component 1 involves a significant amount of collaboration between “traditional” forest carbon finance practitioners and experts – and those working now in forest-risk commodity finance. This consultant will bring “traditional” forest finance expertise to the team and contribute to related discussions, analysis, stakeholder introductions and general cross-sectoral development.

III. Specific Objectives

The specific objectives of the consultancy include:

1. Advising project team on relationships (quantitative and qualitative) between traditional forest carbon finance and emerging commodity market forest finance.
2. Contributing data, insights, contacts and writing capacity to team research, including reports, events, news features, and other research needs as arise.
3. Coordinating between “Supply Change: Securing Food, Sustaining Forests” and other Forest Trends and UNEP forest finance initiatives.

IV. Tasks

The consultant will provide advice, analytical skills and expertise in the area of traditional forest finance to other “Supply Change: Securing Food, Sustaining Forests” consultants. The consultant’s main tasks will include:

Lead Component Coordination:

1. Coordinating with Component 1 team to contribute to data analysis, market analysis, market speculation and research product development.
2. Supporting development of research products and original analysis including charts, graphs and public databases that include components of traditional forest finance data.
3. Regularly report to Project Component 1 Coordinator to contribute to semi-annual and final reporting and other performance data needs as arise.

4. Represent Supply Change findings to external industry events when topic areas overlap with relevant forest finance areas tracked and analysed by the project.
5. Contribute other content to deliverables as necessary (case studies, reports, news briefs, original articles).

V. Deliverables

1. Develop Consultancy Implementation Plan with support from Lead Project Coordinator and Component 1 Coordinator.
2. Contribute relevant text and data describing trends in traditional forest carbon finance contributed to “Supply Change: Securing Food, Sustaining Forests” report.
3. Entries in master project calendar that include consultant’s critical milestones, industry event dates and other considerations.
4. Contributions to semi-annual financial and programmatic updates/ reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/ requested.
5. At least 2 articles/year related to supply chains and traditional forest carbon finance.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the consultant and Lead Project Coordinator, Component 1 and & 3 Coordinators, Senior Adviser(s), UNEP, and key consultants. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Establish consultancy timeline and detailed plan for project deliverables and other contributions	Consultancy Implementation Plan	Consultant and Lead Project Coordinator and Project Component 1 & 3 Leads are coordinated with respect to duties, roles and deliverables associated with consultant’s role	Q1 of grant
Draft report contents, contribute to peer review, content finalization for report sections related to traditional forest finance	Relevant sections describing trends in traditional forest carbon finance contributed to “Supply Change: Securing Food, Sustaining Forests” report	Supply Change acknowledges the critical role of traditional forest finance in development of green commodity supply chains	Q 2, Years 1 & 2
Support collection of internal data for analysis	Traditional forest finance data contributed to “Supply Change: Securing Food, Sustaining Forests” analysis	“Supply Change: Securing Food, Sustaining Forests” acknowledges the critical role of traditional forest finance in	Q4 year 1 and Q1,2 and 4, year 2

		development of green commodity supply chains	
Support development of master calendar including participating in quarterly meetings amongst project implementers to discuss, share lessons learned, challenges, deliverables schedules; and track major deliverables target dates	Master project calendar incorporates consultant's critical milestones, industry event dates and other considerations	"Supply Change: Securing Food, Sustaining Forests" results reporting and master calendar acknowledges consultant contributions	ONGOING
Contribute performance data and summaries as requested for all semi-annual and final reporting processes and requirements; including programmatic, financial, terminal and co-financing reports	Contributions to semi-annual financial and programmatic updates/reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/requested	Project reporting recognizes the key contributions of consultant and incorporation of traditional forest finance in project documents	ONGOING
Contribute to article development	At least 2 articles/year related to supply chains and traditional forest carbon finance	External and internal media coverage of project includes information about traditional forest finance	ONGOING

Terms of Reference
Consultant, sustainable commodities lead (IC)
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components: 1) Collecting and providing information and analysis regarding REDD+ financial flows and corporate commitments/certifications to sustainable forestry and land use practices and making this public available; 2) Encouraging/supporting the development, analysis, and uptake of financial mechanisms which support biodiversity and ecosystem conservation within agricultural commodity supply chains; 3) Enhancing effective dialogue within the forestry and agricultural commodities sectors and other relevant stakeholders.

II. Overall Objective of the Consultancy

Component 1 involves a significant contribution of knowledge related to commodity supply chains and their forest impacts – and the public and private networks that drive their forward or backward progress. This consultant will bring this expertise to the team and contribute to related discussions, analysis, stakeholder introductions and general cross-sectoral development. This personal will also serve as Component 1 Coordinator.

III. Specific Objectives

The specific objectives of the consultancy include:

1. Advising project team on emerging commodity markets and their contribution to and relationship with forest finance, forest impacts, risk motivations and traditional behaviours.
2. Contributing data, insights, contacts and writing capacity to team research, including reports, events, news features, and other research needs as arise.
3. Coordinating between “Supply Change: Securing Food, Sustaining Forests” and other Forest Trends and UNEP forest finance initiatives.

IV. Tasks

The consultant will provide advice, analytical skills and expertise in the area of forest-risk commodity markets to other Supply Change consultants; as well as lead the coordination of Component 1 deliverables and team contact. The consultant’s main tasks will include:

Lead Component Coordination:

1. Lead Component 1 team to develop data analysis, market analysis, market speculation and research product development.
2. Lead development of research products and original analysis including forest-risk commodity data obtained from UNEP and other external data partners.

3. Regularly report to Lead Project Coordinator to contribute to semi-annual and final reporting and other performance data needs as arise.
4. Represent “Supply Change: Securing Food, Sustaining Forests” findings to external industry events when topic areas overlap with forest-risk commodity finance and commitments areas tracked and analysed by the project.
5. Contribute to or lead development of other deliverables as necessary (case studies, reports, news briefs, original articles).

V. Deliverables

1. Develop Component 1 Implementation Plan with support from Lead Project Coordinator and topical consultant experts.
2. Develop own and coordinate others’ relevant text and data describing trends in forest-risk commodity finance, to inform “Supply Change: Securing Food, Sustaining Forests” report.
3. Lead development of “Supply Change: Securing Food, Sustaining Forests” report and associated products (website, brochures, webinars, etc.), coordinating with Component 1 team and contributing to Component 3 communications plans.
4. Submit entries in master project calendar that include Component 1’s and consultant’s critical milestones, industry event dates and other considerations.
5. Contributions to semi-annual financial and programmatic updates/ reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/ requested.
6. At least 2 articles/year related to supply chains and traditional forest carbon finance.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the consultant and Lead Project Coordinator, Component 3 Coordinator, Senior Adviser(s), UNEP, and key consultants. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Establish consultancy timeline and Component 1 Implementation Plan for adviser and Lead Coordinator review	Component 1 Implementation Plan	Consultant and Lead Project Coordinator and Project Component 3 Leads are coordinated with respect to duties, roles and deliverables associated with Component 1 objectives	Q1 of grant
Develop own and coordinate others’ relevant text and data describing trends in forest-risk commodity finance, to inform “Supply Change: Securing Food, Sustaining Forests”	“Supply Change: Securing Food, Sustaining Forests” report, incorporating contributions from all key content consultants	“Supply Change: Securing Food, Sustaining Forests” report integrates internal expertise – particularly consultant’s – to inform better forest-risk commodity	Q 2, Years 1 & 2

report.		decision-making	
Lead development of “Supply Change: Securing Food, Sustaining Forests” report and associated products (website, brochures, webinars, etc.)	“Supply Change: Securing Food, Sustaining Forests” report, incorporating contributions from all key content consultants	“Supply Change: Securing Food, Sustaining Forests” report integrates internal expertise – particularly consultant’s – to inform better forest-risk commodity decision-making	Q 2, Years 1 & 2
Manage collection of internal and partner data for cleaning, analysis, and graphic development	“Supply Change: Securing Food, Sustaining Forests” report and associated products, incorporating sound and thorough data collected internally and by partner organizations	Analysis informed by sound and thorough data collected internally and by partner organizations	Q4 year 1 and Q1,2 and 4, year 2
Coordinate “Supply Change: Securing Food, Sustaining Forests” relationships with external vendors (designer, web developer, any translators, editors)	Vendor contracts and work plans as required	Publication development vendors are professionally contracted and coordinated	ONGOING
Support development of master calendar including participating in quarterly meetings amongst project implementers to discuss, share lessons learned, challenges, deliverables schedules; and track major deliverables target dates	Master project calendar incorporates consultant’s critical milestones, industry event dates and other considerations	“Supply Change: Securing Food, Sustaining Forests” results reporting and master calendar acknowledges consultant contributions	ONGOING
Contribute performance data and summaries as requested for all semi-annual and final reporting processes and requirements; including programmatic, financial, terminal and co-financing reports	Contributions to semi-annual financial and programmatic updates/reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/requested	Project reporting recognizes the key contributions of consultant and incorporation of traditional forest finance in project documents	ONGOING

Contribute to article development	At least 2 articles/year related to supply chains and traditional forest carbon finance	External and internal media coverage of project includes information about traditional forest finance	ONGOING
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Terms of Reference
Consultant, commodities researcher (IC)
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components: 1) Collecting and providing information and analysis regarding REDD+ financial flows and corporate commitments/certifications to sustainable forestry and land use practices and making this public available; 2) Encouraging/supporting the development, analysis, and uptake of financial mechanisms which support biodiversity and ecosystem conservation within agricultural commodity supply chains; 3) Enhancing effective dialogue within the forestry and agricultural commodities sectors and other relevant stakeholders.

II. Overall Objective of the Consultancy

Component 1 involves a significant contribution of knowledge related to commodity supply chains and their forest impacts – and the public and private networks that drive their forward or backward progress. This consultant will bring this expertise to the team and contribute to related discussions, analysis, stakeholder introductions and general cross-sectoral development.

III. Specific Objectives

The specific objectives of the consultancy include:

1. Advising project team on emerging commodity markets and their contribution to and relationship with forest finance, forest impacts, risk motivations and traditional behaviours.
2. Contributing data, insights, contacts and writing capacity to team research, including reports, events, news features, and other research needs as arise.
3. Supporting Component 1 lead to coordinate between “Supply Change: Securing Food, Sustaining Forests” and other Forest Trends and UNEP forest finance initiatives.

IV. Tasks

The consultant will provide advice, analytical skills and expertise in the area of forest-risk commodity markets to other “Supply Change: Securing Food, Sustaining Forests” consultants; particularly Component 1 Coordinator. The consultant’s main tasks will include:

Lead Component Coordination:

1. Support Component 1 team to develop data analysis, market analysis, market speculation and research product development.
2. Support development of research products and original analysis including forest-risk commodity data obtained from UNEP and other external data partners.
3. Regularly report to Component 1 Coordinator to contribute to semi-annual and final reporting and other performance data needs as arise.

4. Represent “Supply Change: Securing Food, Sustaining Forests” findings to external industry events when topic areas overlap with forest-risk commodity finance and commitments areas tracked and analysed by the project.
5. Contribute to development of other deliverables as necessary (case studies, reports, news briefs, original articles).

V. Deliverables

1. Support development of Component 1 Implementation Plan with support from Component 1 coordinator and consultant experts.
2. Support development of relevant text and data describing trends in forest-risk commodity finance, to inform “Supply Change: Securing Food, Sustaining Forests” report.
3. Support development of “Supply Change: Securing Food, Sustaining Forests” report and associated products (website, brochures, webinars, etc.), supporting coordination amongst Component 1 team and contributing to Component 3 communications plans.
4. Submit entries in master project calendar that include Component 1’s and consultant’s critical milestones, industry event dates and other considerations.
5. Contributions to semi-annual financial and programmatic updates/ reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/ requested.
6. At least 2 articles/year related to supply chains and traditional forest carbon finance.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the consultant and Component 1 & 3 Coordinators and Lead Project Coordinator. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Support development of consultancy timeline and Component 1 Implementation Plan for Component 1 Coordinator review	Component 1 Implementation Plan	Project Leads are coordinated with respect to duties, roles and deliverables associated with Component 1 objectives	Q1 of grant
Support development of relevant text and data describing trends in forest-risk commodity finance, to inform “Supply Change: Securing Food, Sustaining Forests” report.	“Supply Change: Securing Food, Sustaining Forests” report, incorporating contributions from all key content consultants	“Supply Change: Securing Food, Sustaining Forests” report integrates internal expertise – particularly consultant’s – to inform better forest-risk commodity decision-making	Q 2, Years 1 & 2
Support development of “Supply Change: Securing Food, Sustaining Forests” report and associated	“Supply Change: Securing Food, Sustaining Forests” report, incorporating contributions from all key content consultants	“Supply Change: Securing Food, Sustaining Forests” report integrates internal expertise –	Q 2, Years 1 & 2

products (website, brochures, webinars, etc.)		particularly consultant's – to inform better forest-risk commodity decision-making	
Support collection of internal and partner data for cleaning, analysis, and graphic development	"Supply Change: Securing Food, Sustaining Forests" report and associated products, incorporating sound and thorough data collected internally and by partner organizations	Analysis informed by sound and thorough data collected internally and by partner organizations	Q4 year 1 and Q1,2 and 4, year 2
Assist Component 1 Coordinator to manage "Supply Change: Securing Food, Sustaining Forests" relationships with external vendors (designer, web developer, any translators, editors)	Vendor contracts and work plans as required	Publication development vendors are professionally contracted and coordinated	ONGOING
Support development of master calendar including participating in quarterly meetings amongst project implementers to discuss, share lessons learned, challenges, deliverables schedules; and track major deliverables target dates	Master project calendar incorporates consultant's critical milestones, industry event dates and other considerations	"Supply Change: Securing Food, Sustaining Forests" results reporting and master calendar acknowledges consultant contributions	ONGOING
Contribute performance data and summaries as requested for all semi-annual and final reporting processes and requirements; including programmatic, financial, terminal and co-financing reports	Contributions to semi-annual financial and programmatic updates/reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/requested	Project reporting recognizes the key contributions of consultant and incorporation of traditional forest finance in project documents	ONGOING
Contribute to article development	At least 2 articles/year related to supply chains and traditional forest carbon finance	External and internal media coverage of project includes information about traditional forest finance	ONGOING

Terms of Reference
Consultant, commodities research assistant (IC)
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components: 1) Collecting and providing information and analysis regarding REDD+ financial flows and corporate commitments/certifications to sustainable forestry and land use practices and making this public available; 2) Encouraging/supporting the development, analysis, and uptake of financial mechanisms which support biodiversity and ecosystem conservation within agricultural commodity supply chains; 3) Enhancing effective dialogue within the forestry and agricultural commodities sectors and other relevant stakeholders.

II. Overall Objective of the Consultancy

Component 1 involves a significant contribution of knowledge related to commodity supply chains and their forest impacts – and the public and private networks that drive their forward or backward progress. This consultant will support an expert team and contribute to related discussions, analysis, stakeholder introductions and general cross-sectoral development.

III. Specific Objectives

The specific objectives of the consultancy include:

1. Contributing data, insights, contacts and writing capacity to team research, including reports, events, news features, and other research needs as arise.
2. Supporting Component 1 lead and Analyst to coordinate between “Supply Change: Securing Food, Sustaining Forests” and other Forest Trends and UNEP forest finance initiatives.

IV. Tasks

The consultant will provide support and analytical skills in the area of forest-risk commodity markets to other “Supply Change: Securing Food, Sustaining Forests” consultants; particularly Component 1 Coordinator and Analyst. The consultant’s main tasks will include:

Lead Component Coordination:

1. Support Component 1 team to develop data analysis, market analysis, market speculation and research product development.
2. Support development of research products and original analysis including forest-risk commodity data obtained from UNEP and other external data partners.
3. Regularly report to Component 1 Analyst to contribute to semi-annual and final reporting and other performance data needs as arise.
4. Contribute to development of other deliverables as necessary (case studies, reports, news briefs, original articles).

V. Deliverables

1. Support development of relevant text and data describing trends in forest-risk commodity finance, to inform “Supply Change: Securing Food, Sustaining Forests” report.
2. Support development of “Supply Change: Securing Food, Sustaining Forests” report and associated products (website, brochures, webinars, etc.).
3. Contributions to semi-annual financial and programmatic updates/ reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/ requested.
4. At least 2 articles/year related to supply chains and traditional forest carbon finance.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the consultant and Component 1 & 3 Coordinators and Lead Project Coordinator. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Support development of relevant text and data describing trends in forest-risk commodity finance, to inform “Supply Change: Securing Food, Sustaining Forests” report.	“Supply Change: Securing Food, Sustaining Forests” report, incorporating contributions from all key content consultants	“Supply Change: Securing Food, Sustaining Forests” report integrates internal expertise – particularly consultant’s – to inform better forest-risk commodity decision-making	Q 2, Years 1 & 2
Support development of “Supply Change: Securing Food, Sustaining Forests” report and associated products (website, brochures, webinars, etc.)	Supply Change report, incorporating contributions from all key content consultants	Supply Change report integrates internal expertise – particularly consultant’s – to inform better forest-risk commodity decision-making	Q 2, Years 1 & 2
Support collection of internal and partner data for cleaning, analysis, and graphic development	“Supply Change: Securing Food, Sustaining Forests” report and associated products, incorporating sound and thorough data collected internally and by partner organizations	Analysis informed by sound and thorough data collected internally and by partner organizations	Q4 year 1 and Q1,2 and 4, year 2
Contribute performance data and summaries as requested for all semi-annual and final reporting processes and requirements; including programmatic, financial,	Contributions to semi-annual financial and programmatic updates/ reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/	Project reporting recognizes the key contributions of consultant and incorporation of traditional forest finance in project	ONGOING

terminal and co-financing reports	requested	documents	
Contribute to article development	At least 2 articles/year related to supply chains and traditional forest carbon finance	External and internal media coverage of project includes information about traditional forest finance	ONGOING

Terms of Reference
Consultant(s), commodities research advisor(s) (IC)
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components: 1) Collecting and providing information and analysis regarding REDD+ financial flows and corporate commitments/certifications to sustainable forestry and land use practices and making this public available; 2) Encouraging/supporting the development, analysis, and uptake of financial mechanisms which support biodiversity and ecosystem conservation within agricultural commodity supply chains; 3) Enhancing effective dialogue within the forestry and agricultural commodities sectors and other relevant stakeholders.

II. Overall Objective of the Consultancy

“Supply Change: Securing Food, Sustaining Forests” involves a significant contribution of knowledge related to commodity supply chains and their forest impacts – and the public and private networks that drive their forward or backward progress. Forest Trends is seeking two senior advisers to contribute this expertise to the team and related discussions, analysis, stakeholder introductions and general cross-sectoral development.

III. Specific Objectives

The specific objectives of the consultancy include:

1. Advising consultant teams on emerging commodity markets and their contribution to and relationship with forest finance, forest impacts, corporate risk mitigation and other market/investor behaviours.
2. Contributing insights, networks, and otherwise expertise to team research.
3. Publically represent “Supply Change: Securing Food, Sustaining Forests” to high-profile industry and international events.
4. Support Component Coordinators to work across Components, pursue excellent work products, expand “Supply Change: Securing Food, Sustaining Forests” influence and industry relevance.

IV. Tasks

The consultants will advise and provide expertise in the area of forest-risk commodity markets to Component Coordinators (and consultant team as requested). The consultants’ main tasks will include:

Lead Component Coordination:

1. Advise development of research products and original analysis including forest-risk commodity data obtained from UNEP and other external data partners.
2. Advise and monitor Coordinator contributions to semi-annual and final reporting and other performance data needs as arise.

3. Represent “Supply Change: Securing Food, Sustaining Forests” findings to external, high-profile industry events when topic areas overlap with “Supply Change: Securing Food, Sustaining Forests” research or present significant development opportunities.
4. Contribute to project vision through review of implementation plans, hiring decisions, project branding and other critical or externally-relevant decisions.

V. Deliverables

1. Advise development of project documents and major decision-making related to staffing, inter-agency coordination and vision.
2. Advise direction of “Supply Change: Securing Food, Sustaining Forests” report and associated products (website, brochures, webinars, etc.); particularly with respect to leadership provided by Component Coordinators.
3. Attend major consultant team semi-annual meetings and/or calls, research product releases, and key partner/stakeholder development meetings.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the consultant and Component Coordinators and Lead Project Coordinator. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Advise development of project documents and major decision-making related to staffing, inter-agency coordination and vision.	Initial planning documentation (staffing, implementation plans developed by Component and Lead Project Coordinators.	Project plans are infused with industry best practice and expertise from project advisers	Q1 of grant
Advise direction of “Supply Change: Securing Food, Sustaining Forests” report and associated products (website, brochures, webinars, etc.); particularly with respect to leadership provided by Component Coordinators.	“Supply Change: Securing Food, Sustaining Forests” report	“Supply Change: Securing Food, Sustaining Forests” report integrates advisor expertise to inform better forest-risk commodity decision-making and enhance project profile	Q 2, Years 1 & 2
Attend major consultant team semi-annual meetings and/or calls, research product releases, and key partner/stakeholder development meetings.	Attendance at majority of key project meetings and product launches	“Supply Change: Securing Food, Sustaining Forests” benefits from enhanced project profile and expert input to major team meetings	ONGOING

Terms of Reference
Consultant(s), publications design and web development (IC)
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components: 1) Collecting and providing information and analysis regarding REDD+ financial flows and corporate commitments/certifications to sustainable forestry and land use practices and making this public available; 2) Encouraging/supporting the development, analysis, and uptake of financial mechanisms which support biodiversity and ecosystem conservation within agricultural commodity supply chains; 3) Enhancing effective dialogue within the forestry and agricultural commodities sectors and other relevant stakeholders.

II. Overall Objective of the Consultancy

“Supply Change: Securing Food, Sustaining Forests” requires the sophisticated presentation of otherwise complex and “wonky” materials to an audience accustomed to streamlined communications. This consultant (potentially two consultants) will bring their design expertise to the team to develop a web platform and print materials and other graphic design needs to appeal to “Supply Change: Securing Food, Sustaining Forests target mainstream audience.

III. Specific Objectives

The specific objectives of the consultancy include:

1. Develop designs and web interfaces that communicate complex data and information in a succinct and sophisticated manner, adhering to up-to-the-minute design principles and aesthetic.
2. Collaboration with various Component teams to capture the essence of data, findings and developments in a way that sufficiently and accurately represents their meaning.
3. Maintain a common design vision across all platforms and design products to ensure consumer and company recognition of the “Supply Change: Securing Food, Sustaining Forests” brand.

IV. Tasks

The consultant will engage directly with project Component Coordinators to incorporate their components’ information and design needs into web-based and print materials that adhere to the Supply Change brand. The consultant’s main tasks will include:

1. Contribute to development of Implementation Plans that incorporate design timelines and related considerations.
2. Design and develop text layout, graphics, CMS development, back-end website programming (utilizing state of the art language/platforms) and other design elements suitable for project website(s), research product(s) and particularly web-based analysis describing forest-risk commodity data.

3. Attend major consultant team semi-annual meetings and/or calls that require input regarding project branding and product timelines.
4. Regularly report to Component and Lead Coordinators to keep track of research deliverable timelines, target audiences and major findings as this information becomes available.
5. Track web platform performance for semi-annual and terminal reporting purposes; including unique viewers and total page views, product downloads, reader locations and other indicators as determined by Component and Lead Coordinators and UNEP/GEF teams.

V. Deliverables

1. Text layout, graphics, CMS development, back-end website programming (utilizing state of the art language/platforms) and other design elements suitable for project website(s), research product(s) and particularly web-based analysis describing forest-risk commodity data.
2. Attendance at major consultant team semi-annual meetings and/or calls that require input regarding project branding and product timelines.
3. At-notice availability and ongoing technical support to address technical or design issues with any products resulting from this contract.
4. Semi-annual readership analysis including unique viewers and total page views, product downloads, reader locations and other indicators as determined by Component and Lead Coordinators and UNEP/GEF teams.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the consultant and Component and Lead Coordinators. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Support development of consultancy timeline and Component Implementation Plans	Component 1,2 & 3 Implementation Plans	Component Implementation Plans incorporate design considerations, critical milestones, staffing needs and timelines	Q1 of grant
Attend major consultant team inception and semi-annual meetings and/or calls	Input to calls informing ongoing research and reporting developments	Designer(s) provide input regarding project branding and product timelines	Q1, Q3 (year 1) and Q1, Q3 (Year 2)
At-notice availability and ongoing technical support	Technical support as needed	Designer(s) address technical or design issues with any products resulting from this contract	ONGOING
Semi-annual readership analysis	Two readership analyses per year over two years	Ongoing development of information products informed by real product usage	Q1, Q3 (year 1) and Q1, Q3 (Year 2)

Terms of Reference
Consultant, media outreach / editorial; Component 3 Coordinator (IC)
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components: 1) Collecting and providing information and analysis regarding REDD+ financial flows and corporate commitments/certifications to sustainable forestry and land use practices and making this public available; 2) Encouraging/supporting the development, analysis, and uptake of financial mechanisms which support biodiversity and ecosystem conservation within agricultural commodity supply chains; 3) Enhancing effective dialogue within the forestry and agricultural commodities sectors and other relevant stakeholders.

II. Overall Objective of the Consultancy

“Supply Change: Securing Food, Sustaining Forests” requires the sophisticated presentation of otherwise complex topics to an audience accustomed to streamlined communications. This consultant will bring their communications and mainstream media expertise to the team to develop written materials (original articles and editing services) to appeal to “Supply Change: Securing Food, Sustaining Forests” project’s target mainstream audience. This consultant will serve as Component 3 Coordinator.

III. Specific Objectives

The specific objectives of the consultancy include:

1. Develop journalistic and report writing that communicates complex data and information in a succinct and sophisticated manner.
2. Coordinate Component 3’s outreach objectives, including article and report outreach, utilizing available resources such as journalist databases, consultant networks and the project’s original research.
3. Collaboration with various Component teams to capture the essence of data, findings and developments in a way that sufficiently and accurately represents their meaning.
4. Maintain a common “voice” across all platforms and design products to ensure consumer and company recognition of the “Supply Change: Securing Food, Sustaining Forests” brand.
5. Develop all press releases and external media communications related to the “Supply Change: Securing Food, Sustaining Forests” project, and support their dissemination.

IV. Tasks

The consultant will engage directly with other project Component Coordinators to incorporate their components’ information into web-based and print materials that adhere to the “Supply Change: Securing Food, Sustaining Forests” brand. The consultant’s main tasks will include:

1. Contribute to development of Implementation Plans that incorporate writing timelines and related considerations.
2. Attend major consultant team semi-annual meetings and/or calls that require input regarding project branding, publication schedules and other product timelines.
3. Regularly report to other Component and Lead Coordinators to keep track of research deliverable timelines, target audiences and major findings as this information becomes available.
4. Coordinate with design team to track readership for semi-annual and terminal reporting purposes; regularly report to Lead Coordinator to contribute to semi-annual and final reporting and other performance data as needs arise.

V. Deliverables

1. Attendance at major consultant team semi-annual meetings and/or calls that require input regarding project branding and product timelines.
2. Follow research deliverable timelines, target audiences and major findings as this information becomes available.
3. Track readership for semi-annual and terminal reporting purposes.
4. Development and dissemination of all press releases and external media communications related to “Supply Change: Securing Food, Sustaining Forests” products, events, and other related announcements.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the consultant and Component and Lead Coordinators. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Support development of consultancy timeline and Component Implementation Plans	Component 1,2 & 3 Implementation Plans	Component Implementation Plans incorporate writing considerations, critical milestones, staffing needs and timelines	Q1 of grant
Attend major consultant team inception and semi-annual meetings and/or calls	Input to calls informing ongoing research and reporting developments	Writer/editor provides input regarding project branding and product timelines	Q1, Q3 (year 1) and Q1, Q3 (Year 2)
Development and dissemination of “Supply Change: Securing Food, Sustaining Forests” written communications	Report, press release, memo, and other announcement text as needs arise	Products, events, and other related announcements feature a common “voice”.	ONGOING
Semi-annual readership analysis	Two readership analyses per year over two years	Ongoing development of information products informed by real product usage	Q1, Q3 (year 1) and Q1, Q3 (Year 2)

Contribute performance data and summaries as requested for all semi-annual and final reporting processes and requirements; including programmatic, financial, terminal and co-financing reports	Contributions to semi-annual financial and programmatic updates/reports; end-of-term co-financing report; terminal reports; and other GEF reporting as required/requested	Project reporting recognizes the key contributions of consultant and incorporation of traditional forest finance in project documents	ONGOING
Contribute to article development	At least 6 articles/year related to supply chains and traditional forest carbon finance	External and internal media coverage of project includes information about traditional forest finance	ONGOING

Terms of Reference
International Consultant – REDDX
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its REDDX initiative – will apply its REDDX finance flow tracking methodologies and expertise in tracking public and private finance, and global REDD+ policy, to support the other components of this project, as needed. This Terms of Reference (TOR) pertains to Project Component (1) State of the art, objective information and analysis to support decision-making around sustainable commodity sourcing and/or production, and specifically lead component 1.3.1.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

3. Lead Component 1.3.1: Apply Forest Trends’ REDD+ eXpenditures (REDDX) Tracking Initiative methodology to track finance flows from donor to recipient institutions at the subnational (i.e. jurisdictional) level, from both public and private sources.
4. Provide policy and technical advice related to overall REDD+ policy developments in 2015 and beyond, and tracking REDD+ finance flows that can help inform agricultural sector barriers to sustainability while incentivizing improved practices and biodiversity conservation.

IV. Tasks

The consultant will work closely with the lead consultants for Components 1. The consultant’s main tasks will include:

Lead Component 1.3.1:

5. Lead a consultant team to the timely and satisfactory implementation of Component 1.3.1 of the Project Grant, including completion of all deliverables.
6. Establish and maintain regular communication with the REDDX International Consultant to support the implementation of project activities.
7. Contribute content to other deliverables, as needed (case studies, reports, etc.).

Technical Advice:

5. Advice on financial flows that encourage/support national and jurisdictional REDD+ programs and sustainable agriculture productivity.
6. Guidance regarding the feasibility and applicability of target case studies and key stakeholders to interview in the design of new financial products.

V. Deliverables

1. Track REDD+ finance flows in Brazil at the national level and in at least 1-3 jurisdictions;

2. Disseminate the information to project lead and other relevant stakeholders.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the REDDX International Consultant, lead consultants for Components 2.2 and 2.3, UNEP and key Execution stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Recruit all national & international consultants and initiate work on Component 1.3.1	Consultant team in place and operational	1.3.1 activities started and ongoing	Q1 of grant
Collect REDD+ finance flow data at the national level in Brazil and in at least 1-3 jurisdictions	2013-2014 REDD+ finance flow data for Brazil, including 1-3 jurisdictions.	Key stakeholders have an in-depth understanding of REDD+ finance flows. This can inform new or modified REDD+ finance mechanisms.	Q3
Provide REDD+ finance flow data to directly inform analysis and guidance developed under Project Component 2	2013-2014 REDD+ finance flow data for Brazil, including 1-3 jurisdictions.	A better understanding of how REDD+ funds are used in promoting low-deforestation agriculture.	Q6

Terms of Reference
International Consultant: Innovative Agricultural Finance Expert
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

5. Lead Component 2.1, including supervision and guidance to international and national consultants working on this component; and
6. Provide technical advice related to new or modified financial mechanisms that can address agricultural sector barriers to sustainability while incentivizing improved practices and biodiversity conservation.

IV. Tasks

The consultant will work closely with the lead consultants for Components 2.2 and 2.3, as well as other consultants (e.g., Public Private Finance Consultant, Supply Chain Specialist, etc.) for the performance of her tasks. The consultant’s main tasks will include:

Lead Component 2.1:

8. Lead a consultant team to the timely and satisfactory implementation of Component 2.1 of the Project Grant, including completion of all associated deliverables.
9. Establish and maintain regular communication with lead consultants for Components 2.2 and 2.3, and other international and national consultants, project stakeholders and UNEP FI to support the implementation of project activities.
10. Contribute content to deliverables (case studies, recommendations for financial products/credit lines) and design ideas for publications.

Technical Advice:

7. Give advice on financial mechanisms that encourage/support sustainable agriculture productivity.
8. Provide guidance regarding the feasibility and applicability of target case studies and key stakeholders to interview in the design of new financial products.

V. Deliverables

Each of these deliverables will be completed in conjunction with and through the supervision of a consultant team (e.g., agricultural research consultant, supply chain specialist, communications consultant, and national consultants):

3. 2 case studies of existing financing mechanisms that encourage agricultural sustainability, including successes and lessons learned that can be applied in the development of new financial mechanisms;
4. 1 or more opportunities developed – including a document outlining these opportunities – for new or modified financial mechanisms to support sustainable agriculture, including consultations with key stakeholders and input from various consultants; and
5. 10 or more consultations with stakeholders on financing mechanisms completed.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the lead consultants for Components 2.2 and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Recruit all national & international consultants and initiate work on Component 2.1	Consultant team in place and operational	2.1 activities started and ongoing	Q1
Supervise the research of possible case studies and examples of financial instruments that support sustainable agriculture, including consultations with implementers of financial mechanisms and selection of best examples to highlight as case studies	2 case studies selected	Stakeholders in case studies consulted, as well as other consultants (e.g., Public Private Finance Consultant, Supply Chain Specialist, etc.)	Q2
Supervise the research and analysis of one financial mechanism that encourages agricultural sustainability, including consultations with key stakeholders and input from consultants	1 case study of an existing financial mechanism completed	Key stakeholders involved in case study, and critical lessons learned and successes are captured to inform new or modified mechanisms	Q3
Supervise the research and analysis of one financial mechanism that encourages agricultural sustainability, including consultations with key stakeholders and input from consultants	2nd case study of an existing financial mechanism completed	Key stakeholders involved in case study, and critical lessons learned and successes are captured to inform new or modified mechanisms	Q6
Manage the publication of case studies	Two case studies professionally designed, edited, and published	Case studies broadly disseminated to relevant stakeholders	Q7

Lead the development of 1 or more opportunities for new or modified financial mechanisms to support sustainable agriculture, including consultations with key stakeholders and input from consultants	Opportunity document completed, including specific recommendations	Inputs from consultants and stakeholders fully reflected in document	Q7
Manage the publication of opportunity document with specific recommendations	Opportunity document professionally designed, edited, and published	Opportunity document disseminated to relevant stakeholders	Q8

Terms of Reference
International Consultant: Jurisdiction-Scale Funding Models Expert
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

7. Lead Component 2.2: development of funding models with support and feedback from other consultants, including discussions with UNEP FI; outreach, consultation and development of report.
8. Provide technical advice related to one or more new sustainable funding models to support jurisdiction-scale sustainable production landscapes.

IV. Tasks

The consultant will work closely with the lead consultants for Components 2.1 and 2.3 (UNEP FI), for the performance of his tasks. The consultant’s main tasks will include:

Lead Component 2.2:

11. Leading the timely and satisfactory implementation of Component 2.2 of the Project Grant, including completion of all deliverables.
12. Establish and maintain regular communication with the lead consultants for Components 2.1 and 2.3, and other international and national consultants, project stakeholders and UNEP FI to support the implementation of project activities.
13. Contribute content to deliverables (case studies, recommendations for funding models).

Technical Advice:

9. Advice on financial mechanisms that encourage/support the relevant funding models.

V. Deliverables

These deliverables will be completed in conjunction with consultants and with UNEP FI.

6. Development and proposal of one or more new sustainable funding models to support jurisdiction-scale sustainable production landscapes E.g. ‘Jurisdictional REDD+ Bonds’. Funding models could link global REDD+ values with local ecosystem service values;
7. 12 or more consultations with stakeholders on funding models completed.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the lead consultants for Components 2.1 and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Research and analyze sustainable funding model (including links to REDD+) for supporting jurisdiction-scale sustainable production landscapes, including consultations with key stakeholders	Development of funding model completed	Key stakeholders involved in case study to inform the model	Q4
Research and analyze how funding model underpinned by REDD+ can be linked to and supported by payments for ecosystem service	Model and one or more case studies completed	Key stakeholders involved in case study to inform the model	Q6
Publish report including one or more case studies	Report professionally designed, edited, and published	Report broadly disseminated to relevant stakeholders	Q7

Terms of Reference

National Consultant: Agricultural and Environmental Finance Specialist, Brazil Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests” GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

9. Research and analyse local agricultural finance; and
10. Provide technical advice related to new or modified financial mechanisms that can address agricultural sector barriers to sustainability while incentivizing improved practices and biodiversity conservation.

IV. Tasks

The consultant will work under the direction and guidance of the Innovative Agricultural Finance Consultant for the performance of her/his tasks. The consultant’s main tasks will include:

Research and analyse local agricultural finance, etc.:

14. Research and analyse local agricultural finance, including magnitude of funds, types of agricultural producers supported (small, medium, large producers, etc.), targeted commodities, specific financial instruments and incentives that may already support sustainable agriculture, and barriers to fully utilizing these instruments, including access-to-finance or credit issues. Also research other barriers to sustainable agriculture, especially financial barriers.
15. Research and analyse other local finance that has and/or could be employed to support sustainable, low-emissions agriculture, such as royalty revenue, REDD+ programs, etc.
16. Research key industry players and develop relationships with these stakeholders.

Provide technical advice:

10. Give advice on financial mechanisms that encourage/support sustainable agriculture productivity.
11. Provide guidance regarding potential public and private sector partners who could be interested in financially supporting and/or deploying such mechanisms.

V. Deliverables

Each of these deliverables will be completed in conjunction with and via the supervision of the Innovative Agricultural Finance and may include the input of other consultants (e.g., agricultural research consultant, supply chain specialist, and communications consultant):

8. 1 or more opportunities developed – including a document outlining these opportunities – for new or modified financial mechanisms to support sustainable agriculture, including consultations with key stakeholders and input from various consultants; and
9. 7 or more consultations with stakeholders on financing mechanisms completed.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the lead consultants for Components 2.1, 2.2 and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Under management of Innovative Agricultural Finance Consultant: Develop 1 or more opportunities for new or modified financial mechanisms to support sustainable agriculture, including consultations with key stakeholders and input from various consultants	Opportunity document completed, including specific recommendations	Inputs from consultants and stakeholders fully reflected in document	Q7
Under management of Innovative Agricultural Finance Consultant and with assistance of Agricultural Research Consultant and Communications Specialist: Complete opportunity document with specific recommendations for new or modified financial mechanisms	Opportunity document professionally designed, edited, and published	Opportunity document disseminated to relevant stakeholders	Q8

Terms of Reference

National Consultant: Agricultural and Environmental Finance Specialist, Colombia Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests” GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

11. Research and analyse local agricultural finance; and
12. Provide technical advice related to new or modified financial mechanisms that can address agricultural sector barriers to sustainability while incentivizing improved practices and biodiversity conservation.

IV. Tasks

The consultant will work under the direction and guidance of the Innovative Agricultural Finance Consultant for the performance of her/his tasks. The consultant’s main tasks will include:

Research and analyse local agricultural finance, etc.:

17. Research and analyse local agricultural finance, including magnitude of funds, types of agricultural producers supported (small, medium, large producers, etc.), targeted commodities, specific financial instruments and incentives that may already support sustainable agriculture, and barriers to fully utilizing these instruments, including access-to-finance or credit issues. Also research other barriers to sustainable agriculture, especially financial barriers.
18. Research and analyse other local finance that has and/or could be employed to support sustainable, low-emissions agriculture, such as royalty revenue, REDD+ programs, etc.
19. Research key industry players and develop relationships with these stakeholders.

Provide technical advice:

12. Give advice on financial mechanisms that encourage/support sustainable agriculture productivity.
13. Provide guidance regarding potential public and private sector partners who could be interested in financially supporting and/or deploying such mechanisms.

V. Deliverables

Each of these deliverables will be completed in conjunction with and via the supervision of the Innovative Agricultural Finance and may include the input of other consultants (e.g., agricultural research consultant, supply chain specialist, and communications consultant):

10. 1 or more opportunities developed – including a document outlining these opportunities – for new or modified financial mechanisms to support sustainable agriculture, including consultations with key stakeholders and input from various consultants; and
11. 7 or more consultations with stakeholders on financing mechanisms completed.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the lead consultants for Components 2.1, 2.2 and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Under management of Innovative Agricultural Finance Consultant: Develop 1 or more opportunities for new or modified financial mechanisms to support sustainable agriculture, including consultations with key stakeholders and input from various consultants	Opportunity document completed, including specific recommendations	Inputs from consultants and stakeholders fully reflected in document	Q7
Under management of Innovative Agricultural Finance Consultant and with assistance of Agricultural Research Consultant and Communications Specialist: Complete opportunity document with specific recommendations for new or modified financial mechanisms	Opportunity document professionally designed, edited, and published	Opportunity document disseminated to relevant stakeholders	Q8

Terms of Reference
International Consultant: Public Private Finance Specialist
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

13. Provide technical advice to Lead Consultants and their consultant teams for Components 2.1, 2.2, and 2.3.

IV. Tasks

The consultant will work closely with the lead consultants for Components 2.1, 2.2, and 2.3 for the performance of his tasks. The consultant’s main tasks will include:

Technical Advice:

14. Give advice on public-private financial mechanisms that encourage/support sustainable agriculture productivity, especially regarding ways the public sector can minimize risks for the private sector in the sustainable agriculture and REDD+ space.
14. Provide guidance regarding sustainable funding models (including links to REDD+) for supporting jurisdiction-scale sustainable production landscapes, especially regarding how public and private sources of finance can support such landscapes.

V. Deliverables

Each of these deliverables will be completed in conjunction with lead consultants for Components 2.1, 2.2, and 2.3:

12. 2 case studies of existing financing mechanisms that encourage agricultural sustainability, including successes and lessons learned that can be applied in the development of new financial mechanisms;
13. 1 or more opportunities developed – including a document outlining these opportunities – for new or modified financial mechanisms to support sustainable agriculture, including consultations with key stakeholders and input from various consultants;
14. Development and proposal of one or more new sustainable funding models to support jurisdiction-scale sustainable production landscapes E.g. ‘Jurisdictional REDD+ Bonds’; and
15. 4 or more consultations with stakeholders on financing mechanisms and funding models completed.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations with lead consultants for Components 2.1, 2.2, and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Participation in the selection and development of case study of existing financing mechanisms that encourage agricultural sustainability	1 case study of an existing financial mechanism completed	Key stakeholders involved in case study, and critical lessons learned and successes are captured to inform new or modified mechanisms	Q2
Participation in the selection and development of case study of existing financing mechanisms that encourage agricultural sustainability	2nd case study of an existing financial mechanism completed	Key stakeholders involved in case study, and critical lessons learned and successes are captured to inform new or modified mechanisms	Q5
Input into and feedback regarding opportunities for financial mechanisms to support sustainable agriculture	Opportunity document completed, including specific recommendations	Inputs from consultants and stakeholders fully reflected in document	Q5
Input into sustainable funding models for supporting jurisdiction-scale sustainable production landscapes	Model and one or more case studies completed	Opportunity document disseminated to relevant stakeholders	Q5

Terms of Reference
International Consultant: Supply Chain Specialist
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

15. Provide technical advice related to financial mechanisms to support sustainable agriculture;
16. Execute stakeholder consultations with supply chain actors regarding new or modified financial mechanisms that can address agricultural sector barriers to sustainability.

IV. Tasks

The consultant will work closely with the lead consultant for Component 2.1 for the performance of his tasks. The consultant’s main tasks will include:

Technical advice:

20. Provide technical advice related to how and which supply chain actors (including in related industries, such as non profit or commercial credit institutions) might be appropriate private sector partners for financial mechanisms to support sustainable agriculture;
21. Give input and advice into which financial mechanisms should be the subject of the two case studies; and
22. Provide input into and feedback on ideas of new or modified financial mechanisms to support sustainable agriculture.

Stakeholder consultations:

1. Help set up and participate in stakeholder consultations with supply chain actors regarding new or modified financial mechanisms that can address agricultural sector barriers to sustainability while incentivizing improved practices and biodiversity conservation.

V. Deliverables

Each of these deliverables will be completed with the supervision of the Innovative Agricultural Finance Expert and in conjunction with a consultant team (e.g, Agricultural Research Associate, Communications Consultant, and National Consultants):

16. 2 case studies of existing financing mechanisms that encourage agricultural sustainability, including successes and lessons learned that can be applied in the development of new financial mechanisms;

17. 1 or more opportunities developed – including a document outlining these opportunities – for new or modified financial mechanisms to support sustainable agriculture, including consultations with key stakeholders and input from various consultants; and
18. 8 or more consultations with stakeholders on financing mechanisms completed.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the lead consultants for Components 2.1, 2.2 and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Participation in the selection of case studies	2 case studies selected	Stakeholders in case studies consulted, as well as other consultants (e.g., Public Private Finance Consultant, etc.)	Q2
Participation in the development of 2 case studies of existing financing mechanisms that encourage agricultural sustainability	1 case study of an existing financial mechanism completed	Key stakeholders involved in case study, and critical lessons learned and successes are captured to inform new or modified mechanisms	Q3
Participation in the development of 2 case studies of existing financing mechanisms that encourage agricultural sustainability	2nd case study of an existing financial mechanism completed	Key stakeholders involved in case study, and critical lessons learned and successes are captured to inform new or modified mechanisms	Q6
Feedback regarding opportunities for financial mechanisms to support sustainable agriculture	Opportunity document completed, including specific recommendations	Inputs from consultants and stakeholders fully reflected in document	Q5
Input into sustainable funding models for supporting jurisdiction-scale sustainable production landscapes	Model and one or more case studies completed	Opportunity document disseminated to relevant stakeholders	Q6

Terms of Reference
International Consultant: Communications Specialist
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

17. Publish products from Component 2 (case studies, opportunities document and funding model report).

IV. Tasks

The consultant will work closely with the Agricultural Research Associate and Graphic Designer to perform her tasks. The consultant’s main tasks will include:

Publish case studies and opportunities document in coordination with Agricultural Research Associate and Graphic Designer:

15. Lead the design of a communication strategy for Component 2 products with the Agricultural Research Associate and other consultants, and ensure the strategy is executed;
16. Provide input and guidance to Agricultural Research Associate and consultant team related to the style of Component 2 products and best design for various audiences.

V. Deliverables

Each of these deliverables will be completed with the supervision of the Innovative Agricultural Finance Expert and in conjunction with a consultant team (e.g., supply chain specialist, communications consultant, and national consultants):

19. Communications strategy completed;
20. 2 case studies of existing financing mechanisms that encourage agricultural sustainability, including successes and lessons learned that can be applied in the development of new financial mechanisms;
21. Opportunity document completed; and
22. Funding model report finished.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the lead consultants for Components 2.1, 2.2 and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Lead the design of a communication strategy for Component 2 products with the Communications Specialist and consultants and ensure the strategy is executed.	Communication strategy for Component 2 products	Products are completed with specific audiences in mind	Q2
Provide input and guidance to Agricultural Research Associate and consultant team related to the style of case studies and best design for various audiences	Two case studies professionally designed, edited, and published	Case studies broadly disseminated to relevant stakeholders	Q3 and Q7
Provide input and guidance to Agricultural Research Associate and consultant team related to the opportunity document and best design for various audiences	Opportunity document professionally designed, edited, and published	Opportunity document disseminated to relevant stakeholders	Q8
Provide input and guidance to Agricultural Research Associate and consultant team related to the Sustainable funding model report and best design for various audiences	Sustainable funding model report professionally designed, edited, and published	Report broadly disseminated to relevant stakeholders	Q7

Terms of Reference
International Consultant: Communications Specialist
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

18. Publish products from Component 2 (case studies, opportunities document and funding model report).

IV. Tasks

The consultant will work closely with the Agricultural Research Associate and Graphic Designer to perform her tasks. The consultant’s main tasks will include:

Publish case studies and opportunities document in coordination with Agricultural Research Associate and Graphic Designer:

17. Lead the design of a communication strategy for Component 2 products with the Agricultural Research Associate and other consultants, and ensure the strategy is executed;
18. Provide input and guidance to Agricultural Research Associate and consultant team related to the style of Component 2 products and best design for various audiences.

V. Deliverables

Each of these deliverables will be completed with the supervision of the Innovative Agricultural Finance Expert and in conjunction with a consultant team (e.g., supply chain specialist, communications consultant, and national consultants):

23. Communications strategy completed;
24. 2 case studies of existing financing mechanisms that encourage agricultural sustainability, including successes and lessons learned that can be applied in the development of new financial mechanisms;
25. Opportunity document completed; and
26. Funding model report finished.

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations between the lead consultants for Components 2.1, 2.2 and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Lead the design of a communication strategy for Component 2 products with the Communications Specialist and consultants and ensure the strategy is executed.	Communication strategy for Component 2 products	Products are completed with specific audiences in mind	Q2
Provide input and guidance to Agricultural Research Associate and consultant team related to the style of case studies and best design for various audiences	Two case studies professionally designed, edited, and published	Case studies broadly disseminated to relevant stakeholders	Q3 and Q7
Provide input and guidance to Agricultural Research Associate and consultant team related to the opportunity document and best design for various audiences	Opportunity document professionally designed, edited, and published	Opportunity document disseminated to relevant stakeholders	Q8
Provide input and guidance to Agricultural Research Associate and consultant team related to the Sustainable funding model report and best design for various audiences	Sustainable funding model report professionally designed, edited, and published	Report broadly disseminated to relevant stakeholders	Q7

DRAFT Terms of Reference
International Consultant: Commodity Finance Specialist
Implementation of the UNEP/GEF “Supply Change: Securing Food, Sustaining Forests”
GEF ID 5776

I. Project Background

Washington DC-based NGO Forest Trends – through its various market tracking and advisory initiatives – will apply its market-tracking methodologies and expertise in structuring public and private finance to support sustainable landscapes through the implementation of three project components. This Terms of Reference (TOR) pertains to Project Component (2) Mainstreaming Biodiversity and Ecosystem Conservation in Supply Chains.

II. Overall Objective of the Consultancy

The Project is ready to be implemented. Forest Trends seeks to employ the services of an experienced consultant to engage in implementation of the Project Grant, in liaison with project stakeholders and consultants engaged in this process, and with the UNEP team.

III. Specific Objectives

The specific objectives of the consultancy include:

19. Provide technical advice to Lead Consultants and their consultant teams for Components 2.1, 2.2, and 2.3.

IV. Tasks

The consultant will work closely with the lead consultants for Components 2.1, 2.2, and 2.3 for the performance of his tasks. The consultant’s main tasks will include:

Technical Advice:

19. Provide guidance on financing models that encourage sustainable agricultural production, with a specific focus on identifying links with REDD+ funding the four pillars of the REDD+ Warsaw Framework
20. Provide guidance on regulatory and policy frameworks that account for biodiversity in financial systems and incentivize the scaling up of private sector capital allocation to sustainable production of commodities

V. Deliverables

Each of these deliverables will be completed in conjunction with lead consultants for Components 2.2, and 2.3:

27. 3 or more consultations with stakeholders on sustainable financing mechanisms and funding models completed, including at least 2 with UNEP FI network;
28. At least 2 reports produced on the potential fiscal levers for change that could support the removal of deforestation from agricultural commodity supply chains;
29. A report on at least 2 countries outlining how the effectiveness of the financial system could be improved to through policies, standards and regulations to improve the allocation of capital to sustainable agricultural production

VII. Implementation Plan

This Implementation Plan is to be periodically adjusted through consultations with lead consultants for Components 2.2, and 2.3, UNEP and key stakeholders in respective countries. However, main deadlines for the finalization of the expected outputs are not to be changed.

<i>Activities</i>	<i>Outputs</i>	<i>Results</i>	<i>Due Date</i>
Participation in and organization of stakeholder consultations on sustainable financing mechanisms and funding models	At least 3 stakeholder consultations held	Key stakeholders involved in consultation, and critical lessons learned and captured to inform new or modified mechanisms and/or models	Q7
Analysis of fiscal instruments that could help increase the flow of capital to sustainable commodity production	1 st report on fiscal levers produced	Key stakeholders interviewed and areas of potential strategic intervention highlighted	Q4
Analysis of fiscal instruments that could help increase the flow of capital to sustainable commodity production	2 nd report on fiscal levers produced	Key stakeholders interviewed and areas of potential strategic intervention highlighted	Q6
Analysis of opportunities to increase the alignment of financial standards, regulations and policies with sustainable commodity production.	Report on financial policies, regulations and standards produced	Opportunity document disseminated to relevant stakeholders	Q5

Appendix 13: Tracking Tool

The GEF BD-2 Tracking Tool is attached to this prodoc as a separate Excel document.