

Terminal Evaluation of European Union Partnership  
Instrument (EUPI) grant “The Economics of Ecosystems  
and Biodiversity: Promoting a sustainable agriculture and  
food sector” (2019-2023)

*(the grant contributed to the UNEP project “Valuing the Essentials” -  
PIMS ID 2026)*





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For further information on this report, please contact:

Evaluation Office of UNEP

P. O. Box 30552-00100 GPO

Nairobi Kenya

Tel: (254-20) 762 3389

Email: [unep-evaluation-director@un.org](mailto:unep-evaluation-director@un.org)

Website: <https://www.unep.org/about-un-environment/evaluation>

Terminal Evaluation of European Union Partnership Instrument (EUPI) grant "The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector" (the grant contributed to the UNEP project "Valuing the Essentials" - PIMS ID 2026)

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## **Acknowledgements**

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The evaluator would like to express their gratitude to all persons met and who contributed to this evaluation, as listed in Annex III.

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The evaluation consultant hopes that the findings, conclusions and recommendations will contribute to the formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

Evaluation team

Camille Bann – Evaluator

Evaluation Office of UNEP

Fabio Fisicaro – Evaluation Manager

Mercy Mwangi– Evaluation Management Assistant

## **Brief consultant biography**

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Dr. Bann is an independent consultant with 35 years of experience working with national and local Governments, private sector and civil society on sustainable development. She has worked across multiple sectors and policy areas including agriculture, forestry, industry, marine and coastal, tourism, climate change, protected areas and water management in over 50 countries. Key specialties and capabilities cover - valuation of ecosystem services, project and policy appraisal, design of policy instruments and financing mechanisms, integrated planning and strategic reviews and project and program evaluations. Prior to becoming a freelance consultant in June 2009, she was Head of Environmental Economics at Jacobs UK Ltd. Before this she was Principal Economist at the Environment Agency for England and Wales, leading on Water Framework Directive economic appraisal. From 1993 to 2003 she worked as an independent consultant with a focus on Southeast Asia for a range of private, public, academic and third sector clients. At the start of her career, she worked for several years at the Centre for Social and Economic Research on the Global Environment at University College London, whose remit covered climate change and biodiversity.

## About the Evaluation

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**Joint Evaluation:** No

**Report Language(s):** English.

**Evaluation Type:** Terminal Evaluation

**Brief Description:** This report is a Terminal Evaluation of European Union Partnership Instrument (EUPI) grant "The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector" (the grant contributed to the UNEP project "Valuing the Essentials" - PIMS ID 2026) which was implemented between 2019 and 2023. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.

**Source(s) of Funding by Country:** EU

**Source(s) of Funding by Institution Type:** *(indicate all that apply)*

|                   |     |
|-------------------|-----|
| Foundation/NGO    | No  |
| Private Sector    | No  |
| UN Body           | No  |
| Multilateral Fund | No  |
| Environment Fund  | No  |
| EU                | Yes |

**Key words:** capital assessment; Natural Capital Protocol; Agricultural policy, multi-ministerial engagement, private sector.

**Primary data collection period:** July – December 2024

**Field mission dates:** Brazil and India (October 2024)

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## List of acronyms and abbreviations

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|                 |                                                                                                                   |
|-----------------|-------------------------------------------------------------------------------------------------------------------|
| CAFRI           | Central Agroforestry Research Institute, India                                                                    |
| CAS             | Chinese Academy of Science                                                                                        |
| CBD             | Convention of Biodiversity                                                                                        |
| CC              | Capitals Coalition                                                                                                |
| CEO             | Chief Executive Officer                                                                                           |
| CONABIO         | National Commission for the Knowledge and use of Biodiversity (Mexico)                                            |
| CONAFOR         | National Commission of Forestry (Mexico)                                                                          |
| CONAGUA         | Ministry of Water (Mexico)                                                                                        |
| CONANP          | National Commission of Natural Protected Areas                                                                    |
| CRAES           | Chinese Research Academic of environmental Sciences (MEE-CRAES)                                                   |
| EA              | Expected Accomplishment                                                                                           |
| EU              | European Union                                                                                                    |
| EUD             | European Union Delegation                                                                                         |
| EUPI            | European Union Partnership Instrument                                                                             |
| FAO             | Food and Agriculture Organization of the United Nations                                                           |
| FEALQ           | Fundacao de Estudos Agrarios Luiz de Queiroz (Brazil)                                                             |
| FMO             | Fund Management Officer                                                                                           |
| FNR             | Final Narrative Report                                                                                            |
| FPI             | Foreign Policy Instrument                                                                                         |
| FGVces          | Fundacao Getulio Vargas – Sao Paulo School of Business Administration, Center for Sustainability Studies (Brazil) |
| GDP             | Gross Domestic Product                                                                                            |
| GEF             | Global Environment facility                                                                                       |
| GGGI            | Global Green Growth Institute                                                                                     |
| GHG             | Green House Gas Emissions                                                                                         |
| GNF             | Global Biodiversity Framework                                                                                     |
| GPDP            | Gram Panchayat Development Plan (India)                                                                           |
| ICAR            | Indian Council of Agricultural Research                                                                           |
| IIFSR           | Indian Institute of Farming Systems Research                                                                      |
| IKEA Foundation | Ingvar Kamprad Elmtaryd Agunnaryd Foundation                                                                      |
| INECC           | National Institute of Ecology and Climate Change (Mexico)                                                         |
| INECOL          | Institute for Ecology (Mexico)                                                                                    |
| INIFAP          | Agriculture and environmental research (Mexico)                                                                   |
| IUCN            | International Union for the Conservation of Nature                                                                |
| IPB             | Institut Pertanian Bogor (Indonesia)                                                                              |
| JIRI            | Joint Initiative on Research and Innovation                                                                       |
| KETSA           | Ministry of Water, Land and Natural Resources (Malaysia)                                                          |
| MAFI            | Ministry of Agriculture and Food Industries (Malaysia)                                                            |
| MAPA            | Ministry of Agriculture, . Brazil                                                                                 |
| MARA            | Ministry of Agriculture and Rural Affairs of the People's Republic of China                                       |
| MARDI           | Malaysian Agricultural Research and Development Institute                                                         |
| MEE             | Ministry of Ecology and Environment (China)                                                                       |
| MESTECC         | Ministry of Energy, Science, Technology, Environment and Climate Change (Malaysia)                                |
| MoAC            | Ministry of Agriculture and Cooperatives (Thailand),                                                              |
| MoAFW           | Ministry of Agriculture and Farmers Welfare (India)                                                               |
| MOC             | Ministry of Commerce (Thailand)                                                                                   |
| MoCF            | Ministry of Chemicals and Fertilizers (India)                                                                     |
| MoEFCC          | Ministry of Environment, Forest and Climate Change (India)                                                        |
| MOF             | Ministry of Finance                                                                                               |
| MoJS            | Ministry of Jal Shakti (India)                                                                                    |
| MOPH            | Ministry of Public Health (Thailand)                                                                              |
| MoSPI           | Ministry of Statistics and Programme Implementation (India)                                                       |
| MoU             | Memorandum of Understanding                                                                                       |
| MTE             | Mid-term Evaluation                                                                                               |
| MTS             | Medium-Term Strategy                                                                                              |

|           |                                                                                 |
|-----------|---------------------------------------------------------------------------------|
| NBSAPs    | National Biodiversity Strategies and Action Plans                               |
| NCA       | Natural Capital Accounting                                                      |
| NCAVES    | Natural Capital Accounting and Valuation of Ecosystem Services project          |
| NCP       | Natural Capital Protocol                                                        |
| NGO       | Non-Governmental Organization                                                   |
| NITI      | National Institution for Transforming India (India)                             |
| ONEP      | Office of Natural Resources and Environmental Policy and Planning (Thailand)    |
| PCA       | Programme Cooperation Agreement                                                 |
| PEA       | Poverty Environment Action                                                      |
| PIMs      | Project Implementation and Monitoring Support                                   |
| PoW       | Programme of Work                                                               |
| PRC       | Project Review Committee                                                        |
| ProDoc    | Project Document                                                                |
| ReLISA    | Restoring Landscapes in South Africa                                            |
| SADAR     | Secretariat of Agriculture and Rural Development                                |
| SDGs      | Sustainable Development Goals                                                   |
| SEEA-EEA  | System of Environmental Economic Accounting – Experimental Ecosystem Accounting |
| SEMARNAT  | Secretariat of Environment and Natural Resources                                |
| SMEs      | Small and medium sized enterprises                                              |
| SRP       | Sustainable Rice Production                                                     |
| SSFA      | Small Scale Funding Agreements                                                  |
| TE        | Terminal Evaluation                                                             |
| TEEB      | The Economics of Ecosystems and Biodiversity                                    |
| TOC       | Theory of Change                                                                |
| ToR       | Terms of Reference                                                              |
| UNFCCC    | United Nations Framework Convention on Climate Change                           |
| UNDP      | United Nations Development Programme                                            |
| UNEP      | United Nations Environment Programme                                            |
| UNEP-IEMP | UNEP-International Ecosystem Management Partnership (China)                     |
| UNFSS     | UN Food Systems Summit                                                          |
| UPA       | Urban and Peri Urban Agriculture                                                |
| VtheE     | Valuing the Essentials project                                                  |
| WEAI      | Women Empowerment Agriculture Index                                             |
| WFP       | World Food Programme                                                            |
| WP        | Work Packages                                                                   |



## Project Identification

**Table 1: Project Identification Table**

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>UNEP PIMS ID:</b>                     | 2026 (this is the PIMS ID of the UNEP Project 'Valuing the Essentials' under which the EUPI grant TEEBAgrifood was implemented. However, the details in this table relate to the EUPI grant, unless otherwise specified)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Implementing Partners</b>             | <p><b>Brazil:</b> FGVagro; FGVces; Fundação de Estudos Agrários Luiz de Queiroz (FEALQ); Instituto Escolhas; GPP/FEALQ.</p> <p><b>China:</b> UNEP-International Ecosystem Management Partnership</p> <p><b>India:</b> Indian Institute of Farming Systems Research - ICAR; Central Agroforestry Research Institute (CAFRI) - ICAR; G.B. Pant University of Agriculture and Technology</p> <p><b>Indonesia:</b> IPB University (Bogor Agricultural Institute); IPB Center for transdisciplinary and sustainability sciences</p> <p><b>Malaysia:</b> Malaysian Agricultural Research and Development Institute (MARDI)</p> <p><b>Mexico:</b> Institute for Ecology (INECOL)</p> <p><b>Thailand:</b> Khon Kaen University; Scholars of Sustenance</p> |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Relevant SDG(s) and indicator(s):</b> | SDG 1 (1.4, 1.5), SDG 2 (2.1, 2.2, 2.3, 2.4, 2.5, 2.a, 2.b, 2.c), SDG 3 (3.4, 3.9), SDG 4 (4.7), SDG 5 (5.a), SDG 6 (6.1, 6.3, 6.4, 6.5, 6.6, 6.a, 6.b), SDG 7 (7.2, 7.a, 7.b), SDG 8 (8.4, 8.5), SDG 9 (9.3, 9.4), SDG 10 (10.1), SDG 11 (11.4, 11.a), SDG 12 (12.2, 12.3, 12.4, 12.6, 12.8, 12.a, 12.c), SDG 13 (13.1, 13.2, 13.a, 13.b), SDG 14 (14.1, 14.2, 14.5, 14.6, 14.7, 14.a, 14.b, 14.c), SDG 15 (15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.9), SDG 16 (16.6, 16.7, 16.8), SDG 17                                                                                                                                                                                                                                                          |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Sub-programme:</b>                    | Healthy and Productive Ecosystems (2018 – 2021) and Nature Action (MTS 2022 – 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Expected Accomplishment(s):</b>  | <p>MTS 2018-2021:</p> <p>EA(a): The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels.</p> <p>EA(b): Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making.</p> <p>MTS 2022-2025:</p> <p>Outcome (2A): Economically and socially sustainable pathway to halt and reverse the loss of biodiversity and ecosystem integrity established</p> <p>Outcome (2C): Nature conservation and restoration are enhanced</p> |
| <b>UNEP approval date:</b>               | 17 December 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Programme of Work Output(s):</b> | <p><b>MTS 2018-2021</b></p> <p>EA(a):</p> <p>4. Support to countries and/or transboundary frameworks to conduct valuation and accounting of ecosystem services.</p> <p>5. Advocacy and support to private sector and national institutions to conduct and deliver valuation and accounting of ecosystem services.</p> <p>EA(b):</p> <p>1. Support to public institutions to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making.</p> <p>2. Development and dissemination of tools and methodologies to incorporate ecosystem related goals and resource sufficiency and the impact of ecosystem</p>                    |

|                                                  |                                  |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  |                                  |                                                                                   | <p>health and resource availability on socioeconomic outcomes.</p> <p>3. Awareness-raising of the role of economic decision-making in achieving ecosystem related goals and resource sufficiency and the impact of ecosystem health and resource availability on socioeconomic outcomes.</p> <p>4. Support to private-sector entities to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making.</p> <p>5. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in private sector economic decision-making.</p> <p>6. Awareness-raising of the role of financial decision-making in achieving ecosystem related goals and resource availability and the impact of ecosystem health and resource availability on economic outcomes.</p> <p><b>MTS 2022-2025:</b><br/> <u>PoW Direct Outcomes:</u><br/>                 2.2 Public and Private sector financial flows contribute to improved ecosystem management<br/>                 2.6 Full costs and benefits of human activity are accounted for and internalized in decision making<br/>                 2.7 Natural assets valued, monitored and sustainably managed</p> |
| <b>Expected start date:</b>                      | 1 January 2019                   | <b>Actual start date:</b>                                                         | 1 January 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Planned operational completion date:</b>      | December 2022                    | <b>Actual operational completion date:</b>                                        | December 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Planned total project budget at approval:</b> | USD 9,666,200.00                 | <b>Actual total expenditures reported as of January 2024:</b>                     | USD 9,117,008.52                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Planned Environment Fund allocation:</b>      | USD 382,500                      | <b>Actual Environment Fund expenditures reported as of January 2024:</b>          | USD 382,500                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Planned Extra-Budgetary Financing:</b>        | USD 9,666,200.00                 | <b>Secured Extra-Budgetary Financing:</b>                                         | USD 9,448,687.50                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                  |                                  | <b>Actual Extra-Budgetary Financing expenditures reported as of January 2024:</b> | USD 8,734,508.52                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>First disbursement:</b>                       | USD 3,201,036 (24 December 2018) | <b>Planned date of financial closure:</b>                                         | 31.12.2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>No. of formal 'Valuing the Essentials'</b>    | 1                                | <b>Date of last approved 'Valuing</b>                                             | July 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| <b>project revisions:</b>                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>the Essentials' project revision:</b>             |                                                                                                                                                                                                                                                                                                         |          |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>No. of Steering Committee meetings:</b>         | 16 project update meetings took place 2019-2023 between the TEEB Office and EU funders. In addition, 27 Steering Committee meetings took place in each of the 7 project countries which were chaired by in-country ministries.<br>Brazil: March, May, June, Aug, Oct 2022<br>China: 3 July 2020, 9 Oct 2020, 2 Feb 2021, May 2022, 11 April and 26 Sep 2023<br>India: 10 Nov 2022, 27 Oct 2023<br>Indonesia: 20 May 2021, July 2022, 16 Oct 2023<br>Malaysia: 5 April 2022, 22 June 2023<br>Mexico: May 2019, April 2020, April, Aug and Dec 2021, Sep 2022, 14 Nov 2023<br>Thailand: July 2022, Sep 2023 | <b>Date of last/next Steering Committee meeting:</b> | Last: A final TEEB Advisory Board meeting was held virtually 26 Oct 2023 with the participation of the donor (EU).                                                                                                                                                                                      | Next: NA |
| <b>Mid-term Review/ Evaluation (planned date):</b> | December 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Mid-term Review/ Evaluation (actual date):</b>    | EU-commissioned Mid-Term Evaluation, February 2023                                                                                                                                                                                                                                                      |          |
| <b>Terminal Evaluation (planned date):</b>         | December 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Terminal Evaluation (actual date):</b>            | July 2024                                                                                                                                                                                                                                                                                               |          |
| <b>Coverage - Country(ies):</b>                    | Brazil, China, India, Indonesia, Malaysia, Mexico and Thailand                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Coverage - Region(s):</b>                         | Global                                                                                                                                                                                                                                                                                                  |          |
| <b>Dates of previous project phases:</b>           | <i>'The Economics of Ecosystems and Biodiversity (TEEB)'</i> : Phase I (2007-2008), PIMS ID n/a<br>Phase II (2008-2013) – PIMS ID 0179,<br>Phase III (2014-2018) – PIMS ID 1692.<br><br><i>'Strengthening decision making through Valuation and Accounting of Natural Capital for Green Economy (VANTAGE)'</i> (2015 – 2017) PIMS ID 1902.                                                                                                                                                                                                                                                                | <b>Status of future project phases:</b>              | "TEEBAgriFood: making the economic case for a food systems transformation" – started in Dec. 2023 (IKEA Foundation).<br><br>"Making the economic case for enhancing agrobiodiversity governance through the promotion of agroecological farming practices" – currently under development (EC DG INTPA). |          |

## Executive Summary

### Project background

1. The European Union Partnership Instrument (EUPI) grant 'The Economics of Ecosystems and Biodiversity: promoting sustainable agriculture and food sector' (henceforth referred to as EUPI TEEBAgriFood or grant) started in January 2019 and was originally designed as a four-year intervention but received a one-year no cost extension until December 2023. EUPI TEEBAgriFood, with a budget of USD 9,448,687, was the main grant<sup>1</sup> of the UNEP project **Valuing the Essential** (PIMS ID 2026), which was composed of eleven grants (see Table A1 in Annex VI for full list of grants) and was implemented between October 2018 and December 2023. The UNEP Economics of Nature Unit, part of the Biodiversity and Land Branch of the Ecosystems Division, was responsible for the implementation and execution of the EUPI grant and the overall PIMS ID 2026 project.

2. EUPI TEEBAgriFood's expected impact as set out in its logical framework was - Public and private economic decision-making and business practices in partner countries increasingly address the health and productivity of ecosystem services across the life cycle in the agri-food sector and supply chains of EU businesses adopt sustainability standards. This Impact was to be achieved through two outcomes:

- Outcome 1: Businesses and non-business actors (such as civil society, consumers, trade unions, regulators, local and national government etc.) use data and methods generated in the project to influence the sustainability of the agri-business sector.
- Outcome 2: Uptake of intervention options by business and non-business actors community via increased understanding and knowledge of the values of biodiversity and ecosystem services to achieve resilient, secure supply from the agri-food sector and subsequent adoption of the Natural Capital Protocol, leading to changes in the dominant business model.

3. Core to EUPI TEEBAgriFood was the application of the **TEEBAgriFood Evaluation Framework**, which aims to capture *all* positive and negative impacts and externalities across the entire agri-food value chain and can be used to evaluate a policy, a business or an accounting question<sup>2</sup>. The Framework captures trade-offs across four capital stocks - natural capital, human capital, manmade capital, and social capital. It was applied in seven countries – Brazil, China, India, Indonesia, Malaysia, Mexico, Thailand under the EUPI grant to demonstrate interventions that stimulate positive livelihood and biodiversity benefits.

### This evaluation

4. The Terminal Evaluation (TE) of EUPI TEEBAgriFood has two primary purposes: (i) to provide evidence of results to meet accountability requirements; and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main EUPI TEEBAgriFood partners.

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<sup>1</sup> The EUPI TEEBAgriFood grant represents 52% of the secured funds of the PRC-approved project (PIMS 02026)

<sup>2</sup> A couple of grants under Valuing the Essentials, namely TEEB for Agriculture and Food – MOORE Foundation and TEEB for Agriculture and Food – KR Foundation, supported the development of the TEEBAgriFood Foundation Report. These grants were largely completed under TEEB III which preceded Valuing the Essentials. Please see Annex VI for more details.

5. The TE of the EUPI TEEBAgriFood was complex given that it is embedded within the Valuing the Essentials project. The TE includes strategic evaluation questions (see paragraph 21) to assess the grant's contribution to the intervention strategy of the PIMS ID 2026 and a high-level assessment of its other ten grants, with a focus on the IKI funded grant<sup>3</sup> 'TEEB Implementation: Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes', and the EUPI funded grant 'Natural Capital Accounting and Valuation of Ecosystem Services project' (NCAVES). A supplementary annex (Annex IV) is provided to address these strategic questions.

6. In total, 80 people were interviewed as part of the TE (49% of interviewees were female). Field missions were undertaken to Brazil and India, which allowed for an in-depth assessment of EUPI TEEBAgriFood's achievements and challenges along with an appreciation of the sustainability of its outcomes in these two countries.

### Key findings

7. The grant was highly relevant at the national, global level and to UNEP and the donor. The TEEBAgriFood assessments across the seven countries have high policy relevance and have addressed a range of issues, for example – organic agriculture uptake in **India**, Urban and Peri Urban agriculture (UPA) in **Brazil**, sustainable rice production in **Thailand**, and coffee in **Mexico** and **Indonesia**. EUPI TEEBAgriFood, as designed, was of **high strategic relevance**, had a dual focus on public policy and private sector business models, and included strong elements of collaborative working, creation of supporting institutions and capacity building. However, the grant design had numerous weaknesses including: (i) overall, the design is complex and disjointed; (ii) the indicators were not always specific to the level of intervention logic and were not timebound. The original set of indicators from the EUPI TEEBAgriFood project (grant) document, however, were revised significantly in Year 2 of the grant, at the request of the donor; (iii) the timeframe was unrealistic given that the in-country stakeholders had not been engaged in project (grant) design and therefore considerable time was needed at the outset to build interest and if the ambition was to change policy; and, (iv) there was very limited consideration of gender, minorities and indigenous groups and Human Rights are not referred to. **Project design issues affected implementation**. An appropriate duration for the grant given its complexity and *modus operandi* would have been eight years, not four, especially if policy changes were expected.

8. **Effectiveness.** The grant overperformed against the EU Indicators, with all targets far exceeded, except one which was met. However, given that the EU indicators are high level and do not fully align with the Theory of Change (TOC) at Evaluation and logical framework at grant design, the evaluation provides a narrative against the TOC at Evaluation. See Recommendation 1 related to this.

9. The grant is considered to have broadly achieved all its outputs and outcomes as set out in the TOC at Evaluation based on the Logical Framework at grant design, although progress varies between countries in terms of policy development and companies did not progress beyond baseline assessment of the 4 capital types. Awareness and capacity has been built in all countries, and there is strong support for the approach (Outcome 1). In terms of the uptake of policy interventions (Outcome 2) the grant has had some significant successes, including concrete / direct policy changes in some of the countries (e.g., **Brazil**

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<sup>3</sup> The IKI grant, USD 3,925,170.26, and the EUPI NCAVES grant, USD 1,753,550, represent 22% and 9.5% of the secured funds of the PRC-approved project (PIMS 02026), respectively.

and [Indonesia](#)), and the *potential to influence* policy uptake in all others. However, the project duration was too short to realize change in many cases.

10. While there is evidence in some countries that the findings of TEEBAgriFood assessment have been integrated into national decision-making frameworks, there is still a long way to go as unsustainable economic policies and practices remain dominant. To progress towards the desired Impact as specified in the TOC at Evaluation - Healthy ecosystems provide a secure supply of ecosystem services and goods for human wellbeing, policies and strategies influenced - TEEBAgriFood assessments need to be implemented, funded and upscaled.

11. Key achievements of the **business** component include training provided by the Capitals Coalition, guidelines produced, and 32 case studies supported across the seven countries. However, the Natural Capital Protocol remains a highly theoretical and complex approach for many and requires further simplification to be more accessible. While there was cross over between the policy and business component through stakeholder engagement in trainings, workshops and roundtables, in nearly all cases the businesses working with the Capital Coalition did not link to the policy priorities selected for assessment. This is a missed opportunity and largely due to timing, as the business component started around a year ahead of the policy work and had already identified partners and businesses when the policy work was just getting started. Further there is no evidence of businesses going on to conduct scenario analysis/corporate planning to *anticipate/advocate* for changes in regulations/fiscal incentives or that assessments have changed behavior / business models. However, this was overly ambitious, and more time and support are needed to do this.

12. In terms of **efficiency** - the grant faced delays largely due to COVID-19 restrictions. However, the fact that there had been no consultations with partners at the design stage and the sensitivities over EU policies that had to be overcome in some countries also contributed to a slow start up. In some countries, such as [Brazil](#), the grant is seen as highly cost-effective; with a small investment the Urban and Peri Urban Agriculture (UPA) workstream was able to unlock legislation and investment from the Government. However, there is also a view that the analysis takes too long (up to 4 years) and that the cost is too high at around USD 1 million (per country) and there is a need for a lighter / quicker approach. The need for greater speed and flexibility in the application of the Framework is not only driven by cost, but also the need to align with election and planning cycles. EUPI TEEBAgriFood in [Indonesia](#) demonstrated that a lighter and quicker approach is possible, if the right factors are in place.

13. In terms of **sustainability** of the grant's outcomes, stakeholder ownership is high in some countries and in general many stakeholders in the partner countries now know about the approach and are interested in it but need time and budget to follow up and apply it further. Of note, the Indian Council of Agricultural Research (ICAR) has put the TEEBAgriFood framework forward to be scaled-out nationwide. This includes the integration of valuation studies into the undergraduate course introduced by ICAR on natural farming in 4 central universities and 51 State Agriculture Universities. Technical support provided to the research institutes across the seven countries has significantly built their capacity and in-country research institutes are now in a much stronger position to apply the TEEBAgriFood Framework, independently or with much less support. Further the grant has been successful in supporting approved legal frameworks, policies, and plans but more time/evidence is needed to convince policy makers and incorporate/mainstream findings into future planning/policies and strategies in most countries. While acknowledging the success the grant has had in building links with the Ministries of Agriculture, there has been limited

engagement with senior ministries such as Planning and Treasury, which should be a priority going forward to facilitate mainstreaming into policies and plans and financing. A stronger (non-technical) conceptual understanding of the approach and results among decision makers and non-technical stakeholders is also needed. Financial resources have been secured for follow on work in some countries (most notably through the IKEA Foundation in [India](#)), but most countries have not secured funding to support continuation of the work. Funding is needed to both implement approved policies resulting from the assessments and fund additional research studies. VtheE II is at the proposal stage and is designed to continue the work of TEEBAgriFood in [Brazil](#) and [India](#).

14. On the back of the grant, Capitals Hubs have been established in most countries to help share the findings of the studies and build awareness; however, financing is unclear. Some business champions have emerged (e.g. GoFresh in [India](#)). Golden Bee, a consultancy in [China](#), have taken up the guidelines and are working with businesses, while C4RB in [India](#) have replicated the program.

15. The grant has benefitted from a highly competent and cohesive UNEP TEEB management team, who are greatly appreciated by *all* stakeholders. The global UNEP and in-county TEEB teams are commended for their high quality and timely guidance provided to the country teams, and their convening and diplomacy skills. UNEP Country offices were generally well engaged in the grant, however there was mixed engagement of UNEP Regional offices critical for attracting new partners and upscaling the approach.

16. Stakeholder engagement is embedded in the TEEBAgriFood approach and there has been excellent stakeholder engagement through Steering Committees, workshops, consultation meetings and field visits. All national studies have followed a consultative approach wherein a diverse group of stakeholders (ministries, secretariats, civil society organizations, research institutions, academia, private sector as well as local farmers) defined the policy questions and scenarios and were consulted on the preliminary findings and final results. The grant presented the opportunity for UNEP to engage with the Ministry of Agriculture (MOA) for the first time and supported collaboration between the ministries of Agriculture and Environment. In most countries, a government official from the Ministry of Agriculture steered or co-steered the project steering committee. National Steering Committees have operated well on the whole, often with the engagement of senior Government officials. There was some engagement with other International Organizations (IOs) and International Non-Governmental Organization (INGOs) and national organizations, but increased outreach is considered to be needed going forward to upscale the approach.

## Conclusions

17. EUPI TEEBAgriFood has had numerous notable successes at the country level despite operating through the COVID-19 pandemic and a slow start-up due to the need to build buy-in in the partner countries. Key achievements include:

- The UPA work in Brazil is directly linked to two presidential decrees and a law
- A quick response by the TEEB team to a request by the Government of Indonesia to provide analysis on agroforestry supported the inclusion (for the first time) of agroforestry goals in the Medium-Term Development Plan (2020-2024). The assessment also illustrates the context in which a rapid/lighter application of the Framework can be effective.



- Integration of valuation studies into the undergraduate course introduced by ICAR on natural farming in 4 central universities and 51 State Agriculture Universities in India – demonstrating ownership of the TEEBAgriFood Framework and presenting a strong case for sustainability.
- UNEP working directly with the MOA in countries for the first time and building collaboration between the MOA and MOE, key forces for the realization of sustainable agricultural practices.
- The support of high-level champions, for example in [China](#), [Indonesia](#) and [India](#).

18. EUPI TEEBAgriFood has increased confidence in the TEEBAgriFood approach and demonstrated the role the Framework can play in policy development and implementation. The 10 EUPI studies provide a road map of how the Framework can be applied in different contexts and at different speeds and scale. However, a range of actions are needed to encourage uptake globally including – dissemination of accessible case studies and synthesized materials looking across the EUPI (and IKI) body of work and presenting recommendation and lessons of broad appeal and partnering more widely both in EUPI countries and internationally to identify new sources of funding and champions for the approach.

19. EUPI TEEBAgriFood has helped operationalize an integrated approach to policy development, critical for the achievement of the Sustainable Development Goals (SDGs). EUPI TEEBAgriFood has brought together Ministries that would not normally talk to each other and built working relationships between Ministries of Agriculture and Environment, who worked as co-chairs of the Project Steering Committees (PSCs) in most countries. Further, it has enabled UNEP to build relationships with the MOA in numerous countries, for the first time.

20. A cohesive and highly capable and professional UNEP TEEB team has been central to EUPI TEEBAgriFood's success both at the global and country level.

21. In addition to the evaluation criteria, the evaluation addressed the following key strategic questions:

- a) To what extent did the EUPI grant (TEEB AgriFood) contribute to the intervention strategy of the UNEP project "Valuing the Essentials" (PIMS ID 2026)?
- b) To what extent did the other grants implemented under the UNEP project "Valuing the Essentials" (PIMS ID 2026) contribute to the intervention strategy of the PIMS ID 2026?
- c) To what extent was the EUPI grant complementary with the other nine grants of the UNEP project "Valuing the Essentials" (PIMS ID 2026), in particular, the IKI grant "Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes" and the EUPI grant (through UNDESA) "Natural Capital Accounting and Valuation of Ecosystem Services" (NCAVES)?
- d) How effective and efficient was the delivery of the PIMS ID 2026 considering the project structure, i.e., ten grants implemented under it?



- e) In what ways, and to what extent, were the recommendations from the Mid-Term Evaluation<sup>4</sup> of the EUPI grant actioned upon?
- f) In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the grant?
- g) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

22. Key strategic questions b), c) and d) are addressed in Annex VI.

23. Question e) In what ways, and to what extent, were the recommendations from the Mid-Term Evaluation of the EUPI grant actioned upon? The grant satisfactorily addressed the MTE recommendations, especially in light of the fact that the MTE was not completed until February 2023, 10 months before grant closure. A number of the recommendations from the MTE were actioned within the project timeframe (e.g. around reporting), others have been taken into account in follow on work (e.g. through the IKEA follow on study in India). The proposed (second) project extension was not approved by the EU.

24. Question f): addressing the needs and interests of differentiated groups is integral to the TEEBAgriFood approach, if fully applied, and has, to varying degrees, been a feature of the ten EUPI TEEBAgriFood Assessments undertaken. There were, however, a few disaggregated indicators, relating solely to gender (participation in meetings and workshops) , which were not consistently reported against.

25. Question g): the grant adopted various mitigation measures in response to COVID-19 lockdowns including encouraging adoption of on-line team and steering committee meetings, capacity building national webinars and virtual global symposiums and encouraging national host institution partners to progress in areas that did not require primary data collections. However, progress was inevitably slower due to COVID-19 restriction and the 1-year extension granted to account for this.

26. Table A provides a summary of the ratings. Overall, the grant demonstrates a rating of 'Satisfactory'.

**Table A. Summary of project ratings**

| Criterion                                                                            | Rating                         |
|--------------------------------------------------------------------------------------|--------------------------------|
| <b>Strategic Relevance</b>                                                           | <b>Highly Satisfactory</b>     |
| 1. Alignment to UNEP MTS, POW and Strategic Priorities                               | Highly Satisfactory            |
| 2. Alignment to UNEP Donor/ Partner strategic priorities                             | Satisfactory                   |
| 3. Relevance to global, regional, sub-regional and national environmental priorities | Highly Satisfactory            |
| 4. Complementarity with existing interventions/ Coherence                            | Highly Satisfactory            |
| <b>Quality of Project Design</b>                                                     | <b>Moderately Satisfactory</b> |
| <b>Nature of External Context</b>                                                    | Moderately Unfavorable         |
| <b>Effectiveness</b>                                                                 | <b>Satisfactory</b>            |
| 1. Availability of outputs                                                           | Highly Satisfactory            |
| 2. Achievement of project outcomes                                                   | Satisfactory                   |
| 3. Likelihood of impact                                                              | Moderately Unlikely            |
| <b>Financial Management</b>                                                          | <b>Satisfactory</b>            |

<sup>4</sup> A Mid-Term Evaluation was commissioned by the EU.

| Criterion                                                     | Rating                    |
|---------------------------------------------------------------|---------------------------|
| 1. Adherence to UNEP's financial policies and procedures      | Satisfactory              |
| 2. Completeness of project financial information              | Moderately Satisfactory   |
| 3. Communication between finance and project management staff | Satisfactory              |
| <b>Efficiency</b>                                             | <b>Satisfactory</b>       |
| <b>Monitoring and Reporting</b>                               | <b>Satisfactory</b>       |
| 1. Monitoring design and budgeting                            | Moderately Unsatisfactory |
| 2. Monitoring of project implementation                       | Satisfactory              |
| 3. Project reporting                                          | Satisfactory              |
| <b>Sustainability</b>                                         | <b>Moderately Likely</b>  |
| 1. Socio-political sustainability                             | Moderately Likely         |
| 2. Financial sustainability                                   | Moderately Likely         |
| 3. Institutional sustainability                               | Moderately Likely         |
| <b>Factors Affecting Performance</b>                          | <b>Satisfactory</b>       |
| 1. Preparation and readiness                                  | Moderately Unsatisfactory |
| 2. Quality of project management and supervision              | Satisfactory              |
| 2.1 UNEP/Implementing Agency:                                 | Satisfactory              |
| 2.2 Partners/Executing Agency:                                | Satisfactory              |
| 3. Stakeholders' participation and cooperation                | Satisfactory              |
| 4. Responsiveness to human rights and gender equality         | Satisfactory              |
| 5. Environmental and social safeguards                        | Satisfactory              |
| 6. Country ownership and driven-ness                          | Satisfactory              |
| 7. Communication and public awareness                         | Satisfactory              |
| <b>OVERALL PROJECT PERFORMANCE RATING</b>                     | <b>SATISFACTORY</b>       |

### Lessons Learned

27. The TE identifies lessons of operational relevance for future project formulation and implementation.

28. **Lesson 1:** Consultation with proposed partner countries in the project design phase is important to avoid some delays in project implementation by confirming their interest and to address any potential conflicts.

29. **Lesson 2:** Multi-ministerial engagement is critical for building acceptance of the TEEBAgriFood approach and the uptake of policy findings, but this remains a challenge in many countries and requires on-going support.

30. **Lesson 3:** Applying the framework is complex and requires technical expertise and interdisciplinary teams. National research entities need sustained technical assistance and time to fully understand and apply the Framework for the first time, after which they should be able to apply it more independently and faster.

31. **Lesson 4:** Full application of the TEEBAgriFood approach is time consuming and resources intensive, it is therefore important to understand what evidence is likely to make a material difference to a policy decision and where a 'TEEBAgriFood lite' approach may be sufficient. This requires understanding the entry point and context for TEEB Evaluation as this will determine the level of effort and time it is likely to take to have a policy impact.

32. **Lesson 5:** It is important to be opportunistic and flexible to 'openings' for policy impact and be aware of fiscal and planning cycle so that policy recommendations are provided in a timely manner.

33. **Lesson 6:** Working with research entities linked to the Ministry of Agriculture is a promising model – it supports access to policy makers and sustainability, while fostering research consortia can be beneficial for collaboration and upscaling.
34. **Lesson 7:** Demonstration sites and the generation of primary data are critical for uptake at scale.
35. **Lesson 8:** The TEEBAgriFood approach can resonate with people if well communicated; communications targeted at different stakeholders is critical.
36. **Lesson 9:** Having TEEBAgriFood personnel based in countries makes a huge difference. There needs to be experts on the ground to provide on-going technical support *and* to build and sustain relationships with policy makers.
37. **Lesson 10:** To achieve change across businesses, the engagement of CEOs and decision makers is important. Further, application of the Natural Capital Protocol remains a highly theoretical and complex approach for many and simplified and localized guidance is needed.
38. **Lesson 11:** The TE of a grant as an evaluand is challenging, especially when its results framework doesn't clearly align with the overall project and there is no prior mapping of the compatibility between the two. While the combination of a TE of a core grant supplemented with strategic questions on the overall project offers a cost-effective approach and a deep dive into a core/pivotal grant, it affords less scrutiny of the project as a whole and its interconnectedness.

### **Recommendations**

39. The TE's twelve recommendations largely focus on increasing uptake and sustainability to enable the TEEBAgriFood approach to enter a more advanced stage of implementation, namely transitioning from the demonstration stage reflected in the EUPI grant /VtheE work, to a stage where the approach has wider global recognition and is the standard / preferred assessment approach for informing agricultural policy. The recommendations can inform the on-going IKEA Foundation's funded project in India, the EC DG INTRA proposal and other future applications of the TEEBAgriFood approach by UNEP and other partners.
40. **Recommendation 1:** UNEP should ensure greater compatibility of indicators and theories of change between EU funded projects/grants, UNEP grants and UNEP umbrella projects.
41. **Recommendation 2:** Future applications of the TEEBAgriFood Framework should set appropriate ambition levels /scope based on an understanding of operating context and likely timeframe to influence policy.
42. **Recommendation 3:** Follow-on projects / interventions should ensure integration of policy and business components at the outset to increase impact
43. **Recommendation 4:** Strengthen interministerial engagement including with Ministries of Finance and Planning.

44. **Recommendation 5:** Further simplify the Natural Capital Protocol guidelines in tandem with far greater awareness and capacity building to increase uptake of the guidelines and ultimately shift business practices.
45. **Recommendation 6:** Build a sustainable learning community and enhance South-South learning opportunities and regional cooperation, supported by accessible knowledge products.
46. **Recommendation 7:** Undertake capacity building tailored to the different stakeholders, based on a needs assessment in each current and proposed country of operation.
47. **Recommendation 8:** Develop sustainable finance and exit strategies to both finance further assessments and to support uptake of the policy recommendations
48. **Recommendation 9:** Strengthened partnerships with UN Regional office, and other projects and initiatives to increase uptake of approach
49. **Recommendation 10:** Increased focus on the generation of primary data, engagement with farmers and indigenous knowledge.
50. **Recommendation 11:** Strengthened communications and engage communication experts early on in the project cycle.
51. **Recommendation 12:** Strengthen human rights and gender dimensions in future TEEBAgriFood proposal and assessments

## 1 INTRODUCTION

52. In line with the UNEP Evaluation Policy<sup>5</sup> and the UNEP Programme and Project Management Manual<sup>6</sup>, the Terminal Evaluation (TE) of the European Union Partnership Instrument (EUPI) grant 'The Economics of Ecosystems and Biodiversity: promoting sustainable agriculture and food sector' (henceforth referred to as EUPI TEEBAgriFood or grant) is being undertaken at operational completion to assess performance (in terms of relevance, effectiveness and efficiency), and to determine outcomes and impacts (actual and potential) stemming from EUPI TEEBAgriFood, and their sustainability.

53. The TE has two primary purposes: (i) to provide evidence of results to meet accountability requirements; and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main EUPI TEEBAgriFood partners. The TE identifies lessons of operational relevance for future project formulation and implementation.

54. EUPI TEEBAgriFood, with a budget of USD 9,448,687, was the main grant of the UNEP project Valuing the Essential (PIMS ID 2026), which was composed of eleven grants and was implemented over the timeframe October 2018-December 2023<sup>7</sup>. The UNEP Evaluation Office decided to conduct a TE of EUPI TEEBAgriFood, instead of the overall PIMS ID 2026. However, the TE of the EUPI TEEBAgriFood includes strategic evaluation questions to assess the grant's contribution to the intervention strategy of the PIMS ID 2026 and a high level assessment of the other ten grants, with a focus on the IKI funded grant 'TEEB Implementation: Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes', and the EUPI funded grant 'Natural Capital Accounting and Valuation of Ecosystem Services' project (NCAVES). The other nine grants implemented under the PIMS ID 2026 produced a final report or an Operational Completion Report based on the donor's requirements (see Table A1 in Annex VI for more details on the 11 grants).

55. EUPI TEEBAgriFood started in January 2019 and was originally designed as a four-year intervention but received a one-year no cost extension until December 2023. The donor, the European Union (EU), agreed to extend the grant due to the delays in implementation primarily due to COVID-19. As a result, the PIMS ID 2026 was also extended through a project revision approved in July 2022 by 18 months. A Mid-Term Evaluation (MTE) of EUPI TEEBAgriFood was commissioned by the EU in 2022 and completed in February 2023.

56. The UNEP Economics of Nature Unit (formerly known as Ecosystem Services Economics Unit), part of the Biodiversity and Land Branch of the Ecosystems Division, was responsible for the implementation and execution of the EUPI grant and the overall PIMS ID 2026 project.

57. The target audience for the TE findings includes UNEP, donors and project partners both in the seven EUPI TEEBAgriFood countries and elsewhere.

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<sup>5</sup> <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

<sup>6</sup> <https://wecollaborate.unep.org>

<sup>7</sup> EUPI TEEBAgriFood received USD 9,448,687.50 from the European Union FPI, representing 52% of the total PIMS 2026 budget of USD 18,243,542. The eleven grants are: 1/ The Economics of Ecosystems and Biodiversity: promoting a sustainable agriculture and food sector (TEEBAgriFood) - the evaluand of this TE; 2/ TEEB Implementation: Supporting Biodiversity and Climate friendly land management in agricultural landscapes; 3/ Natural Capital Accounting and Valuation of Ecosystems Services (NCAVES); 4/ 2020 Government of Belgium Contribution for Climate Action (PEA Activities); 5/ TEEB for Agriculture and Food; 6/ Mainstreaming Biodiversity in the Mexican Agriculture Sector; 7/ Strengthening of External Control in the Environmental Sector; 8/ Restoring Landscapes in South Africa (ReLISA); 9/ Support the Publication and Dissemination of the Interim Report of TEEB for Agriculture and Food project; 10/TEEBAgriFood in Africa: assessing options to improve livelihoods; and, 11/ SIDA/NFL flexible contributions.

## 2 EVALUATION METHODS

58. The evaluator adopted a participatory approach by which key stakeholders were kept informed and consulted throughout the evaluation process. Close communication was maintained with the project team to promote information exchange and increase their (and other stakeholders') ownership of the evaluation findings.

59. The findings of the Evaluation are based on:

- (a) A **desk review** of:
  - Relevant background documentation, inter alia, technical reports and publications, tools
  - Project design documents, Annual Work Plans and Budgets, the logical framework and its budget
  - Project progress reports and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence
  - Project deliverables
  - MTE of the project commissioned by the EU
  - Key reports for the other grants under Valuing the Essentials.
- (b) **Interviews** (individual or in a group) with:
  - UNEP Project Manager (PM)
  - Project management team
  - UNEP Fund Management Officer (FMO)
  - Project partners, including the NCC, Ministries of Agriculture and Environment in the seven partner countries, Research institutes undertaking the assessments in the seven partner countries
  - Donor
  - Resource persons
  - Representatives from civil society and specialist groups at the country level (Brazil) through field visits
- (c) **Field visits** to selected demonstration sites with project partners in India and Brazil.

60. The evaluation framework is provided in Annex II. This sets out detailed evaluation questions against each of the evaluation criteria and associated data sources (documents and stakeholder interviews, surveys), building on the questions set out in the Terms of Reference (TOR). As set out in the TOR, the TE addresses the **strategic questions** listed below. These are questions of interest to UNEP and to which the grant is believed to be able to make a substantive contribution:

- (a) To what extent did the EUPI grant contribute to the intervention strategy of the UNEP project "Valuing the Essentials" (PIMS ID 2026)?
- (b) To what extent did the other grants implemented under the UNEP project "Valuing the Essentials" (PIMS ID 2026) contribute to the intervention strategy of the PIMS ID 2026?
- (c) To what extent was the EUPI grant complementary with the other nine grants of the UNEP project "Valuing the Essentials" (PIMS ID 2026), in particular, the IKI grant "Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes" and the EUPI grant (through UNDESA) "Natural Capital Accounting and Valuation of Ecosystem Services" (NCAVES)?
- (d) How effective and efficient was the delivery of the PIMS ID 2026 considering the project structure, i.e., ten grants implemented under it?

- (e) In what ways, and to what extent, were the recommendations from the Mid-Term Evaluation of the EUPI grant actioned?
- (f) In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the grant?
- (g) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

61. The key strategic questions a, b, c and d presented above are addressed in detail in Annex VI. This Annex also includes a high-level assessment of the performance of the IKI grant 'Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes' - which was implemented under the PIMS ID 2026 - against the following evaluation criteria: Project Design, Effectiveness (availability of outputs, achievement of outcomes and likelihood of impacts), Efficiency and Sustainability (socio-political, financial and institutional).

62. A detailed stakeholder mapping was undertaken as part of the inception phase of the evaluation (see Inception Report), from which stakeholders to be contacted for interview as part of the TE were selected. Stakeholders were grouped into Government, donor, UN, research institutes, private sector and other and key stakeholders from each category identified for interview.

63. In total, 80 people were interviewed as part of the TE (see Annex III). Of these 49% were in person (i.e. face to face interviews undertaken in Brazil or India) and 50% of interviewees were female. The number of country specific stakeholders interviewed were Brazil – 34, China – 4, India – 15, Indonesia – 1, Malaysia – 0, Mexico – 6 and Thailand – 3. Overall, 82% of stakeholders invited for an on-line interview accepted.

64. Of the seven project countries, two were selected for field visits – India and Brazil, one country from each region (Latin America and Asia). The field visits allowed for an in-depth assessment of EUPI TEEBAgriFood's achievements and challenges along with an appreciation of the sustainability of its outputs in the selected countries. Both countries selected benefited from the NCAVES grant and have active TEEB teams in country that could facilitate the visits. In India there is a follow-on initiative being funded by the IKEA Foundation affording the opportunity to explore any lessons adopted in this new phase and the anticipated impact of the follow-on work. Detailed mission plans were developed with the support of the project team. An interpreter was hired in Brazil to support interviews as required. For the five countries that were *not* visited by the evaluator - China, Indonesia, Malaysia, Mexico and Thailand, key stakeholders were invited for on-line interviews as set out in the Stakeholder mapping (see Inception Report).

65. With its normative focus, TEEBAgriFood was not designed to necessarily *directly* engage with potentially excluded groups (excluded by gender, vulnerability, disability or marginalization). Such groups should, however, benefit from the policy-on scenario assessments through the TEEBAgriFood Framework, and demonstration sites were a feature in some countries. The impacts of the TEEBAgriFood on gender and excluded groups were discussed with stakeholders and farmers and cooperatives were interviewed in Brazil. Country assessments and grant monitoring and reporting documents were reviewed for their inclusion of gender and marginalized groups in the analysis / approach and in their recommendations.

66. A preliminary findings workshop was held on the 3 December 2024, with core TEEB project team members, which presented and discussed the core findings of the Evaluation ahead of drafting the evaluation report. A draft report was circulated to the core TEEB team in

February 2025, and comments received on the draft were taken into consideration in the final report.

67. All information was collected according to the UN Standards of Conduct. The anonymity and confidentiality of the evaluation process/discussions was made explicit to all stakeholders at the start of each interview and the report is written to protect this principle. Where divergent views were expressed on any topic, the majority view has been supplemented with footnotes countering the majority position, or to explain why it did not hold in a specific case.

**Key Limitations** of TE are: (i) The budget for the Terminal Evaluation was limited amounting to 60 days for the evaluation of both the EUPI TEEBAgriFood grant and to produce a supplementary annex on the other ten grants. Evaluation of the EUPI TEEBAgriFood grant was resource intensive, given its global reach across 7 countries, complexity being embedded within the VtheE project, complex project design and change in indicators after Year 1; (ii) As anticipated, engagement in the TE was non-existent or low in some countries (Malaysia and Indonesia) due to turnover of staff and or difficulties reaching senior stakeholders; and, (iii) the work in most countries was finalized in late 2023, and therefore recall was an issue in some cases as stakeholders interviewed had not been engaged in the work for a while. This was even more of an issue in terms of stakeholders recalling the work of NCAVES and IKI, which ended in 2021 and 2022 respectively and other grants under VtheE.



## 3 THE PROJECT

### 3.1 Context

The agri-food sector depends on well-functioning ecosystems providing services such as pollination, biological plant protection and pest control, water regulation, soil formation and erosion prevention. However, the biodiversity and habitats that provide these critical ecosystem services are being depleted and degraded at unprecedented rates, partly by the agricultural sector itself. As stated in the grant (project) document, globally, food systems are the source of 60% of terrestrial biodiversity loss, 24% of greenhouse gas emissions, 33% of soil degradation, overfishing of 2% commercial fish populations and over-exploitation of 20% of the world's aquifers<sup>8</sup>.

68. Not only is global sustainability at stake partly due to a non-sustainable agricultural sector, but the agriculture sector is itself at risk because of the progressive degradation of the environment. This risk is typically not addressed due to a lack of awareness of the dependencies of agri-business on ecosystems functions and biodiversity, and the fact that the natural environment is often a 'public good' and farmers and agri-businesses are not incentivized to conserve nature.

69. The first phase of 'The Economics of Ecosystem Services and Biodiversity' (TEEB) project was conceived in 2007 and since then three phases have been concluded, laying a foundation of work globally, with many national case studies. However, policy debates in most countries continue to be dominated by unsustainable economic policies. The global transformation of the 2030 Agenda necessitates continued integration of ecosystems and economics, and as a result a new economic paradigm that puts nature at the core.

70. Core to EUPI TEEBAgriFood was the application of the **TEEBAgriFood Evaluation Framework**, which aims to capture *all* positive and negative impacts and externalities across the entire agri-food value chain and can be used to evaluate a policy, a business or an accounting question. The TEEBAgriFood Evaluation Framework is designed to capture trade-offs across capital stocks: (i) **natural capital**; (ii) **human capital**, e.g. techniques and technologies developed through Agricultural Knowledge, Science and Technology (AKST); (iii) **manmade capital**, e.g. agricultural plant and machinery; and, (iv) **social capital**, e.g. the community bonds that allow the co-management of common property resources so as to avoid the 'Tragedy of the Commons'<sup>9</sup>. It considers not only the flow of ecosystem services that the ecosystems in agricultural landscapes provide but also other impacts such as human health outcomes arising from decisions made across the value chain.

71. The work of the EUPI TEEBAgriFood represented the first time the methodological framework developed by TEEB was applied to an industrial sector, assessing scenarios with a view to promote informed change. The Framework was applied in seven countries – Brazil, China, India, Indonesia, Malaysia, Mexico, Thailand, to demonstrate interventions that stimulate positive livelihood and biodiversity benefits. Of note, while the grant focused on natural capital and ecosystem service flows, other forms of capital stock and other flows were also considered, where there was a causal link back to impacts on biodiversity. Further the grant aimed to bring together governments, business and other key actors from civil society

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<sup>8</sup> Giulietti, A. M., Harley, R. M., De Queiroz, L. P., Wanderley, M. D. G. L. and Van Den Berg, C. 2005. Biodiversity and Conservation of Plants in Brazil. *Conservation Biology*, (19): 632-639.

<sup>9</sup> Hardin, G. 1968. The Tragedy of the Commons. *Science*, (13)1243-1248.

to implement activities with a view to influencing decisions and behaviours in partner countries.

### **3.2 Results Framework**

72. EUPI TEEBAgriFood's expected impact as set out in its logical framework was - Public and private economic decision-making and business practices in partner countries increasingly address the health and productivity of ecosystem services across the life cycle in the agri-food sector and supply chains of EU businesses adopt sustainability standards. This impact was to be achieved through two outcomes, each with two related outputs:

- Outcome 1: Businesses and non-business actors (such as civil society, consumers, trade unions, regulators, local and national government etc.) use data and methods generated in the project to influence the sustainability of the agri-business sector.
  - Output 1.1: Scope of European policies, best practices and lessons learned in the application of various interventions in the agri-business sector and/or by private companies in the sector are reviewed by the EU partner countries
  - Output 1.2: Increased visibility of the EU as a global actor promoting biodiversity is highlighted in international fora and to the global community by means of outreach
- Outcome 2: Uptake of intervention options by business and non-business actors community via increased understanding and knowledge of the values of biodiversity and ecosystem services to achieve resilient, secure supply from the agri-food sector and subsequent adoption of the Natural Capital Protocol, leading to changes in the dominant business model.
  - Output 2.1: Assessments and recommendations provided for land use change and shifts in agricultural production systems and supply chains to increase agricultural resilience, reduce supply chain risks for private companies in the sector, and improve human health and reduce greenhouse gas production.
  - Output 2.2: Theory of change implemented, leading to a more level playing field between the agri-business sector of the EU and partner countries. This theory of change includes the promotion of natural capital and biodiversity accounting applying through the testing and application of the Natural Capital Protocol.

73. The grant's Theory of Change (TOC) is discussed in detail in Section 4.

### **3.3 Stakeholders**

74. The grant's outcomes depend on collaboration across a wide range of actors. The project (grant) document identifies five categories of stakeholders - Ministries and sub-national government, business community, national policy institutions and universities, agricultural community and international stakeholders. Their potential roles and responsibilities during implementation and the changes in behavior expected as a result of the interventions are summarized in Table 2 below.

**Table 2: Stakeholder Overview**

| Organization / group                                                              | Power/Interest over Project                                                                                                                                                                                                                                                            | Role and responsibilities in Project Implementation                                                                                                                                            | Changes in their behavior expected through implementation of the project                                                                                                                |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Type A: <i>High power / high interest = Key player</i></b>                     |                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                |                                                                                                                                                                                         |
| Ministries of Agriculture (MOA)                                                   | Lead on agricultural policy and regulations and application of TEEBAgriFood to inform decisions                                                                                                                                                                                        | Chair/co-chair of the national project steering committees. Mainstreaming policy outcomes, supported through the TEEBAgriFood assessments across government Champions of TEEBAgriFood Approach | Support mainstreaming of the TEEBAgriFood Evaluation Framework into decision making at the landscape scale.                                                                             |
| Ministries of Environment (MOE)                                                   | Key to mainstreaming policy outcomes across government, supported through the TEEBAgriFood assessments.                                                                                                                                                                                | Chair/co-chair the national project steering committees                                                                                                                                        | MoEs would forge closer ties with other ministries, and use the TEEBAgriFood valuation framework more widely following project completion, having realized the benefits of its approach |
| Sub-national government                                                           | Responsible for provincial /state level policies                                                                                                                                                                                                                                       | Engaged in various countries State level and /or landscape level assessments, e.g. in India, Brazil and China                                                                                  | Increased awareness and endorsement and uptake of approach and its findings                                                                                                             |
| Natural Capital Coalition (NCC)                                                   | Core partner and lead on NCP                                                                                                                                                                                                                                                           | Responsible for WP4                                                                                                                                                                            |                                                                                                                                                                                         |
| EUPI                                                                              | Donor                                                                                                                                                                                                                                                                                  | Engagement on Steering Committees and project oversight through in country delegates                                                                                                           |                                                                                                                                                                                         |
| <b>Type B: <i>High power/ low interest over the project =Meet their needs</i></b> |                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                |                                                                                                                                                                                         |
| Ministries of Water/ Planning/ Finance/ Economics                                 | At the outset interest was assessed as 'low' associated with a low appreciation of the benefits from ecosystems valuation. However, these core ministries have a role in financing biodiversity friendly change scenarios and/or land-use planning changes and /or water provisioning. | Engaged in Steering Committees and participation in workshops in some countries                                                                                                                | Biodiversity and ecosystem services would be better accounted for across these ministries.                                                                                              |
| Health Ministries                                                                 | At the outset interest was assessed as 'low' associated with a low appreciation of the benefits from ecosystems valuation Key role in addressing Potential health costs from agri-food practices.                                                                                      | Engaged in Steering Committees and participation in workshops in some countries (e.g. Thailand)                                                                                                | The benefits of valuing changes in morbidity and mortality from changes in biodiversity and ecosystems would be included in health care decision making                                 |
| Business community                                                                | Farmers and agri-business across the value chain are key change agents. Interest 'low' due to fact the case has not been made / low awareness                                                                                                                                          | Selected large businesses engaged through the NCC Farmers engaged at research sites, e.g. in India and Thailand and participated in workshops                                                  | Increased interest in and application of approach. Uptake of framework by the agri-food industry.                                                                                       |

| <b>Table 2: Stakeholder Overview</b>                                                           |                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                 |                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Organization / group</b>                                                                    | <b>Power/Interest over Project</b>                                                                                                                                                                                                                                                                                                                             | <b>Role and responsibilities in Project Implementation</b>                                                                      | <b>Changes in their behavior expected through implementation of the project</b>                                                                                      |
| Consumers                                                                                      | Limited control over project implementation but high interest in food systems that contribute positively to biodiversity conservation.                                                                                                                                                                                                                         | n/a                                                                                                                             |                                                                                                                                                                      |
| <i>Type C: Low power/ high interest over the project= Show consideration</i>                   |                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                 |                                                                                                                                                                      |
| National research institutions                                                                 | It is noted that in some countries research institutes were selected and/or had close working relationships with Government and would therefore be considered to have higher power                                                                                                                                                                             | Undertook TEEBAgriFood assessments with technical support from the TEEB Office and the international policy research community. | Increased capacity to undertake policy relevant analysis and uptake / dissemination of approach                                                                      |
| Agricultural community includes farmers' groups, NGOs, trade organizations and agri-businesses | Given the direct connection between livelihoods and biodiversity, particularly for communities and smallholder (especially women) farmers in areas adjacent to biodiversity-rich areas, the agricultural community have a high vested interest in the project. Agro-ecology and organics movement highly interested in the project but have limited influence. | Consulted and or engaged, in Assessments (e.g. Brazil). Engaged in workshops.                                                   | Greater awareness and support for sustainable food system practices analyzed Potential implementation of approaches depending on availability of financial resources |

### 3.4 Project implementation structure and partners

75. A diagrammatic representation of the governance structure of the VtheE project (PIMS ID 2026) and its implementation arrangements is given in Figure 1. Coordination of core project implementation (including of the EUPI TEEBAgriFood grant, was the responsibility of the Economics of Nature Unit (formerly the Ecosystem Services Economics Unit) within the Biodiversity and Land Branch. This Unit served as the institutional home for the TEEB Initiative responsible for the implementation and execution of the EUPI grant and the overall PIMS ID 2026. The Head of the UNEP Economics of Nature Unit was the project manager and reported to the Head of the Biodiversity and Land Branch of the Ecosystems Division.

76. The UNEP Economics of Nature Unit included the TEEB Secretariat. The TEEB Initiative had two governance entities: (i) **TEEB Advisory Board** (chaired by the UNEP Executive Director) with independent oversight role of the PIMS ID 2026; and (ii) the **EUPI grant (TEEBAgriFood)** with its own project Steering Committee, which fed into the TEEB Advisory Board.

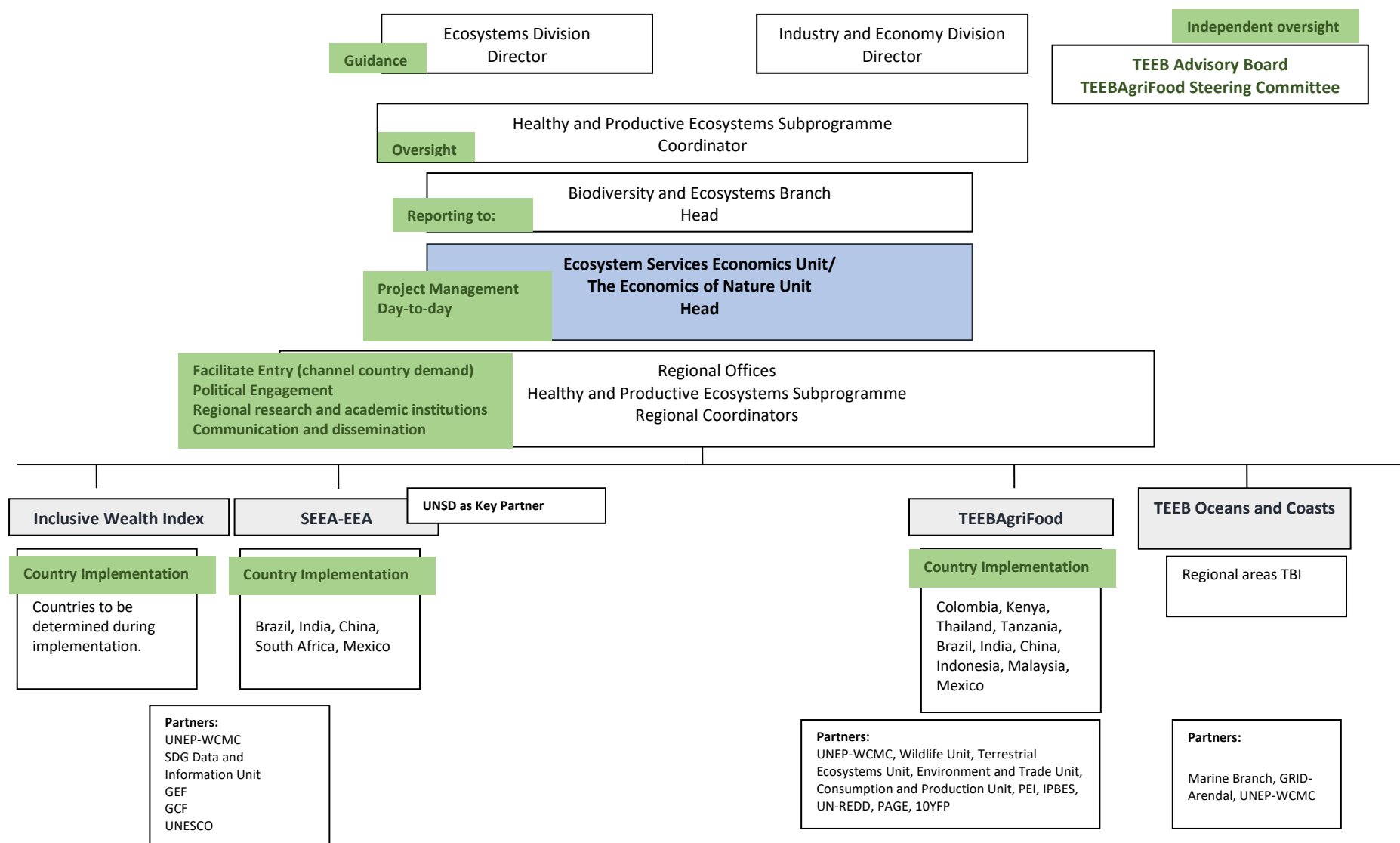


Figure 1. Organisational diagram of the implementation of the Valuing the Essentials Project

### 3.5 Changes in design during implementation

77. In Year 2 of the grant (2019), at the request of the donor, a new set of indicators and targets were selected from the EU standard indicator list. This meant that the grant was no longer measured / monitored based on the logical framework presented in the project (grant) document. In 2022, the EUPI grant's operational period was extended by 12 months, as a no-cost extension. The Mid-Term Evaluation (MTE) of the EUPI grant (completed in 2023) suggested an additional extension of six months to achieve the desired result, but this was not granted.

### 3.6 Project financing

78. The total budget was USD 9,831,187.50, comprised of USD 9,448,687.50 of Extra Budgetary (XB) funding from the European Union EU and USD 382,500 of in-kind contribution from the Environment Fund (Table 3).

**Table 3: Budget Summary (USD)**

| Type of funding | Source of funding                                                              | Details | Total                   |
|-----------------|--------------------------------------------------------------------------------|---------|-------------------------|
| <b>Cash</b>     | Environment Fund (EF) activity budget                                          | -       | -                       |
|                 | Regular Budget (RB) activity budget                                            | -       | -                       |
|                 | <b>TOTAL EF/RB BUDGET</b>                                                      |         | -                       |
|                 | Extra Budgetary Funding (XB) (posts + non-post + Programme Support Cost (PSC)) | EU      | USD 9,448,687.50        |
|                 | <b>TOTAL XB BUDGET</b>                                                         |         | <b>USD 9,448,687.50</b> |
| <b>In Kind</b>  | Environment Fund post costs                                                    |         | USD 382,500             |
|                 | Regular Budget post costs                                                      |         | 0                       |
|                 | <b>TOTAL IN-KIND BUDGET</b>                                                    |         | <b>USD 382,500</b>      |

## 4 THEORY OF CHANGE AT EVALUATION

79. The EUPI TEEBAgriFood project (grant) document did not include a TOC figure and accompanying narrative. As required by the TE, this has been created as part of the evaluation based on the grant's logical framework as presented in the project (grant) document (2018) and the TOC presented in the Valuing the Essentials (VtheE) project document (PIMS ID 2026) to which TEEBAgriFood contributed.

80. A TOC is presented as part of the evaluation to: (i) create a TOC specific to the EUPI grant compatible with the overall 'Valuing the Essentials' TOC. This facilitated an evaluation of the extent to which EUPI TEEBAgriFood contributed to the VtheE project and UNEP's programme of work; and, (ii) refine the phrasing of results statements to be consistent with UNEP definitions (as part of the TOC construction); (iii) enable a discussion of the grant's progress along its causal pathways, as originally envisioned at design, and thereby provide additional insights into the grant's achievements given the high level indicators used to monitor the grant from year 2 (see Section 5.4). The TOC at Evaluation is presented in Figure 2.

81. Table 4 summarizes the grant's outcomes and outputs as presented in the Logical Framework of the approved project (grant) document (2018) and the revisions used in the evaluation. The revisions take into account the Valuing the Essential Project TOC and the narrative text of EUPI TEEBAgriFood project document including its workplans and Expected Results, as elaborated on below.

82. UNEP defines an **outcome** as a change at institutional level, or changes in behaviours, attitudes or conditions achieved from the use (i.e., uptake, adoption, application) of outputs by intended beneficiaries (UNEP Glossary of Results Definitions, 2023). An **output** is the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities, and awareness of individuals or within institutions (UNEP Glossary of Results Definitions, 2023). EUPI TEEBAgriFood's impact was to be achieved through two outcomes as set out in its logical framework, as presented below with their associated outputs.

83. **Outcome 1: Businesses and non-business actors (such as civil society, consumers, trade unions, regulators, local and national government etc.) use data and methods generated in the project to influence the sustainability of the agri-business sector.** Outcome 1 was to be measured by the number of businesses and non-business stakeholders that use data and methods generated in the project/grant.

84. Outcome 1 was designed to be achieved through two outputs. From the description of the outputs and activities below it is not clear how actors would be in a position to use the data and methods generated by the project/grant through the associated outputs, as output 1.1 is focused on scoping the interventions at EU and partner country level, setting up institutional groups to support and define the case studies to be undertaken, while output 1.2 has a focus on dissemination. **Outcome 1** has been rephrased as: **Business and non-business actors in EU partner countries champion application of TEEBAgriFood Evaluation Framework and are ready to use the data and methods generated by the project/grant.**

85. **Output 1.1 Scope of European policies, best practices and lessons learned in the application of various interventions and/or by private companies in the sector are reviewed by the EU partner countries.** Based on the logical framework there are five activities related to this output (linkages to the eight work packages set out in the project (grant) document are also noted):



- A1.1.1: Critical Review of agriculture and/or biodiversity Instruments / interventions needed to modify production processes in the agrifood sector **in the EU and across all selected EU partner countries** including but not limited to sustainability standards (WP1 and 2). Based on the indicators, this was to include country specific stakeholder surveys to determine current (perceived) agri-food sustainability performance and baseline studies to determine current level of understanding of links between ecosystems and agriculture. Reviews were to be undertaken jointly with the TEEB Secretariat.
- A1.1.2: Support countries to priorities study areas for ecosystems valuation (TEEB-Agri-Food) (WP3). Based on the indicators in logical framework this was to include consultative meetings and the **creation of inter-institutional groups**.
- A1.1.3: In consultation with the EU and in-country Ministries scope, determine and refine case studies to be developed (WP3). Based on the indicators in the logical framework this was to include appointing **Programme Management Units** in the partner countries.
- A1.1.4: Develop national capacity building strategies and a global strategy on TEEB Agri-Food.
- A1.1.5: Development of operational guidance on 'How and why to value biodiversity and ecosystem services applying the TEEB AgriFood Evaluation Framework' for government, farmers, agri-business and civil society.

86. The output statement has been rephrased to align with UNEP definitions to: ***Business and non-business actors in EU partner countries have reviewed European policies, best practices and lessons learned on the application of various interventions in the agri-business sector and/or by private companies.*** It is noted that the output also has a capacity building activity (A1.1.4) and activities building institutional capacity (A1.1.2 and A1.1.3)

87. **Output 1.2: Increased visibility of the EU as a global actor promoting biodiversity is highlighted in international fora and to the global community by means of outreach.** This output is focused on the increased visibility of the EU as a result of the project. This was to be achieved through events organized and articles highlighting the role of the EU in promoting biodiversity.

- A1.2.1: Presentation or roundtable discussion of results at international conferences
- A1.2.2 Session on sustainable land use and value chains at Regional Ministries Forums
- A1.2.3: Develop outreach materials promoting work of project and EU

88. The output has been rephrased to clarify that the beneficiaries of this grant are globally actors in general (not just the EU). ***Output 1.2: Businesses and non-business actors globally have increased awareness of sustainable alternatives and of the EU as a global actor promoting biodiversity through international fora and outreach.***

89. **Outcome 2: Uptake of intervention options by business and non-business actors community via increased understanding and knowledge of the values of biodiversity and ecosystem services to achieve resilient, secure supply from the agri-food sector and subsequent adoption of the Natural Capital Protocol, leading to changes in the dominant business model.** This was to be measured by the (i) Number of country specific stakeholder groups that demonstrate enhanced understanding of the value of biodiversity and ecosystem services to achieve resilient, secure supply from the agri-food sector [links to original Outcome 1]; (ii) Number of additional businesses that have adopted the Natural Capital Protocol (NCP) based on TEEB application (baseline zero – assumes no business already apply it) [links to original Outcome 1]; (iii) Number of country specific stakeholder groups that have applied the TEEB Agri-Food methodology [links to original Outcome 1]. Where stakeholder groups include - private sector, civil society, academia, consumers, trade unions, regulators, local and national government. **Outcome 2** has been revised to: ***Business and non-business actors uptake intervention options to increase agricultural resilience and support a transformation towards***



**sustainable agricultural practices, and a more level playing field between the agri-business sector of the EU and partner countries.**

90. Outcome 2 was also to be achieved by 2 outputs. These outputs are sequential, with output 2.1 focused on the assessments undertaken through TEEBAgriFood Framework and Natural Capital Protocol, while output 2.2 relates to the implementation of the recommendations in line with the specific theories of change of the assessments undertaken.

91. **Output 2.1 Assessment and recommendations provided for land use change and shifts in agricultural production systems and supply chains to increase agricultural resilience, reduce supply chains risks for private companies in the sector, and improve human health and reduce greenhouse gas production.** Output 2.1 was to be measured by the number of assessments with associated recommendations for action provided using the TEEBAgriFood Framework and the number of inter-institutional groups informed of the recommendations resulting from the application of the TEEB Agri-Food Framework. It is noted that the institutions were to be established under Activities A.1.1.2 not this output. The output has two main activities: A2.1.1 Comparative assessment – Business as Usual vs the intervention (WP5) and, A2.1.2: Training workshops on scenario analysis (WP5), both on application of scenario analysis and on understanding the scenario analysis.

92. **Revision Output 2.1: Businesses and non-business actors capacitated to undertake assessment that deliver recommendations for land use change and shifts in agricultural production systems and supply chains to increase agricultural resilience, reduce supply chains risks for private companies in the sector, improve human health and reduce greenhouse gas production.**

93. **Output 2.2: Theory of change implemented, leading to a more level playing field between the agri-business sector of the EU and partner countries. The theory of change includes the promotion of natural capital and biodiversity accounting through the testing and application of the Natural Capital Protocol.** Based on available information on the outputs (indicators and activities) this output is focused on building buy-in to the proposed theory of change (TOC) relating to the specific country assessments and building the capacities to adopt the theory change. Output 2 was to be measured by: (i) number of interventions recommended by the Theory of Change assessed using the TEEBAgriFood Framework result level; and, (ii) number of *Opportunities Reports* developed based on the recommendations of the Theory of Change. However, the opportunities reports are not cited at the activity level in the logical framework. Activities related to Output 2.2 are described below:

94. A2.2.1: **Develop a theory of change**, i.e. which actors and institutions would need to be involved, what actions would need to be taken, and what obstacles overcome to enact change. This was to be measured by: (i) the number of outlines of Theory of Change conducted; (ii) number of country specific surveys carried out to elicit stakeholders' views on intervention options proposed by the grant, and change required; (iii) number of roundtable discussions/workshops held to discuss Theory of Change (change agents, governance, institutional capacity etc.); (iv) number of PMU and inter institutional meetings held to develop/agree strategy. That is, it was expected that the TOC would undergo extensive consultations to develop buy in from all actors.

95. A2.2.2: **Promote institutional reform to implement change.** This was to be measured by: (i) Number of businesses provided training on NCP adoption [this relates to outcome 1]; (ii) Number of innovative country-specific learning tools (such as e-learning courses) developed in local language, targeting businesses; (iii) number of country-specific evaluation and advocacy tools for civil society, consumers developed in local languages; (iv) Number of roundtable discussions/workshops held to promote grant outcomes (12 for business, 6 for other stakeholders); (v) Number of PMU meetings held to discuss grant outcomes and grant

sustainability; (vi) Number of workshops organized to share best practices in each country on their application of the reports and policy options. This suggests a focus on training and consultations, it is not clear from the description of activities that policy revision and change in business practices would be implemented / realized.

96. **Output 2.2 revision: *Theory of change including promotion of natural capital and biodiversity accounting through the testing and application of the Natural Capital Protocol developed and capacity of stakeholders for the ToC implementation built.***

97. In addition to the reformulation of the outcomes and outputs:

- (i) Drivers have been included in the ToC
- (ii) Assumptions have been consolidated and some additional assumptions included
- (iii) An impact compatible with the VtheE has been added
- (iv) Intermediate states have been included. One is related to the original EUPI Impact, while the second aligns with the VtheE project's TOC. It is noted that the other intermediate states from the VtheE TOC are embedded in the EUPI TEEBAgriFood Outcome 2 (intermediate state 1).

98. UNEP defines an **Assumption** as a significant external factor or condition that should be present for the realization of the intended results but is beyond the influence of the project and its partners, they could therefore pose a risk if not met (UNEP Glossary of Results Definitions). The logical framework specifies four assumptions to achieve the outcomes (move from outputs to outcomes) and two assumptions to move from outcome to impact (see Table 4) The narrative of the project (grant) document also notes additional assumptions<sup>10</sup>. A consolidated set of assumptions are set out in the TOC (Figure 2) with key changes noted in Table 4, which also sets out assumptions and drivers specified in both the EUPI TEEBAgriFood and VtheE project documents.

99. **Drivers** are a significant external factor that, if present, is expected to contribute to the realization of the intended results of a project. Drivers can be influenced by the project and its partners (UNEP Glossary of Results Definitions). The Project's Logical Framework did not include drivers, however, the VtheE TOC identified two key drivers (Table 5).

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<sup>10</sup> The following key assumptions are noted in the project (grant) document: (i) Partner countries and change agents within these countries share the overall objective of the project (grant); (ii) Partners' commitment to devote resources (including human resources) to support dialogue and the smooth and timely implementation of the activities. The following assumptions are also noted under specific work packages in the project (grant) document: (i) Agri-businesses are receptive to take action and implement change (WP4); (ii) key stakeholders have a high level of buy-in and agree the benefits (net of costs) of the (proposed) change (WP6).

**Table 4: TEEBAgriFood - Justification for Reformulation of Results Statements**

| Formulation in original project document(s)                                                                                                                                                                                                                                                      | Formulation for Reconstructed ToC at Evaluation Inception (RTOC)                                                                                                                                                                                                                                               | Justification for Reformulation / Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>IMPACT</b>                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Public and private economic decision-making and business practices in partner countries increasingly address the health and productivity of ecosystem services across the life cycle in the agri-food sector and supply chains of EU businesses adopt sustainability standards                   | Healthy ecosystems provide a secure supply of ecosystem services and goods for human wellbeing                                                                                                                                                                                                                 | The Impact of EUPI TEEBAgriFood has been aligned with the impact of the Valuing the Essentials project (see Annex VI).<br>The original EUPI impact aligns with intermediate state No 2. of Valuing the Essential Project – 'Public and private economic decision making increasingly aligns with ecosystems health and productivity objectives and targets' and has been included as an intermediate state below. It has been included as an intermediate state in the TOC at Evaluation                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>INTERMEDIATE STATES</b>                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Not included                                                                                                                                                                                                                                                                                     | Countries manage (human impacts on) marine and terrestrial ecosystems and restore their long-term functioning and the supply of ecosystem goods and services.                                                                                                                                                  | This intermediate state aligns with the Valuing the Essentials theory of change and indicates that restoration and sustainable supply of ecosystems goods and services requires widespread uptake of TEEBAgriFood assessment findings by both the private and public sector.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Not included                                                                                                                                                                                                                                                                                     | Public and private economic decision-making and business practices in <b>partner countries</b> increasingly address the health and productivity of ecosystem services and <i>social equity</i> across the life cycle in the agri-food sector and supply chains of EU businesses adopt sustainability standards | The EUPI TEEBAgriFood impact statement is considered to be an intermediate state. Post EUPI TEEBAgriFood further steps are needed to effect a transformation in agrifood systems, piloting and implementation of assessment findings, changes in policies and regulations to standardise approaches and scale.<br>Notes: (i) Not clear how sustainability standards linked to EU supply chains were to be measured/ captured by the grant; (ii) 'increasingly address' terminology suggests 'work to be done' post the grant – supporting framing of impacts as intermediate state; (ii) social equity added to better reflect the scope of the assessments                                                                                                                                                                                                                                     |
| <b>PROJECT (GRANT) OUTCOMES.</b>                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Outcome 1: Businesses and non-business stakeholders and change agents (such as civil society, academia, consumers, trade unions, regulators, local and national government etc.) use data and methods generated in the project/grant to influence the sustainability of the agri-business sector | Business and non-business actors in EU partner countries champion application of the TEEBAgriFood Evaluation Framework and are ready to use the data and methods generated by the grant.                                                                                                                       | Reformulated to better reflect / link to outputs and align with UNEP definitions. Outcome 1 was designed to be achieved through two outputs. From the description of the outputs and activities, output 1.1 is focused on scoping of interventions at partner country level, setting up institutional groups to support the assessments and defining the case studies to be undertaken, while output 1.2 has a focus on dissemination. It also develops operational guidance. It is noted that the output also has a capacity building activity (A1.1.4) and activities building institutional capacity (A1.1.2 and A1.1.3). Outcome 1 does <b>not</b> therefore relate to the use of the methods, which is the domain of Outcome 2.<br>Notes: (i) Outcome, notably output 1.1. needs to be achieved for Outcome 2 to be realized; (ii) Reflects the WP steps (1-4); (iii) The Outcome includes |

| Formulation in original project document(s)                                                                                                                                                                                                                                                                                                       | Formulation for Reconstructed ToC at Evaluation Inception (RTOC)                                                                                                                                                                                                            | Justification for Reformulation / Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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|                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                             | both businesses and non-business actors, reflecting the integration between businesses and policy makers/non-business actors envisaged in the project / grant design.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Outcome 2: Uptake of intervention options by the agri-business community via increased understanding and knowledge of the values of biodiversity and ecosystem services to achieve resilient, secure supply from the agri-food sector and subsequent adoption of the Natural Capital Protocol, leading to changes in the dominant business model. | Business and non-business actors uptake intervention options to increase agricultural resilience and to support a transformation towards sustainable agricultural practices and a more level playing field between the agri-business sector of the EU and partner countries | <p>Reformulated to align with outputs supporting this outcome.<br/>Text on level playing field elevated from output 2.2.<br/>Outcome 2 was to be achieved through 2 outputs. These outputs are sequential, with output 2.1 focused on the assessments undertaken through TEEBAgriFood Framework and Natural Capital Protocol, while output 2.2 relates to the implementation of the recommendations in line with the TOC reflected in the assessments undertaken.</p> <p><b>Aligns with VtheE Theory of Change:</b></p> <ul style="list-style-type: none"> <li>• Outcome 2: Countries have implemented measurements and valuations of ecosystem services at regional and/or national level</li> <li>• Outcome 3: Policies adopted and/or influenced in the countries of implementation. Output 3.4– policy recommendations and influence for agricultural management in 10 countries (includes EUPI &amp; IKI)</li> <li>• Intermediate state 1 - Policy makers in public and private sector test the inclusion of the health and productivity of ecosystems in economic decision making and integrated management and planning</li> </ul> <p>Note: Not clear how a level playing field was to be measured.</p> |
| <b>OUTPUTS</b>                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 1.1: Scope of European policies, best practices and lessons learned in the application of various interventions in the agri-business sector and/or by private companies in the sector are reviewed by the EU partner countries                                                                                                                    | 1.1. Business and non-business actors in EU partner countries have reviewed European policies, best practices and lessons learned on the application of various interventions in the agri-business sector and/or by private companies                                       | The output descriptor has been rephrased to align with UNEP definitions<br>Output 1.1 aligns with Expected Result 1: European policies, best practices and lessons learned in the application of various interventions in the agri-business sector and/or by private companies in the sector are evaluated by the respective administrations, operators and civil society of the EU partner countries in scope.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 1.2: Increased visibility of the EU as a global actor promoting biodiversity is highlighted in international fora and to the global community by means of outreach                                                                                                                                                                                | 1.2: Businesses and non-business actors globally have increased awareness of the EU as a global actor promoting biodiversity through visibility at international fora and outreach.                                                                                         | The output has been rephrased to clarify that the beneficiaries of this are globally actors in general (not just the EU).<br>Aligns with Expected Result 5: Increased visibility of the EU as a global actor promoting biodiversity highlighted in international fora, with outreach and dissemination to the global community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2.1: Assessments and recommendations provided for land use change and shifts in agricultural production systems and supply chains to increase agricultural resilience, reduce supply chain risks for private companies in the sector, and improve human                                                                                           | 2.1: Businesses and non-business actors capacitated to undertake assessment that deliver recommendations for sustainable land use change and shifts in agricultural production systems and supply chains to increase agricultural                                           | Aligns with Expected Result 2: Enhanced understanding and application of the TEEBAgriFood methodology to the agri-business sector for the EU partner countries in scope, and enhanced understanding of the values of biodiversity and ecosystem services to achieve resilient, secure supply from the agri-food sector. A menu of proposed options for changes in the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Formulation in original project document(s)                                                                                                                                                                                                                                                                          | Formulation for Reconstructed ToC at Evaluation Inception (RTOC)                                                                                                                                                                      | Justification for Reformulation / Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| health and reduce greenhouse gas production.                                                                                                                                                                                                                                                                         | resilience, reduce supply chains risks for private companies in the sector, improve human health and reduce greenhouse gas production.                                                                                                | agri-food sector for the EU partner countries in scope are assessed under the TEEBAgriFood Framework<br>Aligns with Expected Result 3: Recommendations are provided for both land use change and shifts in agricultural production systems and supply chains that have the potential to increase agricultural resilience, reduce supply chain risks for private companies in the sector, improve human health and reduce greenhouse gas production.                                                                                                                                                                                                                                                                                    |
| 2.2: Theory of change implemented, leading to a more level playing field between the agri-business sector of the EU and partner countries. This theory of change includes the promotion of natural capital and biodiversity accounting applying through the testing and application of the Natural Capital Protocol. | 2.2. Theory of change including promotion of natural capital and biodiversity accounting through the testing and application of the Natural Capital Protocol developed and capacity of stakeholders for the ToC implementation built. | The original text 'more level playing field between the agri-business sector of the EU and partner countries' is captured at the revised outcome level.<br>Based on available information on the outputs (indicators and activities) this output is focused on building buy-in to the proposed TOC and building the capacity to adopt the theory change.<br>Aligns with Expected Result 4: Roadmap of concrete steps to implement a change developed and implemented, leading to a more level playing field between the agri-business sector of the EU and partner countries. This includes the promotion of natural capital and biodiversity accounting applying through the testing and application of the Natural Capital Protocol. |

**Table 5: Overview of Assumptions and Drivers**

| EUPI TEEBAgriFood LogFrame                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | VtheE LogFrame/TOC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Reformation for TOC & Justification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ASSUMPTIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Outputs to Outcomes</p> <p>(i) Cooperation and engagement of stakeholders involved in the shift towards sustainability in the agri-buisness sector for each partner country (Output 1.1);</p> <p>(ii) Continued commitment from PMU members and wider stakeholder community (Output 1.2);</p> <p>(iii) Continued political commitment from Ministries vis a vis providing access to national data set to allow assessments to be carried out (Output 2.1);</p> <p>(iv) Continued commitment from PMU members and wider stakeholder community</p> <p>There are also 5 assumptions at Activity level: (i) EC PI can provide inputs vis a vis the determination of appropriate host research institutes A1.1.1.); (ii) commitment from PMU members (A1.1.3.); (iii) continued political commitment from Ministries vis a vis providing access to national data set to allow assessments to be carried out (Activity A2.1.1; (iv) Continued commitment from PMU members and wider stakeholder community (Activity A2.2.1 &amp; A2.2.2)</p> | <p>(i) Political will and world views change. This assumption is linked to the second driver. Increased knowledge, understanding and capacity is assumed to bring about a shift in values; (ii) The SDGs are the primary focus for national and global development planning; (iii) valuation includes the use of approaches that provide both monetary and non-monetary values, and that the latter are afforded appropriate weight in decision-making. For this, the first assumption needs to be met.</p> <p><b>Valuing the Essentials</b> project document Table 11 Economic and Ecosystem Project and Risk Log. Includes the following risks related to the project: Output 2.3: TEEB Agri-food scenarios analysis study reports developed for each country. Risk / Assumption - policy mainstreaming requires the buy-in of various line ministries</p> <p>Output 3.4. Policy recommendations and scenarios prepared for agricultural management. Risks / Assumptions: (i) pro conservative scenarios are not revealed to be economically efficient; (ii) Agri-business unresponsive to project's design and implementation and yet are key to change agents; (iii) Notwithstanding the generation of economic evidence of the benefits of pro-conservative agricultural landscape management, governments do not change policies</p> | <p>1/ Continued political commitment from policy makers and agri-food sector representatives.</p> <p>2/ Access to national datasets needed for assessments and ability to generate key additional data</p> <p>3/ Research institutes engaged in each country have sufficient capacity and expertise to deliver credible assessments and are trusted by decisions makers.</p> <p>4/ Key stakeholders have a high level of buy-in to the findings (Outcome 2); This links to assumption 3 and relies on a willingness to be led by the science.</p> <p>5/ Decision makers (Policy makers &amp; agri-businesses) are willing to act in the findings and implement change (Outcome 2).</p> <p>6/ Policy interventions promote human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalized/vulnerable groups.</p> <p><b>Note:</b> There is no dedicated result related to human rights, gender and inclusion within the EUPI AgriFood results framework<sup>11</sup>. Therefore, an assumption has been included in the TOC to address this.</p> |

<sup>11</sup> The VtheE under Outcome 3 (policies adopted and/or influenced in countries of implementation), includes an indicator related to gender– number of reports that consider impacts on gender made available. The target is 7 and is assumed to relate to the EUPI TEEBAgriFood project. Further, Output 3.4 of the VtheE project framework notes that there will be trade-offs as some stocks/flows will be higher under the policy-on scenario and some lower, compared to Business as Usual (BAU), and that some stakeholders would benefit from these changes, while others would be worse off. It will be important to ensure stakeholder disaggregation, particularly in relation to gender.

| EUPI TEEBAgriFood LogFrame                                                                                                                                                                                                                                                         | VtheE LogFrame/TOC                                                                                                                                                                                                      | Reformation for TOC & Justification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Outcomes to Impact<br/>(i) Continued commitment from non-governmental / non-business change agents in the PMU (Outcome 1); (ii &amp; iii) Continued commitment from agrifood sector representatives and other stakeholders in PMU other stakeholders on the PMU (Outcome 2)</p> | <p>(i) Continued commitment from non-governmental / non-business change agents in the PMU and project champions; (ii) sufficient capacity generated; (iii) follow on projects secured</p>                               | <p>7/ Continued commitment from government and business change agents.<br/>8/ Senior project champions are actively engaged and promote upscaling / replication of the approach<br/>9/ Follow on projects and funding secured<br/>10/ Policies adopted by Governments and business are well implemented and have a measurable impact on the environment and human wellbeing</p>                                                                                                                                                                                                                                                                                                          |
| <b>DRIVERS</b>                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>Not specified</p>                                                                                                                                                                                                                                                               | <p>(i) Importance of collaborative frameworks understood when it comes to managing people within ecosystems<sup>12</sup>; (ii) Current economic systems and its metrics undergo willful transformation<sup>13</sup></p> | <p>1/ Cooperation and engagement of stakeholders. This is a core feature of the project supported through the setting up of steering committees with diverse representation, country level PMUs, stakeholder led assessments and project led workshops.<br/>2/ Commitment from PMU members,<br/>3/ Development of convincing policy alternatives to BAU, supported by backstopping by the TEEB team, capacity building and peer review.<br/>4/ Knowledge sharing and comms to build buy-in to the approach and to findings and influence decision makers<br/>5/ EUPI TEEBAgriFood works in conjunction with the other work conducted under the UNEP project 'Valuing the Essentials.</p> |

<sup>12</sup> This driver is under the control of the VtheE project as implementation of project outputs will necessitate collaboration.

<sup>13</sup> The project outputs will drive this by illustrating the need for economic transformation. However, this also assumes that behaviours will change as a result of having capacity and knowledge, so can also be seen as an assumption

100. UNEP defines **Intermediate states** as changes beyond the Project Outcome(s) that are required to contribute towards the achievement of the intended impact of a project (UNEP Glossary of Results Definitions, 2023). The VtheE Theory of Change included three intermediate states, as reported below. These intermediate states have been taken into consideration in the construction of the TOC for EUPI TEEBAgriFood:

- (i) Policy makers in the public and private sector continuously test the inclusion of the health and productivity of ecosystems in economic decision-making, in order to eventually more effectively integrate ecosystems into economic decision-making.
- (ii) Public and private economic decision-making increasingly aligns with ecosystem health and productivity objectives and targets. This will be reinforced by a positive feedback loop; as incentives and subsidies promote sound economic decision-making that conserve ecosystems, economic returns from the sustainable use of ecosystems will begin to outweigh unsustainable use, reinforcing the alignment of economics and ecosystem health.
- (iii) Countries manage human impacts on marine and terrestrial ecosystems to maintain and restore their long-term functioning and the supply of ecosystem goods and services.

101. Intermediate states are not specifically reported in the EUPI TEEBAgriFood project (grant) document but can be implied from the narrative. The project (grant) document notes that 'the breadth and depth of the problem of the economic invisibility of nature means that it is unlikely that, in the medium term, the *overall ambition* can be fully realized for all sectors and for all landscapes. The ongoing work (particularly taking a 'capitals' approach) is about developing an enabling environment which encourages decision-makers – in particular economic planners – to consider the values of ecosystems and biodiversity in economic and development strategies. The assumption is then that follow-up projects – both within the seven countries in scope and globally will be needed to continue contributing towards embedding the TEEB vision.

102. UNEP defines **Impacts** as long-lasting results arising, directly or indirectly from a project. Impacts are intended positive changes related to UNEP's mandate (UNEP Glossary of Results Definitions, 2023). The ultimate impact of EUPI TEEBAgriFood as stated in its logical framework (Project Document, 2018) is: "Public and private economic decision-making and business practices in partner countries increasingly address the health and productivity of ecosystem services across the life cycle in the agri-food sector and supply chains of EU businesses adopt sustainability standards". This aligns with the VtheE intermediate state number 2. The EUPI TEEBAgriFood TOC at Evaluation adopts the [long-term] impact of the VtheE - as stated by the UNEP Medium-Term Strategy 2018-2021 Outcome Map Subprogramme's (Healthy and Productive Ecosystems) *2030 impact* - that "healthy ecosystems provide a secure supply of ecosystem services and goods for human wellbeing".

103. Figure 2 sets out the casual links from the outputs to impact. Outcome 1 – 'Business and non-business actors in EU partner countries champion application of EUPI TEEBAgriFood Evaluation Framework and are ready to use the data and methods generated by the project' links to all outputs but is initiated through Output 1.1. Output 1.1 includes numerous foundation activities including the collaborative scoping of interventions at partner country level, setting up institutional groups (Steering Committees and PMUs) to support the assessments and defining the case studies to be undertaken. It also develops operational guidance and includes capacity building. It therefore helps to build champions and position countries institutionally to apply the

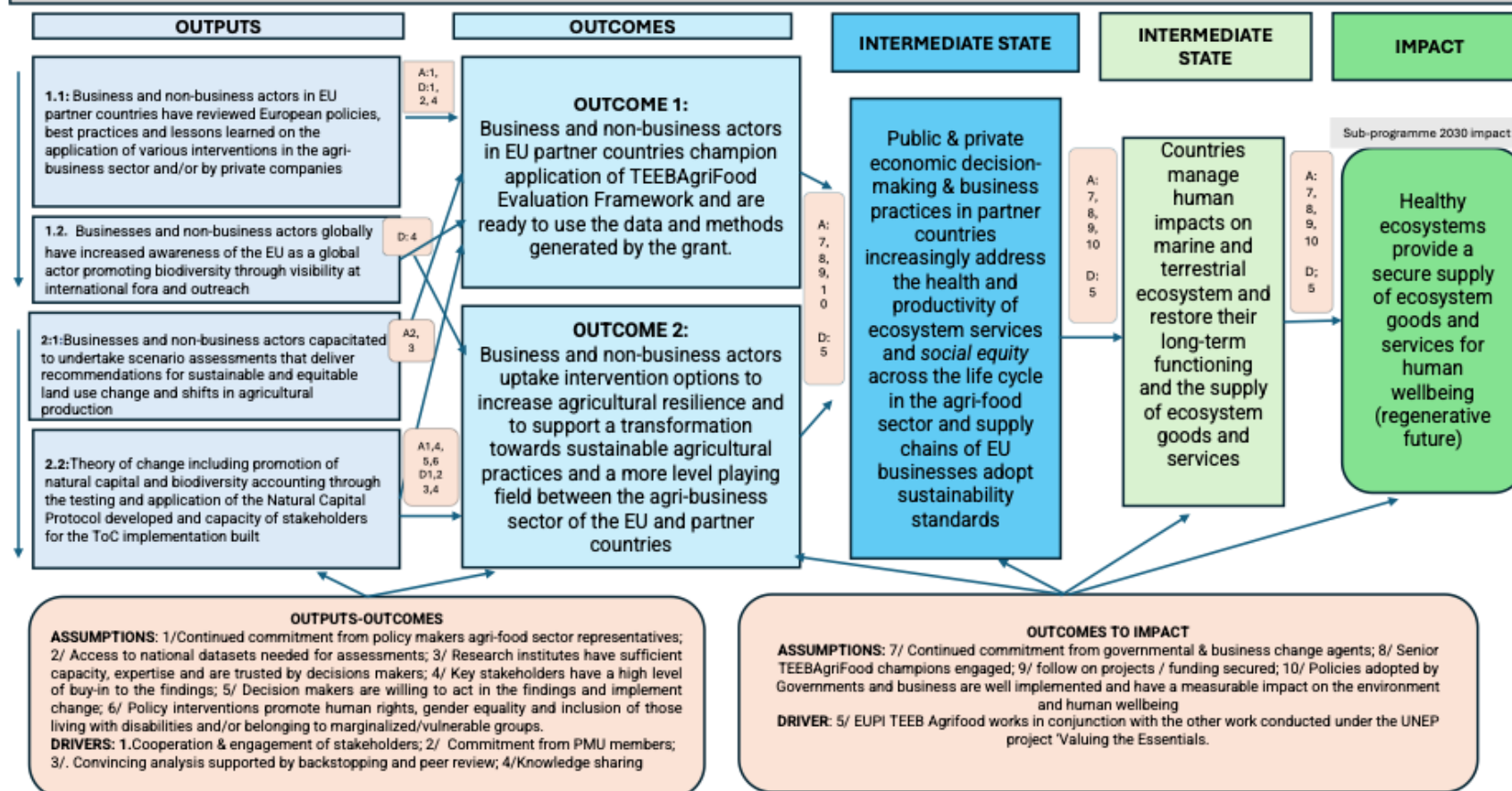


EUPI TEEBAgriFood approach. Output 1.2 has a focus on dissemination and supports both outcomes 1 and 2. Moving from Output 1.1 and 1.2 to Outcome 1 depends on the continued political commitment from policy makers and agri-food sector representatives. However, EUPI TEEBAgriFood is designed to help drive achievements of this Outcome through its support for the setting up of steering committees with diverse representation, country level PMUs, stakeholder led assessments and project led workshops and its knowledge sharing role to build buy-in to the approach and findings and influence decision makers.

104. Outcome 2 builds on the outputs of Outcome 1, but the outputs of Outcome 2 also serve to help strengthen Outcome 1. Outcome 2 is ambitious – 'Business and non-business actors uptake intervention options to increase agricultural resilience and to support a transformation towards sustainable agricultural practices and a more level playing field between the agri-business sector of the EU and partner countries'. It could potentially result from convincing policy relevant assessments (output 2.1) and theories of change (output 2.2). Relevant drivers are the development of convincing policy alternatives to the Business as Usual (BAU), supported by backstopping by the TEEB team, capacity building and peer review, knowledge sharing and comms to build buy-in to the approach and findings and influence decision makers. Attainment of Outcome 2 assumes: (i) Access to national datasets needed for assessments and ability to generate key additional data; (ii) Research institutes engaged in each country have sufficient capacity and expertise to deliver credible assessments and are trusted by decisions makers; (iii) key stakeholders have a high level of buy-in to the findings; (iv) Decision makers (Policy makers and agri-businesses) are willing to act on the findings and implement change; and, (v) policy interventions promote human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalized/vulnerable groups

105. The intermediate states recognize that there are a number of steps likely to be required beyond EUPI TEEBAgriFood to reach the desired impact. Intermediate State 1 recognizes the need for on-going efforts and the realization that in most countries further work will be needed to change policies, regulations and standardize sustainable practices across agri-businesses and engage the private sector. This may include the promotion of TEEB evaluation framework by Government and the piloting of the sustainable scenarios assessed over a number of years to provide further evidence for policy makers, including answering questions around scalability. In Intermediate State 2, Governments are seen to enforce policies and design regulations and standards in line with the sustainable scenarios assessed. Further, farmers and businesses (at scale) successfully implement the sustainable practices supported by the TEEBAgriFood assessments such that the hypothetical / theoretical results are realized, translating into measurable improvements for the environment and society.

**Figure 2: Theory of Change at Evaluation – TEEB: Promoting a Sustainable Agriculture & Food Sector**



## 5 EVALUATION FINDINGS

### 5.1 Strategic Relevance

#### 5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

106. EUPI TEEBAgriFood contributed to UNEP sub-programme 'Healthy and Productive Ecosystems' (MTS 2018 – 2021) aligning with the following Expected Accomplishments (EA) and programme of work outputs:

- EA(a): The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels. Relating to the following programmes of work (PoW) Outputs: 4. Support to countries and/or transboundary frameworks to conduct valuation and accounting of ecosystem services; and 5. Advocacy and support to private sector and national institutions to conduct and deliver valuation and accounting of ecosystem services.
- EA(b): Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making. This relates to the following PoW Outputs: 1. Support to public institutions to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making; 2. Development and dissemination of tools and methodologies to incorporate ecosystem related goals and resource sufficiency and the impact of ecosystem health and resource availability on socioeconomic outcomes; 3. Awareness-raising of the role of economic decision-making in achieving ecosystem related goals and resource sufficiency and the impact of ecosystem health and resource availability on socioeconomic outcomes; 4. Support to private-sector entities to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making; 5. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in private sector economic decision-making; and, 6. Awareness-raising of the role of financial decision-making in achieving ecosystem related goals and resource availability and the impact of ecosystem health and resource availability on economic outcomes.

107. EUPI TEEBAgriFood also contributed to, aligning with the following Outcomes and Direct Outcomes of MTS 2022-2025:

- Outcome (2A): Economically and socially sustainable pathway to halt and reverse the loss of biodiversity and ecosystem integrity established.
- Outcome (2C): Nature conservation and restoration are enhanced. The relevant PoW Direct Outcomes are: 2.2 Public and Private sector financial flows contribute to improved ecosystem management; 2.6 Full costs and benefits of human activity are accounted for and internalized in decision making; and, 2.7 Natural assets valued, monitored and sustainably managed.

108. There is also evidence that at the country level the grant has played a role in consolidating the UN's offering and delivering on country cooperation agreements. For example, in [India](#), the work supports the cooperation framework 2023-7, which has a focus on nutrition and food security and climate resilient agriculture. Further, it is acknowledged that EUPI TEEBAgriFood has promoted integration across the Resident Coordinator's office by engaging with and inspiring UN agencies such as UNICEF as to the virtues and applicability of approach.

## **Rating for Alignment to UNEP MTS, POW and Strategic Priorities: Highly Satisfactory**

### **5.1.2 Alignment to Donor Strategic Priorities**

109. EUPI TEEBAgri Food was co-designed by UNEP-TEEB team and the donor and as such at design was closely aligned with the EU's priorities. As noted in the project (grant) document, the food and drink industry is the EU's biggest manufacturing sector in terms of jobs and value added and the EU aims to engage with selected partner's countries to take joint action on reducing biodiversity loss, by using an internationally agreed methodology and by promoting EU standards. The grant aligns with numerous EU strategies and policies including: (i) **The Global Strategy for the European Union's Foreign and Security Policy**, adopted in June 2016, which stresses the importance to enhance energy and environmental resilience. There are political commitments that have been signed by the EU and all partners on halting the loss of biodiversity and environmental degradation globally; (ii) At the time of its design (2017/2018) the grant aligned with the key objectives set in the **EU Biodiversity Strategy to 2020**<sup>14</sup> (including notably target 6: By 2020, the EU has stepped up its contribution to averting global biodiversity loss); and, (iii) The EU-CELAC dialogue conducted under the Joint Initiative on Research and Innovation (JIRI).

110. The MTE notes that implementation overlapped with the updated **EU Biodiversity Strategy for 2030** - Bringing nature back into our lives, particularly in relation to "Bringing nature back to agricultural land" which aims to support and incentivize farmers to transition to fully sustainable practice. Other strategic elements to which the grant aligns include "Addressing land take and restoring soil ecosystems", and "Greening urban and peri-urban areas". Further, it is coherent with the Farm to Fork Strategy, the new Common Agricultural Policy (CAP) and the European Green Deal.

111. However, the grant's focus on EU trade benefits, as originally envisaged, are not obvious and were not measured. They reportedly gradually fell out of focus during implementation and were considered difficult to realize in practice as countries' preference was to focus on their strategic priorities, which did not always perfectly align with the donor's.

## **Rating for Alignment to Donor Strategic Priorities: Satisfactory**

### **5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities**

112. At the international level the grant supports:

- **Convention of Biodiversity (CBD).** The grant was focused on biodiversity, and TEEBAgriFood presented opportunities to advance **Aichi targets**<sup>15</sup>, and **Kunming-**

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<sup>14</sup> <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52011DC0244&from=EN>

<sup>15</sup> Notably targets include: **Target 01:** People are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably; **Target 02:** Integration of biodiversity values into national and local development and poverty reduction strategies and planning processes, and incorporation into national accounting and reporting systems; **Target 04:** Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable; **Target 05:** reduce the rate of loss of all natural habitat, including forest where feasible to zero; **Target 07:** Areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity; **Target 08:** Pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem function and biodiversity (e.g., need for fertilizer and pesticide impact reduction; **Target 13:** Genetic diversity of cultivated plants and farmed and domesticated animals and of wild relatives is maintained; **Target 14:** Restoration and safeguarding of ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable; **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.

**Montreal Global Biodiversity Framework (GBF) 2020, now termed the Biodiversity Plan.**

The GBF emphasizes the links between food systems and biodiversity, with more than half (13) of the 23 GBF targets directly linked to food systems and at least a further three indirectly linked. Together, Target 10 and Goal B encapsulate what the grant aimed to achieve, i.e. applying economic valuation to make the economic case for biodiversity-friendly food systems<sup>16</sup>.

- TEEBAgriFood contributed to the outcomes of the **UN Food Systems Summit (UNFSS)** in September 2021, which aimed to transform and leverage all levels of the food system to support Agenda 2030 for Sustainable Development. As part of the UN Food Systems Summit, UNEP co-convened a 'true-value' coalition with the aim to co-develop a roadmap of action on how food systems decision-makers can measure, manage and reward responsible stewardship of natural, human, social and produced capital<sup>17</sup>.
- The **Sustainable Development Goals (SDGs)**, while interlinkages can be identified between eco-agri-food systems and all the SDGs, the grant has an explicit focus on SDG15 and where relevant SDG14 (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss)

113. At the country level the grant is aligned with National Biodiversity Strategies and Action Plans (NBSAPs). More fundamentally, core to the TEEBAgriFood approach is the selection of studies, by Government and key stakeholders, that address priority issues. Hence all studies are aligned with critical policy questions identified by the pilot countries. For example, in Brazil: (i) the 4 capitals approach is seen as totally aligning with principles of MoE; (ii) the workstream on UPA is seen as critical to addressing food security, with 30% of population near the hunger line and 87% of the population residing in cities; and, (iii) Low-Carbon Emission in Agriculture workstream linked to the pressing issue of pasture degradation, with approximately 37.5 million hectares severely degraded, and 72 million hectares with an intermediate level of degradation.

**Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory**

#### 5.1.4 Complementarity with Existing Interventions/Coherence

114. The grant complemented existing interventions in a number of countries. For example, in **India**, the applications focused on making an economic case for upscaling key interventions of the Government of India on organic agriculture and agroforestry in the Indian states of Assam, Uttarakhand and Uttar Pradesh. The work closely aligned with a number of national policies and programmes including: (i) the National Mission for Clean Ganga (NMCG), Paramparagat Krishi Vikas Yojana (PKVY) – India's major programme on organic farming; (ii) National Programme on Organic Production (NPOP); (iii) Mission on Organic Value Chain Development for North-East Region (MOVCD-NER); (iv) National Bamboo Mission; and, (v) the National Agroforestry Policy. The TEEBAgriFood applications, have been important in informing India's policies and

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<sup>16</sup> To achieve Target 10 of the framework - that areas under agriculture, aquaculture, fisheries and forestry are managed sustainably - the GBF promotes "the application of biodiversity friendly practices, such as sustainable intensification, agroecological and other innovative approaches, contributing to the resilience and long-term efficiency and productivity of these production systems, and to food security, conserving and restoring biodiversity and maintaining nature's contributions to people, including ecosystem functions and services". Goal B supports the transition to sustainable food systems through the promotion via economic valuation of the sustainable use of biodiversity.

<sup>17</sup> <http://teebweb.org/our-work/agrifood/food-systems-summit/>.

programmatic intervention under the umbrella National Mission for Sustainable Agriculture (NMSA). In **China**, the assessments aligned with the president's 'Green is Gold' concept.

115. The grant is closely aligned with the mandates of other UN Agencies, notable the FAO whose most recent State and Food and Agriculture Reports have included inputs from UNEP on the TEEBAgriFood approach and the WHO through a focus on health implications of sustainable versus unsustainable agricultural practices. Linkages were also made with the portfolio of IKI projects on land use in Thailand and the WCMC TRADEHUB project in Brazil and Indonesia (see also section 5.9.3).

**Rating for Complementarity with Existing Interventions/Coherence: Highly Satisfactory**

**Rating for Strategic Relevance: Highly Satisfactory**

## 5.2 Quality of Project Design

116. Overall grant design is rated as **Moderately Satisfactory**<sup>18</sup>. The review of EUPI TEEBAgriFood project (grant) document was supplemented with information from the VtheE project document, under which the EUPI TEEBAgriFood sits, to provide some context for numerous gaps in the EUPI TEEBAgriFood project (grant) document, which may not have been addressed in detail as they were covered in the overall project document. Another feature of the EUPI TEEBAgriFood design, taken into consideration in the review, is that the focus of the in-country assessments (e.g. location, type of agri-system) were unknown at the design stage as they were to be determined with stakeholders as part of project implementation. This meant that project design did not consider in detail how coherent themes in the country assessments could facilitate learning between countries. The countries were selected by the Donor. Table 6 summarizes the ratings for each project design criterion.

**Table 6. Summary table for grant design quality assessment**

|   | SECTION                                            | RATING<br>(1-6) | WEIGHTING               | TOTAL (Rating<br>x Weighting) |
|---|----------------------------------------------------|-----------------|-------------------------|-------------------------------|
| A | Operating Context                                  | 2               | 0.4                     | <b>0.08</b>                   |
| B | Project Preparation                                | 3               | 1.2                     | <b>0.36</b>                   |
| C | Strategic Relevance                                | 6               | 0.8                     | <b>0.48</b>                   |
| D | Intended Results and Causality                     | 4               | 1.6                     | <b>0.64</b>                   |
| E | Logical Framework and Monitoring                   | 3               | 0.8                     | <b>0.24</b>                   |
| F | Governance and Supervision Arrangements            | 5               | 0.4                     | <b>0.2</b>                    |
| G | Partnerships                                       | 5               | 0.8                     | <b>0.4</b>                    |
| H | Learning, Communication and Outreach               | 5               | 0.4                     | <b>0.2</b>                    |
| I | Financial Planning / Budgeting                     | 3               | 0.4                     | <b>0.12</b>                   |
| J | Efficiency                                         | 5               | 0.8                     | <b>0.4</b>                    |
| K | Risk identification and Social Safeguards          | 4               | 0.8                     | <b>0.32</b>                   |
| L | Sustainability / Replication and Catalytic Effects | 4               | 1.2                     | <b>0.48</b>                   |
| M | Identified Project Design Weaknesses/Gaps          | n.a             | 0.4                     | <b>0</b>                      |
|   |                                                    |                 | <b>TOTAL<br/>SCORE:</b> | <b>3.92</b>                   |

<sup>18</sup> A detailed review of grant design is presented in **Annex B** of the Inception Report based on the EUPI TEEBAgriFood project (grant) document

117. EUPI TEEBAgriFood, as designed, was of high strategic relevance, supporting the objectives of the donors, UNEP and the countries themselves, had a dual focus on public policy and private sector business models, and included strong elements of collaborative working, creation of supporting institutions and capacity building. However, the grant design had numerous weaknesses as summarized below.

118. Overall, EUPI TEEBAgriFood design was **complex and disjointed**. The project (grant) document did not include a Theory of Change (TOC) figure or narrative setting out the causal pathways in the Logframe, and the casual links between outputs and outcomes as presented in the Logframe were not clear (see section 4). Instead, the project (grant) document narrative describes **eight work packages (WP)**, which reflect a logical step wise approach to implementation. However, it is noted that WP 4 related to the engagement of the agri-buisness community and focused on the Natural Capital Protocol appears isolated / separate to the other WPs. Activities, deliverables and **milestones** are included in the workplan against the eight work packages, which are not mapped to outputs and outcomes in the Logframe in the project (grant) document. The project (grant) document presents expected results, a project goal, overall objective and specific objectives which are not integrated in /or wholly aligned with the logical framework and hence TOC. There are also problems of clarity in terms of terminology. In some cases, different terms are used for the same thing (for example specific objectives presented in the project (grant) document are the project outcomes and overall objective and impact and used interchangeably in the Logframe matrix).

119. **The indicators are not always specific to the level of intervention logic.** Indicators are provided at the activity level resulting in a significant number of indicators to monitor. For example, there are twelve indicators for the four activities under output 1.1. These could have been consolidated to provide clarity on the specific objectives at this level. For example, to capture the institutional bodies to be established under output 1. Outcome 1 has two indicators related to the number of businesses and non-business that use data generated by the grant. These indicators are more relevant to outcome 2, where the assessments are undertaken. Outputs and activities under Outcome 1 relate to collaborative reviews and baseline setting. The indicators do not include measurements of achievements in terms of gender and minority groups. Furthermore, the indicators are not timebound. **The original set of indicators from the EUPI TEEBAgriFood project (grant) document, however, were revised significantly in Year 2 of the grant, at the request of the donor** as elaborated on in Section 4.4.

120. Of note, the project (grant) document cites the project objective as '*Protect biodiversity and contribute to a more sustainable agriculture and food sector with well-functioning ecosystems for the seven countries in scope*'. The MTE notes that baselines and ongoing monitoring of specific aspects of biodiversity and ecosystem services are not part of project (grant) design (monitoring / indicator framework), so it is not clear how environmental outcomes and the contribution of the grant to sustainability within the agriculture and food sector was to be measured. However, achieving the grant objective rests on the *assumption* that the policy on-scenarios would contribute to these objectives and would be adopted by Governments and businesses. Only after a suitable implementation period would it be possible to measure their impact on environmental outcomes, and hence such impacts were unlikely to be achievable / measurable in the grant timeframe. It is noted that WP3 in the grant document includes setting out the expected changes following from successful implementation to include Key Performance Indicators such as measures of reduced biodiversity impacts, so this may have been captured at the country level,



but only hypothetically<sup>19</sup>. Further, it was also expected that EUPI TEEBAgriFood would help move towards a level playing field for EU businesses by limiting unfair competition driven by low environmental standards (in targeted countries), by identifying options relevant to the sustainability of supply chains that individual EU businesses rely upon but cannot influence individually. This dimension is not integrated or operationalized into the design of EUPI TEEBAgriFood activities and monitoring / indicator framework, but is most clearly aligned with WP 4, including the 'twinning' approach promoted (which was not operationalized as discussed below).

121. The Logframe includes five indicators at the **overall objective (impact)** level, which indicate that the intention is for the grant to achieve changes in policies and business models in line with the assessments undertaken by the grant (indicators ii, iii, iv). Indicator (i) seems relevant at the outcome level (Outcome 2), while it is not clear how indicator (v) was to be measured.

- I. Countries apply the holistic EUPI TEEBAgriFood Framework to assess agricultural landscapes, practices and policies. (baseline 0, target 7)
- II. Countries have adopted changes to national and sub-national legislation and/or policies to address unsustainable land use practices (baseline 0, target 7)
- III. Countries have instituted government support mechanisms in the agri-food sector to improve sustainability standards (baseline 0, target 7)
- IV. Agri-business in partner countries have adjusted their business model to meet higher sustainability standards (baseline 0, target 7)
- V. Private businesses of EU adopt social and environmental safeguards in their agricultural supply chains (baseline 0, target 3)

122. The **timeframe is ambitious** given that the stakeholders had not been engaged in project (grant) design so had to be sensitized and convinced of the grant's worth and that the in-country assessments had to be both designed and executed within the 4-year timeframe. This is especially the case if changes to policy and business models were expected within the grant's timeframe (implied by the indicators at the impact level). The project (grant) document notes that implementation was to be *adaptive*, and it was envisaged that there may be two iterations during EUPI TEEBAgriFood wherein agri-businesses first pilot a change to their production systems, feeding learning into a subsequent iteration – this has time implications and was not possible within the grant's timeframe. This aligns with the MTE finding that a realistic time frame would be 8 years and not 4 as originally financed (and increased to 5 through an agreed no cost extension until end of 2023).

123. **Very limited consideration of gender, minorities and indigenous groups in the project (grant) document.** There is only one reference to gender and *no* references to minorities/indigenous peoples in the project (grant) document. Due to the fact the assessments were to be agreed on and designed as part of grant implementation it is understandable that specific minority groups or indigenous groupings could not be identified at the design stage. This

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<sup>19</sup> This links to Output 2.1: Businesses and non-business actors capacitated to undertake scenario assessment that deliver recommendations for sustainable land use change and shifts in agricultural production systems and supply chains e.g. *that increase agricultural resilience, reduce supply chains risks for private companies in the sector, and improve human health and reduce greenhouse gas production.*



would therefore be an important consideration at implementation and is embedded in the TEEBAgriFood Framework to be applied in each country.

124. **Human rights are not referred to in the project (grant) document.** However, the EUPI TEEBAgriFood Framework espouses an integrated approach addressing the 4 capitals (Natural, Human, Social and Produced) addressing the links between human and natural systems. Further it explores the impact of food systems on key aspects of social equity and justice, recognizing food as a human right and food security as an entitlement for all people, and support of smallholder agriculture as a fundamental effort in the struggle against hunger.

125. **Complementarity with Valuing the Essentials (VtheE) (PIMS ID 2026).** An assessment of the alignment between the VtheE and EUPI TEEBAgriFood project/grant documents highlights a number of inconsistencies (see Annex VI):

- There are inconsistencies in terms of terminology and mapping of outcomes and indicators between the overall project VtheE and EUPI TEEBAgriFood project document/Logical framework.
- The VtheE Theory of Change includes three intermediate states, that need to be realized for the project outcomes to achieve the stated impact. The EUPI TEEBAgriFood project document does not include intermediate states, but two of the VtheE's intermediate states are implicit in its logical framework as discussed in Table 1 and Section 5. The VtheE intermediate states have been taken into consideration in the construction of the TOC for EUPI TEEBAgriFood (Section 5).
- VtheE has three outcomes, EUPI TEEBAgriFood has two. Outcome 1 of VtheE – 'enhanced capacity and knowledge to integrate ecosystems related measures and valuation into decision making' - is a core factor in EUPI TEEBAgriFood, dispersed across its outputs and activities. It is not clear why EUPI TEEBAgriFood's outcomes are not aligned with VtheE, given that specific outputs are identified as targeted at TEEBAgriFood in the VtheE logical framework. For each VtheE outcome, the outputs fall under thematic workstreams (i.e. System of Environmental Economic Accounting – Experimental Ecosystem Accounting (SEEA-EEA), Inclusive Wealth, TEEBAgriFood, and TEEB for Oceans and Coasts). The following VtheE **outputs** are related to EUPI TEEBAgriFood: 1.3 Reports and guidelines on theoretical foundation and opportunities for policies and opportunities in the agri-food sector developed; 2.3 TEEBAgriFood scenario analysis by country; and, 4.3 Policy recommendation and influence for agricultural management in 10 countries.

#### **Box 1: Understanding the EUPI TEEBAgriFood's goals and objectives**

There is a level of ambiguity in the change possible (ambition) within EUPI TEEBAgriFood's timeframe and scope, as reflected in the project (grant) document, indicators and final reports.

The following definitions / statements are found in the project (grant) document:

- The grant's **goal** was 'To improve biodiversity conservation and ecosystem service provisioning in agri-food systems in the seven countries in scope'. This is aligned with the VtheE impact 'Healthy ecosystems provide a secure supply of ecosystem goods and services for human wellbeing (regenerative future)'. A project **goal** is defined as higher-order result(s) to which a project is intended to contribute. Goals are equivalent to **Programme Objectives** (UNEP Glossary of Results Definitions).

- The **project (grant) objective**<sup>20</sup> is 'Protect biodiversity and contribute to a more sustainable agriculture and food sector with well-functioning ecosystems for the seven countries in scope'<sup>21</sup>.
- The **overall ambition** of the grant is to 'implement change so that the sustainability performance of the agri-food sector in the seven countries in scope is elevated.' This suggests the actual revision of policies and implementation of business practices in line with sustainability within the project timeframe, not just influencing and building capacity. This is supported by the indicators at the impact level but not at Outcome level.
- **Key performance indicator (KPI)** common to all the interventions with respect to the EUPI TEEBAgriFood Evaluation Framework is the change in the stock of natural capital and in the provisioning of the flows of ecosystem services. However, it is not clear how this is being measured and is not captured in the indicators in the logical framework.

The Final Narrative Report for EUPI TEEBAgriFood states the **core aim** as 'to improve biodiversity outcomes in agricultural landscapes for the seven countries.' It also states the ambition of UNEP being to (i) stimulate policy change and/or the improved implementation of extant policies that enhance biodiversity outcomes in food systems in all seven countries, (ii) create corporate proponents of regulatory and fiscal change via public-private sector dialogues and (iii) embed a change in mindset for both public sector and private sector decision-makers to ensure project sustainability. However, the VtheE final Operational report pulls back from this citing the **over-arching goal** for the project is to make the economic case for decision-makers (public and private) to adopt policy scenarios and interventions to maintain and/or restore ecosystem functioning and the supply of ecosystem goods and services that contribute to human wellbeing.

**Rating for Project Design Quality: Moderately Satisfactory**

### 5.3 Nature of the External Context

126. The only factor of an external nature impacting the grant was COVID-19, which disrupted planned activities in 2020 and 2021, notably delaying field work and face to face meetings. The grant adapted, e.g. through on-line meetings, but this made it harder to communicate the TEEBAgriFood framework given its complexity, build capacity and keep people engaged.

127. Progress in a few countries was also influenced by changes in Government and elections cycles.

128. **Brazil.** At the Federal level the change of government resulted in significant support for EUPI TEEBAgriFood supported UPA policies. At the municipal level in Osasco, while the UNEP study on UPA helped raise awareness, the municipality were reportedly limited in the publicity they could make around the findings during the political campaign for Municipals elections (which were held 6 October 2024)

<sup>20</sup> The Project Objective is the intended physical, financial, institutional, social, environmental, or other development results to which a project is expected to contribute. This is based on the Intermediate State of the project's ToC, the **Direct Outcome(s)** of the PoW or, alternatively, the 2025 PoW Outcome(s) to which it best contributes to, if pertinent. The Project Objective should be a sharp results statement and not a description of the aim of the project (UNEP Glossary of Results Definitions).

<sup>21</sup> This overall objective was to be achieved by: (i) identifying intervention options in each country in scope that protect biodiversity and promote well-functioning ecosystems; (ii) developing and applying instruments to capture the value of ecosystems services across the entire life cycle in the agri-food and the non-food agricultural raw material sectors in the seven countries in scope; and, (iii) direct engagement with farmers, agri-businesses, government, and civil society (including consumers).

129. **Mexico.** The end of work coincided with the start of political campaign season for the Federal Government, placing engagement with government decision makers on hold. It was planned to present the recommendations from the assessment on coffee to the new Government in October 2024. There are elections every 6 years in Mexico, but few decisions are made in the last year before the election, illustrating that where a country is in its election cycle can impact project implementation.

130. Loss of champions and focal points also affected implementation in some countries. For example, in **Brazil**, the low carbon agriculture workstream, which was originally endorsed by the Minister, went on to suffer from a high turnover of focal points at the Ministry of Agriculture and limited engagement / awareness at senior (decision maker) level. In **India**, the additional secretary at the MOE changed twice.

**Rating for Nature of the External Context: Moderately Unfavourable**

## 5.4 Effectiveness

131. The original set of indicators from the EUPI TEEBAgriFood project/grant document were revised significantly in Year 2 of the grant, at the request of the donor. The revised indicators reflect a subset of standard indicators adopted by the EU across its projects. Hence, while in Year 1 of the EUPI grant progress was reported against both the indicators in the EUPI project (grant) document and its milestones and deliverables associated with its eight work packages, from Year 2 reporting was against the EU PIMS indicators and the indicators for the overall Valuing the Essentials project (see Annex VI)

132. Table 7 presents the EU PIMS indicators used for monitoring and reporting from Year 2 of the EUPI grant. All of the end of grant targets were exceeded, with the exception of 1 target, which was met. Table 8 maps the original indicators of the EUPI grant to the EU PIMS indicators. Of note the original set of EUPI grant indicators did not include indicators related to communications, while for the EU PIMS indicators selected this is measured under indicators A3 and OP7.

133. The effectiveness of the grant has been assessed against attainment of the EU PIMS indicators, supplemented with a narrative on the grant's progress through output-outcome-intermediate state and impact as set out in its TOC at Evaluation and consistent with the grant's design.

**Table 7: EU PIMS Indicator reported on by EUPI TEEBAgriFood**

| Attainment rating                                                                                                                             | Target exceeded         | Target met        |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------|
| <b>ACTION NAME:</b> Promoting Biodiversity and Sustainability in the Agriculture Food Sector through Economic valuation (TEEB Implementation) |                         |                   |
| <b>ACTION OBJECTIVE:</b> Global challenges and policy support                                                                                 |                         |                   |
| <b>CORE ACTIVITY INDICATORS</b>                                                                                                               | <b>Ref <sup>1</sup></b> | <b>attainment</b> |
| Number of events organized                                                                                                                    | A1                      |                   |
| Person days of expertise or technical assistance provided                                                                                     | A2                      |                   |
| Number of public/ media/communications campaigns designed and implemented                                                                     | A3                      |                   |
| <b>CORE OUTPUT INDICATORS</b>                                                                                                                 |                         |                   |
| Number of participants in the events organized/ supported                                                                                     | OP1                     |                   |
| Number of EU companies that participated in the events                                                                                        | OP3                     |                   |
| Number of knowledge-based products developed                                                                                                  | OP6                     |                   |

|                                                                                                                                                                           |      |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--|
| Number of communications products developed                                                                                                                               | OP7  |  |
| <b>CORE OUTCOME INDICATORS</b>                                                                                                                                            |      |  |
| Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues that have been influenced | OC1  |  |
| Number of processes related to partner country approaches to challenges to global concerns which have been influenced                                                     | OC3  |  |
| Number of articles published in print and/or digital media about an event                                                                                                 | OC14 |  |
| <b>CORE IMPACTS INDICATORS</b>                                                                                                                                            |      |  |
| Number of collective approaches and/or practices to challenges of global and/or mutual concern which have been developed/ adopted /implemented                            | IMP2 |  |

**Notes:** 1/ reference relates to EU standard indicators

**Table 8: Alignment EUPI TEEBAgriFood Indicators to EU PIMS indicators**

| Original Indicative Logframe matrix & INDICATORS<br>(EUPI TEEB PROMOTING A SUSTAINABLE ECONOMIC FOOD SECTOR PROJECT DOCUMENT) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | EU PIMS indicators adopted from<br>Year 2                                                                                                                                                                                                                                                                                                                                                                                         | Alignment <sup>1</sup>                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Overall objective (impact)                                                                                                    | Intervention logic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                        |
|                                                                                                                               | <p><b>Intermediate State 1:</b> Public and private economic decision making and business practices in partner countries increasingly address the health and productivity of ecosystem services and social equity across the life cycle in the agri-food sector and supply chains of EU businesses adopt sustainability standards</p> <p><b>Intermediate State 2:</b> countries manage human impacts on marine and terrestrial ecosystems and restore their long-term functioning and the supply of ecosystem goods and services</p> <p><b>Impact:</b> Healthy ecosystems provide a secure supply of ecosystem services and goods for human wellbeing</p> | <p>i Countries apply the holistic TEEBAgriFood Framework to assess agricultural landscapes, practices and policies.</p> <p>ii Countries have adopted changes to national and sub-national legislation and/or policies to address unsustainable land use practices</p> <p>iii Countries have instituted government support mechanisms in the agri-food sector to improve sustainability standards</p> <p>iv Agri-business in partner countries have adjusted their business models to meet higher sustainability standards</p> <p>v Private businesses of EU adopt social and environmental safeguards in their agricultural supply chains.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                        |
| Outcome 1                                                                                                                     | Business and non-business actors in EU partner countries champion application of TEEBAgriFood Evaluation Framework and are ready to use the data and methods generated by the project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>i Number of businesses that use data and methods generated in the project</p> <p>ii Number of non-business stakeholders that use data and methods generated in the project</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>Outcome 1: Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues that have been influenced</p> <p>Outcome 2: Number of processes related to partner country approaches to challenges to global concerns which have been influenced</p> <p>[Outcome 3: Number of articles published in print and/or digital media about an event]</p> | <b>Medium</b><br>Original EUPI indicators inform EU PIMS outcome indicators OC1 & OC3  |
|                                                                                                                               | Output 1.1. Business and non-business actors in EU partner countries have reviewed European policies, best practices and lessons learned on the application of various interventions in the agri-business sector and/or by private companies                                                                                                                                                                                                                                                                                                                                                                                                             | Number of country specific assessment reports and reviews produced in consultation with stakeholders with a focus on European policies and best practices                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Output 1: Number of participants in the events organized/ supported</p> <p>Output 2: Number of EU companies that participated in the events</p> <p><b>Output 3: Number of knowledge-based products developed</b></p>                                                                                                                                                                                                           | <b>Medium</b><br>Original EUPI indicators inform EU PIMS output indicators OP6 and OP7 |

| Original Indicative Logframe matrix & INDICATORS<br>(EUPI TEEB PROMOTING A SUSTAINABLE ECONOMIC FOOD SECTOR PROJECT DOCUMENT) |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | EU PIMS indicators adopted from<br>Year 2                                                                                                                                                                      | Alignment <sup>1</sup>                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| Intervention logic                                                                                                            |                                                                                                                                                                                                                                              | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                |                                                                                        |
|                                                                                                                               |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Output 4: Number of communications products developed</b>                                                                                                                                                   |                                                                                        |
|                                                                                                                               | A 1.1.1 Conduct critical reviews of instruments/interventions needed to modify production processes in the agri-food sector in the EU and across all selected EU partner countries, including (but not limited to) sustainability standards. | i Number of country specific stakeholder surveys to determine current (perceived) agri-food sustainability performance, and to canvass opinions on options for improvement<br>ii Number of critical reviews of agriculture and/or biodiversity instruments/ interventions existing in the EU and the partner countries conducted jointly with the TEEB Secretariat<br>iii Baseline study conducted in each partner country to determine the current level of understanding of links between ecosystems and agriculture | Activity 1: Number of events organized<br><b>Activity 2: Person days of expertise or technical assistance provided</b><br>Activity 3: Number of public/media/communications campaigns designed and implemented | <b>Medium</b><br>Original EUPI indicators inform EU PIMS activity indicators A1 and A2 |
|                                                                                                                               | A 1.1.2 Support countries to prioritize study areas for ecosystem valuation (TEEB Agri-Food)                                                                                                                                                 | i Number of interinstitutional groups created<br>ii <b>Number of consultation meetings held to decide policy focus and value chains</b><br>iii No of countries supported to priorities study areas for ecosystem valuation                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                |                                                                                        |
|                                                                                                                               | A 1.1.3 In consultation with the EU and in-country Ministries for the EU partner countries in scope, determine and refine the case studies to be developed.                                                                                  | i Number of Programme Management Units in partner countries (PMUs) appointed<br>ii Number of critical reviews of intervention options assessed and approved by the PMU at PMU meetings<br>iii Number case studies refined in consultation with the EU and in-country ministries                                                                                                                                                                                                                                        |                                                                                                                                                                                                                |                                                                                        |
|                                                                                                                               | A 1.1.4 Develop National capacity building strategies, and a global strategy on TEEB Agri-Food                                                                                                                                               | I Number of national capacity building strategies developed on applying TEEB Agri-Food<br>II Global capacity building strategy developed on applying TEEB Agri-Food                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                |                                                                                        |
|                                                                                                                               | A 1.1.6 Development of operational guidelines on 'How and why to value biodiversity and ecosystem services applying the TEEB AgriFood Evaluation                                                                                             | i Number of authors and reviewers contributing to operational guidelines<br>ii Communication toolkit developed for operational guidelines<br>iii Operational guideline developed                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                |                                                                                        |

|                                      | <b>Original Indicative Logframe matrix &amp; INDICATORS<br/>(EUPI TEEB PROMOTING A SUSTAINABLE ECONOMIC FOOD SECTOR PROJECT DOCUMENT)</b>                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>EU PIMS indicators adopted from<br/>Year 2</b>                                                                                                                                                                                                                                                                                                                                                                  | <b>Alignment <sup>1</sup></b>                                                         |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                      | <b>Intervention logic</b>                                                                                                                                                                                                                                          | <b>Indicators</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                       |
|                                      | Framework' for government, farmers, agri-business, and civil society                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                       |
|                                      | Output 1.2: Businesses and non-business actors globally have increased awareness of the EU as a global actor promoting biodiversity through visibility at international fora and outreach.                                                                         | i Number of events organized to highlight the role of the EU promoting biodiversity<br>ii Number of articles (printed or website) developed featuring EU promoting biodiversity                                                                                                                                                                                                                                                                                                                                                 | <b>Output 1: Number of participants in the events organized/ supported</b><br><b>Output 2: Number of EU companies that participated in the events</b><br><b>Output 3: Number of knowledge-based products developed</b><br><b>Output 4: Number of communications products developed</b>                                                                                                                             | <b>High</b>                                                                           |
|                                      | A 1.2.1 Organize Presentation or round table discussions of results at international conference                                                                                                                                                                    | i Number of presentations or round table discussions of results organized at international conference                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Activity 1: Number of events organized</b><br><b>Activity 2: Person days of expertise or technical assistance provided</b><br><b>Activity 3: Number of public/ media/communications campaigns designed and implemented</b>                                                                                                                                                                                      | <b>High</b>                                                                           |
|                                      | A 1.2.2 Hold session on Sustainable land use and value chains at Regional Ministerial Forums                                                                                                                                                                       | ii Number of sessions on Sustainable land use and value chains held at Regional Ministerial Forum                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                       |
|                                      | A 1.2.3 Develop outreach materials showcasing the work of the project and EU promoting biodiversity and sustainable agricultural value chains                                                                                                                      | i Number of outreach activities and/or publications showcasing the work of the project and EU promoting biodiversity and sustainable agricultural value chains                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                       |
| <b>Specific objectives/ OUTCOMES</b> | Agri-business community uptake intervention options to increase agricultural resilience and to support a transformation towards sustainable agricultural practices and a more level playing field between the agri-business sector of the EU and partner countries | i Number of country specific stakeholder groups that demonstrate enhanced understanding of the value of biodiversity and ecosystem services to achieve resilient, secure supply from the agri-food sector<br>ii Number of additional businesses that have adopted the NCP based on TEEB application<br>iii Number of country specific stakeholder groups* that have applied the TEEB Agri-Food methodology<br>( * private sector, civil society, academia, consumers, trade unions, regulators, local and national government ) | Outcome 1: Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues that have been influenced<br>Outcome 2: Number of processes related to partner country approaches to challenges to global concerns which have been influenced<br>[Outcome 3: Number of articles published in print and/or digital media about an event] | <b>Medium</b><br>Original EUPI indicators inform EU PIMs outcome indicators OP1 & OP3 |

| Original Indicative Logframe matrix & INDICATORS<br>(EUPI TEEB PROMOTING A SUSTAINABLE ECONOMIC FOOD SECTOR PROJECT DOCUMENT)                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                            | EU PIMS indicators adopted from<br>Year 2                                                                                                                                                                                                                  | Alignment <sup>1</sup>                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Intervention logic                                                                                                                                                                                                                                                                                          | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                            |                                                                                                                                                     |
| Output 2.1. Assessments and recommendations provided for land use change and shifts in agricultural production systems and supply chains to increase agricultural resilience, reduce supply chain risks for private companies in the sector, and improve human health and reduce greenhouse gas production. | i Number of assessments with associated recommendations for action provided using the TEEBAgriFood Framework<br>ii Number of inter institutional groups that are informed of the recommendations resulting from the application of the TEEB Agri-Food Framework                                                                                                                                                                            | Output 1: Number of participants in the events organized/ supported<br>Output 2: Number of EU companies that participated in the events<br>Output 3: Number of knowledge-based products developed<br>Output 4: Number of communications products developed | <b>Low</b><br>Original EUPI indicators inform EU PIMS output indicators 3<br>However Original EUPI indicators align with EU PIMS Outcome indicators |
| A2.1.1 Carry out a comparative assessment of the selected study area for ecosystem valuation and undertake peer review exercises: Business As Usual vs. the intervention                                                                                                                                    | i Number of assessments carried out using the TEEBAgriFood Framework<br>ii Number of peer review exercises completed<br>iii Number of PMU meetings to discuss outcomes of the assessments                                                                                                                                                                                                                                                  | Activity 1: Number of events organized<br>Activity 2: Person days of expertise or technical assistance provided<br>[Activity 3: Number of public/ media/communications campaigns designed and implemented]                                                 | <b>Low</b><br>However Original EUPI indicators inform EU PIMS Outcome indicators                                                                    |
| A 2.1.2 Organize training workshops in partner countries on the application of scenario analysis include analysis of changes in understanding the scenario analysis                                                                                                                                         | i Number of training workshops organized on the application of scenario analysis<br>ii Number of country specific analysis of changes in understanding the scenario analysis                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                            |                                                                                                                                                     |
| Output 2.2. <i>Theory of change</i> including promotion of natural capital and biodiversity accounting through the testing and application of the Natural Capital Protocol developed and capacity of stakeholders for the TOC implementation built.                                                         | i Number of interventions recommended by the Theory Of Change assessed using the TEEBAgriFood Framework result level<br>ii Number of <i>Opportunities Reports</i> developed based on the recommendations of the Theory of Change                                                                                                                                                                                                           |                                                                                                                                                                                                                                                            |                                                                                                                                                     |
| A2.2.1 Develop Outline a theory of change, i.e. which actors and institutions would need to be involved, what actions would need to be taken, and what obstacles overcome to enact change.                                                                                                                  | i Number of outlines of Theory of Change conducted<br>ii Number of country specific surveys carried out to elicit stakeholders' views on intervention options proposed by the project, and change required<br>iii Number of roundtable discussions/workshops held to discuss Theory of Change (change agents, governance, institutional capacity etc.)<br>iv Number of PMU and inter institutional meetings held to develop/agree strategy |                                                                                                                                                                                                                                                            |                                                                                                                                                     |



| Original Indicative Logframe matrix & INDICATORS<br>(EUPI TEEB PROMOTING A SUSTAINABLE ECONOMIC FOOD SECTOR PROJECT DOCUMENT) |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | EU PIMS indicators adopted from<br>Year 2 | Alignment <sup>1</sup> |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------|
|                                                                                                                               | Intervention logic                                       | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                           |                        |
|                                                                                                                               | A 2.2.2 Promote institutional reform to implement change | i Number of businesses provided training on NCP adoption this relates to outcome 1<br>ii Number of innovative country-specific learning tools (such as e-learning courses) developed in local language, targeting businesses<br>iii Number of country-specific evaluation and advocacy tools for civil society, consumers etc. developed in local languages<br>iv Number of roundtable discussions/workshops held to promote project outcomes (12 for business, 6 for other stakeholders)<br>v Number of PMU meetings held to discuss project outcomes and project sustainability<br>vi Number of workshops organized to share best practices in each country on their application of the reports and policy options |                                           |                        |

**Note:** 1/ Alignment has been assessed as follows: High – the indicators are closely aligned; Medium – the indicators relate to each other, but there is not perfect alignment; Low – little or no alignment between indicators.

#### 5.4.1 Availability of Outputs<sup>22</sup>

134. **EU PIMS OP1: Number of participants in the events organized/ supported.** With a baseline of zero, the grant had a target of 700 participants (on average 100 per country in scope), which was far exceeded reaching 3,373 (of which 49% were the estimated participants from Brazil). However, it is not clear that these are discreet participants, as key stakeholders were likely to have attended more than one event. This is broken down into: (i) visits / field mission - 95 participants; (ii) TEEBAgriFood public sector group event 2,072 participants (Global -150, Brazil – 1,100, China - 200, India - 349, Malaysia - 45, Mexico – 38 and Thailand - 145); (iii) Private Sector group events participants - 966; (iv) Participants at events – 433 (Brazil - 58, India -188, Indonesia -33; Mexico – 50; Thailand – 104; (v) Roundtables participants - 533 (Brazil - 84; China – 45; India -98; Indonesia – 104; Malaysia 35; Mexico - 127; Thailand – 40; (vi) TEEBAgriFood public sector training participants - 24 (Malaysia 14; Mexico 10) and private sector training – 912 (Brazil – 94, China – 150, India – 129, Indonesia – 132, Malaysia- 95, Mexico-113 and Thailand – 197) and (vii) technical meetings participants 1,143.

135. **EU PIMS OP3: Number of EU companies that participated in the events.** With a baseline of zero, the target by the end of the grant was 10. It is noted that this target is low as the objective of the grant was to change behaviors in the partner countries and their companies, and not in EU companies per se. The grant target was exceeded with 38 EU companies reportedly engaged.

136. **EU PIMS OP6 Number of knowledge-based products developed.** With a baseline of zero, a target of 30 knowledge products was set (2 global and 4 per country), this has been exceeded with a total of 70 being produced. Examples include:

- **Brazil:** (i) UPA guidelines for urban planners to assess and integrate UPA (September 2022); (ii) a TEEB TradeHub report on livestock: *The dimensions of Brazilian livestock: economic, environmental and social (funded by NORAD – See Annex VIII)*.
- **China:** (i) Scoping and scenario setting report for the "Soybean Expansion" policy in Heilongjiang; (ii) Data and Methodology Report for the Heilongjiang "Soybean Expansion" policy study; (iii) Synthesis report of the application of TEEBAgriFood assessment to the National "Green is Gold" Practice Innovation Base – Tengchong, Yunnan; (iv) Report for the Heilongjiang "Soybean Expansion" policy study.
- **Malaysia:** A baseline report on Agriculture in Cameron Highlands was submitted in October 2022.

137. **EU PIMS OP7: Number of communications products developed.** From a baseline of zero, 88 communication products were created, far exceeding the target of 28. Communication products included TEEBAgriFood Business newsletters, policy briefs, global and national level published articles and videos.

138. **The three indicators at the activity level were also met or exceeded.** For Indicator A1 – number of events organized or supported, the target of 150 was exceeded, reaching 420. For indicator A2 – person days of expertise or technical assistance provided, target number of days of 140 was far exceeded reaching 1,540 hours. For indicator A3 – number of public/media/communications campaigns designed and implemented the target of 7 was met (Final Narrative Report, for EUPI TEEBAgriFood).

**Rating for Availability of Outputs: Highly Satisfactory**

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<sup>22</sup> Attainment data at output, outcome and impact level from EUPI TEEBAgriFood Final Narrative Report.

#### 5.4.2 Achievement of Project Outcomes

139. **EU PIMS OC1: Number of processes related to state-level and sub-state level (bilateral, regional, multi-lateral) partnership strategies and policy dialogues which have been influenced.** From a baseline of zero, the target of 9 was exceeded, with the grant reportedly influencing 12 partnerships strategies and policy dialogues. Examples include:

- Contributions to G20 via a G20 policy paper on True Cost Accounting co-authored by UNEP and the lead research agency for the TEEBAgriFood Indonesia study (IPB Bogor)<sup>23</sup>.
- **Brazil:** The **Municipal Environmental Services Plan** and the **Agroecological Transition Protocol** in the Municipality of Sao Paulo, Brazil, have incorporated urban and peri-urban agriculture modalities based on the evidence provided by UNEP and Instituto Escolhas.
- **China:** The TEEBAgriFood China study influenced the China NBSAP revision, as per Mr. Liu Ning's remarks at the high-level panel during the TEEBAgriFood Global Symposium in Bangkok in Nov 2023<sup>24</sup>
- **Indonesia:** The TEEBAgriFood policy focal point Mr. Noegroho was the designated focal point for Indonesia for the Food Systems Summit.
- **India:** (i) Recommendation by the Research Advisory Committee of ICAR-IIFSR to undertake TEEBAgriFood assessments across India, with a particular emphasis on the Northeast Region through the All-India Network on Organic Farming (AINOF); (ii) decision to Integrate valuation studies into ICAR's undergraduate course on natural farming, covering 4 central and 51 State Agriculture Universities<sup>25</sup>; (ii) TEEB continues to inform several other national level initiatives on sustainable agriculture including Voluntary Carbon Market Framework for the agriculture sector which came out in January 2024.<sup>26</sup>
- **Mexico:** In March 2023, UNEP hosted a public-private policy dialogue with the Ministry of Agriculture and Rural Development (SADER) attended by around a dozen coffee sector businesses (growers and processors). Private sector actors provided feedback to SADER on policy changes that would support the sector.

140. **EU PIMS OC3: Number of processes related to partner country approaches to challenges of global concern which have been influenced.** From a baseline of zero, the grant's target was to influence 3 biodiversity, climate change and restoration global agenda. This was exceeded reaching 5. These included: (i) TEEB Office published an agri-food sector-specific response to Build Back Better which was disseminated to the project countries, funded by SIDA <sup>27</sup>; (ii) **Brazil:** A collaboration between the TEEBAgriFood and the TradeHub was developed in Brazil aiming at assessing the qualitative impacts of increased international trade in beef on social, environmental and economic aspects in Brazil. The study shows the impacts of different technologies and policies related to cattle ranching value chain in Brazil and helps inform both the cattle ranching in Brazil, and trade policies and regulations such as

<sup>23</sup> [https://teebweb.org/wp-content/uploads/2023/03/The-harmonization-of-True-Value-Accounting-approaches-to-make-the-economic-case-for-nature-positive-food-systems\\_Tf4.pdf](https://teebweb.org/wp-content/uploads/2023/03/The-harmonization-of-True-Value-Accounting-approaches-to-make-the-economic-case-for-nature-positive-food-systems_Tf4.pdf)

<sup>24</sup> <https://teebweb.org/wp-content/uploads/2024/02/China-Ministry-of-Ecology-Environment-DDG-Liu-Ning-remarks-to-Global-Symposium.pdf>

<sup>25</sup> Media announcement: (i) Draft document on Natural Farming Course Curricula for Undergraduate Programme: <https://education.icar.gov.in/Files/CURRICULLA%20FOR%20NATURAL%20FARMING.pdf> CUET (ICAR-UG) 2024; (ii) Registration open for admission to various Agricultural and Allied Sciences programmes: <https://www.educationtimes.com/article/newsroom/99735065/cuet-icar-ug-2024-registration-open-for-admission-to-various-agricultural-and-allied-sciences-programmes>; (ii) Agriculture Universities and 113 Colleges in India to Offer Courses on Natural Farming, The Mooknayak: <https://en.themooknayak.com/farmer/74-agriculture-universities-and-113-colleges-in-india-to-offer-courses-on-natural-farming>; (iv) New Curriculum ready for agri varsities: ICAR-DDG, The Hindu: <https://www.thehindu.com/news/national/telangana/new-curriculum-ready-for-agri-varsities-icar-ddg/article65959963.ece>

<sup>26</sup> [https://agriwelfare.gov.in/Documents/HomeWhatsNew/Framework\\_for\\_Voluntary\\_Carbon\\_Market\\_1\\_Feb\\_2024\\_Revised\\_compressed\\_0.pdf](https://agriwelfare.gov.in/Documents/HomeWhatsNew/Framework_for_Voluntary_Carbon_Market_1_Feb_2024_Revised_compressed_0.pdf)

<sup>27</sup> <https://www.unep.org/news-and-stories/story/battling-covid-19-countries-shouldnt-lose-sight-sustainable-development-new>

the proposal for a regulation on deforestation free products (reducing impact on global deforestation)<sup>28</sup>; (iii) India: TEEB framework application in ecosystem restoration efforts was outlined in the G20 Compendium of Best Practices on restoration of mining affected areas and forest fire affected areas<sup>29</sup>.

141. **EU PIMS OC14** (advocacy specific): **Number of articles published in print and/or digital media about an event**. From a baseline of zero, the target set was 16 (two per country and two at the global scale). This was far exceeded reaching 71 articles / digital media about EUPI TEEBAgriFood events. Links are provided in the EUPI TEEBAgriFood Final Narrative Report.

### **Policy work – supporting narrative**

142. The assessments across the 7 countries have **high policy relevance** and have addressed a range of issues as summarized in Table 9.

**Table 9: Overview of policy issues addressed by EUPI TEEBAgriFood Assessments**

| Country   | Focus of TEEBAgriFood Assessments                                                                                                                                                                                                                                        |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Brazil    | Assessment of <b>Low Carbon Agriculture technologies</b> in support of <i>Plan for Adaptation to Climate Change and Low-Carbon Emission in Agriculture 2020-2030 (Plano ABC+)</i> . goal to restore 30 million hectares of degraded pastures across the country by 2030. |
|           | <b>Urban and Peri-urban Agriculture (UPA)</b> as a nature-based solution (NbS) to promote food security and buffer the impacts of urban expansion                                                                                                                        |
| China     | Ecological and green agricultural development in Tengchong City, Yunnan Province to inform <b>green food production policy intervention scenarios</b>                                                                                                                    |
|           | Heilongjiang - the natural, economic and social impacts of changes in land use brought about different <b>soybean expansion policies</b> .                                                                                                                               |
| India     | <b>Organic farming and agroforestry</b> in the Ganga basin region of India, in three states - Uttar Pradesh, Uttarakhand and Assam                                                                                                                                       |
| Indonesia | Policy intervention scenarios for <b>cacao value chains</b> , including policies to facilitate cacao agroforestry systems (rapid assessment)                                                                                                                             |
|           | Policy intervention scenarios for <b>coffee value chains</b> , including policies to facilitate coffee agroforestry systems (full study)                                                                                                                                 |
| Malaysia  | Analysis of the potential impacts of increased adoption of the MyGAP Standard (Malaysian Good Agricultural Practices) in vegetable production in the Cameron Highlands                                                                                                   |
| Mexico    | Impact of government support for intensified production of commodity-grade coffee Vs sustainable specialty coffee                                                                                                                                                        |
| Thailand  | Production practices that adhere to the standards and indicators of the <b>Sustainable Rice Platform</b> (SRP)                                                                                                                                                           |

143. The assessments were undertaken in an extremely collaborative way, demonstrating good engagement with policy officials and a broad mix of stakeholders. The approach confirms the value and importance of engaging with policy makers from the very beginning and sustaining that engagement throughout the process (see Sections 5.9).

144. The Evaluator visited **Brazil** and **India**, insights on progress towards policy impact from these two countries, based on stakeholder consultations and site visits and grant reports, are presented in Boxes 2 and 3 below.

<sup>28</sup><https://kumu.io/Naila/conjuntura-da-pecuaria-brasileira-gppesalq-e-pnuma-06-dez-2021>; Link to proposal regulation: [https://environment.ec.europa.eu/publications/proposal-regulation-deforestation-free-products\\_en](https://environment.ec.europa.eu/publications/proposal-regulation-deforestation-free-products_en)

<sup>29</sup> <https://www.mea.gov.in/Images/CPV/G20-New-Delhi-Leaders-Declaration.pdf>

## **Box 2. Brazil – EUPI TEEBAgriFood assessments**

### **Urban and Peri-urban Agriculture (UPA)**

The UPA workstream was hugely successful contributing to two Decrees – the National Program for Urban and Peri-urban Agriculture September 2023 (decree [11.700/2023](#)) and the National Food and Nutritional Security Strategy for Cities December 2023 (decree [11.822/2023](#)), and a National Law on UA (July 2024), all of which are acknowledged by stakeholders as being directly linked to EUPI TEEBAgriFood support.

[UNEP launched guidelines](#) on “How to Integrate Urban and Peri Urban Agriculture (UPA) into Urban Planning” with Fundação Getulio Vargas and the Brazilian Ministry of Citizenship (MdC) in November, 2022. These guidelines were developed to meet a demand from MdC which has received requests from Brazilian municipalities to increase their cities’ wellbeing through the enhanced provisioning of ecosystem services - like flood mitigation or food provision. The TEEBAgriFood UPA Guide has become the main reference for multi-level governance to promote food and nutritional security, socioeconomic development, climate resilience, and net positive impacts on nature and people.

In Sao Paulo State policies were informed on how to include urban and peri-urban agriculture modalities in ecosystems services programs. Additionally, the **municipal Program on Payments on Ecosystem Services** was informed on how the condition of proximity between agriculture and urban settlements can enhance the services values, especially on areas of social vulnerability with no access to fresh food and amenities. The results point to the fact that by transitioning unproductive pastures, lands under energy lines and vacant lots into sustainable urban agriculture in the Sao Paulo Metropolis, it is possible to supply 13 million people with fresh and healthy vegetables - while cooling the urban temperature by 0.2 degrees; infiltrating a water volume corresponding to 3 flood control pools and avoiding 83,000 dump trucks of sediments to cause siltation and decline in water quality.

The UPA workstream built networks engaging with 4 different Ministries –Citizenship (Social Development), Agriculture and Farmers Welfare, Environment and Climate Change, Rural Development and Family Agriculture and Labor and Employment. It adopted a highly participatory approach which was highly effective and appreciated.

The TEEB team was commended by stakeholders for its commitment and support including advocacy skills. The UNEP team broke new ground in working for the first time with Parliamentarians/ congress.

Factors contributing to the success of the UPA workstream include: (i) Fortuitous timing and Government policy alignment - there was an existing interest from Government to develop a guide to understand and implement UA. Critically, the funds available through EUPI TEEBAgriFood allowed the Government to continue to work on the urban agriculture agenda when Government support had dried up, and consequently to be ready to work with the transition Government; (ii) The assessment is grounded in a practical rather than a scientific approach, with 1,000 testimonials taken into consideration in the development of the guidelines launched in November 2022. The broad stakeholder engagement was significant in enabling the guidelines to be viewed as impartial by the in-coming Government; and, (iii) the presence of a strong UNEP-TEEB in-country team, who built a strong relationship with Government at the Federal level was critical.

Challenges faced by the UPA workstream include: (i) Issues with Institute Escolas at start, resulting in a change in research institute to FGV; (ii) A National Survey was undertaken by FGV to gather information on how subnational applications could be better integrated with national level policies. The survey identified public actions for upscaling UPA and common challenges faced by municipalities. However, there are 5,500 cities in Brazil and only 67 responded to questionnaire. Further work is needed to improve mapping of urban agriculture in Brazil; (iii) The work placed UNEP as the partner of choice for the food security agenda, but this is under threat because there is no onward work; other organizations such as FAO may now be in a better position to help. Interviewees expressed shock at the hard stop in UNEP support, given the successes, and felt that it had ended too soon. There remains a strong demand for UNEP support and engagement.

### **Low Carbon Agriculture**

The Low Carbon Agriculture study is seen as a pioneering study, which was well executed and with positive results. The scenarios produced using the TEEBAgriFood methodology offer insights into the impacts of implementing Plano ABC+ on food prices, Brazil's GDP, and the effects of promoting pasture restoration on ecosystem services and various forms of capital. However, there is no clear pathway to policy impact as yet. More time is needed to change mindset and for the capitals' approach and language to become embedded. There is a need to engage with senior decision makers, disseminate findings and work on recommendations.

Key challenges facing the ABC+ workstream include: (i) high turnover of the focal team at the MOA, which changed 4 times in 1 year, which meant that the EUPI TEEBAgriFood team had to continuously sell the project; (ii) when the project started the Minister herself endorsed it and it became known to senior staff, but they all left, and it was not prioritized by new staff. As a result, existing **Senior decision makers are not aware of the work** – just the technical teams; (iii) there was no formal agreement (MOU or Execution Agreement) between UNEP and MOA to back the partnership and facilitate communications and engagement in the face of staff changes; and, (iv) promoting environmental issues at MOA, which is focused on agribusiness and traditional indicators (GDP, land use change, jobs) is challenging. The sector is huge and complex – including significant industries/businesses - soy bean, livestock, biofuels, sugar, which are hard to convince.

### **Box 3: India – Organic Agriculture**

EUPI TEEBAgriFood worked in 3 states, with three different research institutes. Notable features of the 3 assessments include:

- In **Uttar Pradesh (UP)** – Indian Institute of Farming Systems Research (**IIFSR**). The study was led by a strong team whose capacity was further built through the assessment. The team has a scientific publication based on the work<sup>30</sup> (with 4 more under development) and has developed a manual on how to apply research and collect data (to be launched November 2024). As part of the assessment the team developed a **Sustainable Livelihood Security Index**. The results were well received by the Additional Secretary of UP.
- **Uttarakhand** – G.B. Pant University of Agriculture and Technology. There was a change in Principal Investigator and communication issues with the Research institute, which resulted in delays. The study included on-farm assessment of crop yield and soil health parameters in **two demonstration plots** with local farmers. It was considered important to generate field-level data and evidence alongside the modelling and valuation assessments to strengthen the case for scaling organic farming and agroforestry. The small-scale demonstration sites showed good results and were of high interest to decision makers and other stakeholders.
- **Assam** – Central Agroforestry Research Institute. This study started in early 2023 and undertook a rapid assessment at state scale using secondary data. **TEBB AgriFood Learning Landscape (TAFL)** is an exciting legacy of the project intended to promote the adoption of organic farming and agroforestry practices by showcasing best practices by the farmer partners, based on the evidence provided by the TEEBAgriFood studies. This is to be operationalized in the IKEA funded follow-up project underway for the period 2023-27. The study also developed maps identifying where agroforestry could be expanded.

The general view was that while the results of the assessments were well received, they provide insights and bases on which to build. To influence policy there is a need to cover more sites / different types of agroecological zones, and for the findings to be ground truthed. The importance of experimental plots (over 5 years) to convince farmers was stressed as was the need to refine the assessments with primary data. Other needs identified include – further capacity building /advanced training, tailored communications and country-wide data.

<sup>30</sup> Ansari et al, 2024. Accounting of carbon sequestration and trade-off under various climatic scenarios in alternative agriculture system: a comprehensive framework toward carbon neutrality. Frontiers in Sustainable Food Systems.

**While falling short of a policy impact, support for TEEBAgriFood Approach is evident and the grant has made significant in-roads in embedding the approach.** For example: (i) the importance of capturing the 4 capitals is recognized as a major achievement, as is UNEP's expertise in this and hence their importance as a partner. The TEEB team continues to be consulted on a number of policy developments such as the inclusion of agriculture in the voluntary carbon markets framework, where the TEEB approach can help understand baselines and changes (monitoring), climate resilient agriculture and Rainfed Area Development; (ii) IIFSR - ICAR are introducing the TEEBAgriFood framework in undergraduate course on sustainable farming in 51 State Agricultural Universities and 4 Central universities; (iii) the language of TEEBAgriFood is embedded in policies and government statement; and, (iv) **Research Advisory Committee of ICAR-IIFSR** recommended to undertake TEEBAgriFood assessments across all agroecological zones in India with particular emphasis on the Northeast Region of India.

### **Business Component – supporting narrative**

145. Support to businesses is articulated in WP4 of the project (grant) document. The countries were supported in phases, with an initial focus on Brazil and Mexico in 2020, China, India and Indonesia in 2021 and Thailand and Malaysia in the final year. According to the FNR, private sector, the equivalent of 1,008 person days (30 trainings x 34 person days each on average) was provided to the private sector, including training and workshops

146. Key achievements include: (i) An estimated 280 people were trained based on incomplete information set out in the Final Report, raising awareness of the importance of measuring the 4 capitals. In delivery of the training the expertise of Capital Coalition is recognized by stakeholders; (ii) Final guidelines incorporating user feedback produced; (iii) trainings have been improved, building on TEEB work under EUPI; (iv) 32 case studies were supported across the 7 countries, applying the TEEBAgriFood Operational Guidelines (Table 10). This included working with Financial Institutions in Mexico, a case study by OLAM a Multinational in Thailand, based in Singapore, and in China Shengmu Shengmu (a diary company) securing a green finance loan in July 2024 from China Bank based on their work on NCA; and, (v) the launch of Capitals Hubs in most countries, to sustain engagement, although it is unclear how this is financed and in some countries there is no real continuity of the work or hub in operation (e.g. [Mexico](#)). In [India](#), the C4RB India have replicated the program.

147. Challenges and limitations faced by the Capitals Coalition / WP4 include:

- COVID-19. The start of the work coincided with COVID-19, forcing interactions to be on-line rather than face to face. Further, businesses were struggling with survival post COVID19, and so while they may have been interested in eco-friendly opportunities survival was their main concern and they were less open to new approaches / thinking at this time. **The Natural Capital Protocol remains a highly theoretical and complex approach for many.** While the Final Guidelines are based on experiences piloting the Draft Guidelines and feature practical business outcomes, they are still considered complex. They require further simplification to be more accessible (simplified methods, templates, steps). In [India](#) disseminating across organizations and stakeholders was challenging as the terminology is difficult and the need for a simpler more localized version was noted. Suggestions to increase accessibility include breaking the guidelines up into smaller modules, case studies focusing on 1-2 aspects at a time and storytelling.
- It was noted that while UNEP is good at involving the public sector, it is not good / experienced with engaging with leaders of the private sector. There is a need to talk more broadly to the private sector (this includes agricultural entrepreneurs, collectives, and large companies).
- **The 'Twinning approach' proposed in the project (grant) document did not materialize.** The intention was that EU businesses would link with businesses in each of the seven countries. However, this was seen as difficult, unclear and not supported



by targets and indicators. The work in the seven countries generally focused on linking to local markets and getting businesses within countries to work with each other.

- **Limited integration of business and policy components, such that WP4 seemed quite separate to the rest of the grant.** There was cross over between the policy and business component through stakeholder engagement in trainings, workshops and roundtables. For instance, UNEP staff typically presented at and contributed to the Capitals Coalition WP4 Roundtables, and high-level Ministry representatives contributing to WP4 sessions. Research teams also participated in the Capitals Coalition events. However, in nearly all cases the businesses working with the Capitals Coalition did *not* link to the policy priorities selected for assessment. This is a missed opportunity and largely due to timing, as the business component started around a year ahead of the policy work and had already identified partners and businesses when the policy work was just getting started. There were however some aligned assessments, for example, Live-up in [Brazil](#) focused on short value chains compatible with UPA agriculture approach.
- **Limited / no evidence assessments have changed behavior / business models.** The TE concurs with the FNR statement that while it had been expected that agri-businesses, once they had carried out a capitals assessment of current business practices, would go on to conduct scenario analysis/corporate planning to *anticipate* / advocate for changes in regulations/fiscal incentives that the government would adopt in light of the TEEBAgriFood public sector analyses - this was overly ambitious. In practice, agri-businesses found conducting a capitals assessment of current business practices challenging, and none are known to have undertaken any forward scenario analysis using a capitals approach. More time and support are needed to do this.
- **Competition between sustainability frameworks was raised as an issue.** There are many different sustainability frameworks for companies to take up, thus UN / Government endorsement of the Natural Capital Protocol (NCP) would help elevate it and promote uptake (as happened with the System of Environmental Economic Accounting (SEEA)).
- **Scale.** India and China are vast countries and the work undertaken was 'just a drop in the ocean'. Knowledge of the approach (guidelines) has not reached a large number of private actors, and more cases studies are needed to have an effect / influence uptake.
- **Budget.** The budget was reportedly very limited for the business partners. It was felt that there would have been more case studies and fewer dropouts if budgets for face-to-face interactions were available, given the complexity of the approach.
- **Approach is more suitable for large scale companies** as it is intensive / complicated, and resources and knowledge are needed to do the assessment. From training to delivery of case study takes 6 months minimum and a lot of resources and data. It is therefore too optimistic to expect small and medium sized enterprises (SMEs) and farmers to be able to apply it. However, engaging SMEs and farmers is important. Some solutions by the EUPI grant to attract SMEs and small-scale farmers included: (i) Embrapa (a research institute), supported farms in Brazil; (ii) India agreed with the Capitals Coalition not just to work with companies but also organizations such as WWF who would then be able to train others (including smaller companies).
- **Engagement of CEOs and decision makers is important.** It was suggested that small companies may have better retention and application of the findings than large companies, where the results have a more direct link to CEO / decision makers. There are examples where large companies, who have the resources to undertake the assessments, assign it to a young junior person, who does a good job, but the exercise



remains a project - it is not seen as strategic analysis. Hence, for (large) companies, relationships with senior executives need to be established.

- **Confidentiality issues** meant that not all companies wanted to share results.
- **More training and awareness raising are needed.** The 4 capitals approach is not a topic many businesses are aware of and companies do not have data / expertise to undertake assessments. Greater awareness of the NCP may also prompt companies to contract companies, such as Golden Bee in China, who have built an expertise in applying the methodology.
- **In some countries language was a barrier**, affecting the ability to go deep into approach and ask the 'right' questions. In **Mexico**, the presentations were in Spanish but documents were in English. Materials need to be in local languages. In **China**, Golden Bee translated both the draft and final guidelines and the on-line courses into Mandarin.

**Table 10: Overview of Workplan 4**

| Country | Partners                                                       | Key Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Brazil  | Brazilian Business Council for Sustainable Development (CEBDS) | Two online roundtable sessions (168 participants).<br>4 online training sessions for businesses for 24 businesses / 46 participants.<br>7 businesses finalized pilot applications (Embrapa, LivUp, NUU Pao de Queijo, SOESP, LULO Gelato, Iqua, Imaflora).<br>In collaboration with CEBDS and FGV EASP <i>Centro de estudos em sustentabilidade</i> , and UNEP TEEB organized an in-person event in Sao Paolo on 1 March 2023 to discuss the impacts and learnings of the business engagement in Brazil<br>The Capitals Coalition, in collaboration LivUp, produced a video to record the impact of TEEBAgriFood for Business on the company and the farmers active in their value chain.                                                                                                                                                                                                                                                                       |
| Mexico  | Reforestamos Mexico/ AMEBIN                                    | 1 Online roundtable event. 122 participants.<br>4 online training sessions for 24 businesses / 55 participants<br>8 businesses completed pilot applications (APEAM, Banorte, Aires de Campo, Grupo Herdez, Veinte Soles, Ab-Inbev, SMS Agroindustria and Oleopalma).<br>In-person closing event in Mexico City on March 15, 2023<br>A video featuring the Mexican business cases of APEAM and Banorte, as well as the collaboration between Capitals Coalition and UNEP.<br>Additional training session to representatives of the Mexican Coffee Sector as part of the workshop "Diálogo sobre la sostenibilidad del sector café", organized by UNEP.<br>In 2023, TEEBAgriFood for Business supported AMEBIN's Annual Event, which featured business presentations of Banorte and Ab-Inbev.                                                                                                                                                                     |
| China   | GoldenBee                                                      | 2 days of roundtable sessions attended by 35 participants<br>4 online training sessions attended by 10 businesses / 81 participants<br>Stand-alone training session offered in October 2022, to reach out to new businesses.<br>Two businesses (ASTRAL and Shengmu) finalized their pilot application.<br>In June 2023, the Capitals Coalition's Communications Director Joseph Confino joined the annual GoldenBee CSR Forum to deliver a keynote and to launch, in partnership with GoldenBee, a year-long project to collect case studies from Chinese businesses centered around the high-level business action on nature developed by the Capitals Coalition in partners.<br>In August 2023, representatives from GoldenBee and Shengmu joined the TEEBAgriFood for Business in-person Thailand event in Bangkok to present their case study and join a panel discussion on integrating the natural and social capital accounting into business operations |
| India   | Centre for Responsible Business (C4RB)                         | Roundtable sessions over 2 days attended by 98 participants<br>5 online training sessions for 28 different businesses / 77 participants.<br>5 businesses completed their pilot applications (Arvind, Ecociate, Go4Fresh, OLAM India Agri Rice, BASF).<br>Final session presenting the project outcomes – Delhi, November 2023 as part of the India and Sustainability Standards (ISS) Conference, hosted by the Centre for Responsible Business.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|           |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |                                                                | The partnership between the Capitals Coalition and Centre for Responsible Business grew beyond the formal closing of the WP4 activities in India. For the India and Sustainability Standards Conference 2023, the Capitals Coalition was invited to host a session discussing the results of WP4. The session was joined by Mr. Pavan Sukhdev (GIST) and Mr. Sarang Vaidya (Go4Fresh).                                                                                                                                                                                                                                                                        |
| Indonesia | Indonesia Business Council for Sustainable Development (IBCSD) | Online roundtable over 2 days for 104 participants<br>5 online training sessions for businesses for 34 businesses / 69 participants<br>5 businesses completed their pilot applications (Binatani, Great Giant Pineapple, Candra Naya Lestari/ASYX, IPB and OFI Indonesia)<br>September 7th, 2023, final in-person event showcasing and discussing the results of WP4                                                                                                                                                                                                                                                                                          |
| Malaysia  | DHI Mala                                                       | Online roundtable event was held over 2 days. 35 participants attended the sessions.<br>5 online training sessions were held, joined by 19 businesses / 57 participants.<br>No pilot applications conducted in Malaysia.<br>For training session 5, the Capitals Coalition and DHI launched a second round of promotion materials on social media and through local contacts from partner organizations and UNEP.<br>TEEBAgriFood for Business closing event in Indonesia on September 7, 2023.<br>Capitals Coalition partnered with the Malaysian <b>Business Council for Sustainable Development</b> who supported the project with communication outreach. |
| Thailand  | Scholars of Sustenance (SOS) Thailand                          | Online roundtable for 44 participants.<br>5 online training sessions for 45 businesses / 97 participants<br>4 businesses progressed on their pilot applications (Olam Thailand, Biovert Protein, Griffith Foods and Sasin Business School).<br>in-person closing event in Bangkok on August 29, 2023. November 2023, SOS Thailand joined the final UNEP TEEB Symposium to present WP4 results in Thailand.                                                                                                                                                                                                                                                    |

Source: Final Narrative Report and TE interviews

148. The grant aimed to jointly identify areas of mutual benefit to the EU and partner countries, linked to a broader global analysis. The MTE found that the grant had achieved a positive outcome in terms of increased knowledge of the EU and linked global issues, partly due to the engagement of EUD officers. In [Indonesia](#), the first stakeholder meeting for the TEEBAgriFood coffee assessment in April 2023 discussed the relevance and implications of Indonesian Sustainable Jurisdiction Indicators and the EU Deforestation Free Supply Chain rule for the coffee sector and scoped the coffee sector assessment to evaluate both factors in addition to enhancing the value-added benefits captured by smallholder coffee growers. It is clear, however, that the project evolved in that the focus on EU trade links/benefits in the grant design were not a strong feature of implementation. As noted above EU PIMS OP3: *Number of EU companies* that participated in the events, was set a low target (in Year 2 of the grant) reflecting the fact that objective was to change behaviors in the partner countries and their companies, and not in EU companies per se. Nonetheless, the target of 10 was exceeded with 38 EU companies reportedly engaged.

### **Rating for Achievement of Project Outcomes: Satisfactory**

#### **5.4.3 Achievement of Likelihood of Impact**

149. Core Impact Indicators: **IMP2: Number of collective approaches and/or practices to challenges of global and/or mutual concern which have been developed/adopted /implemented.** From a baseline of 1, the target set was 4, which was achieved. **These included:** (i) The Capitals Coalition final TEEBAgriFood Guidelines for Business, accompanied by a User Template, which incorporated lesson from the application of the draft guidelines<sup>31</sup> (ii) Brazil – TEEBAgriFood, the Brazilian Ministry of Citizenship and Getulio Vargas Foundation

<sup>31</sup> <https://capitalscoalition.org/publication/teebagrifood-operational-guidelines-for-business/>

jointly developed guide for assessing, developing and integrating Urban and Peri-urban agendas in the city planning at the municipal level<sup>32</sup>; (iii) The Environment, and Food Systems: Contain, Cope and Rebuild Better paper analyzing the impacts from COVID-19 at the nexus of food systems and the environment and proposing ways to mitigate these impacts and promote the resilience and sustainability of food systems through policies and investments<sup>33</sup>.

### **Discussion on Theory of Change**

150. The EU PIMS indicators are seen as high level with varying levels of compatibility with the original EUPI TEEBAgriFood Indicators set out in the grant's logical framework (see Table 7). The Terminal Evaluation therefore also includes a narrative discussion of how the grant has performed against the Theory of Change at Evaluation.

151. The grant is considered to have achieved all its outputs and outcomes as set out in the TOC at Evaluation, although progress differs between countries and companies.

152. In terms of outputs these are: 1.1. Business and non-business actors in EU partner countries have reviewed European policies, best practices and lessons learned on the application of various interventions in the agri-business sector and/or by private companies; 1.2: Businesses and non-business actors globally have increased awareness of the EU as a global actor promoting biodiversity through visibility at international fora and outreach; 2:1: Businesses and non-business actors capacitated to undertake scenario assessment that deliver recommendations for sustainable land use change and shifts in agricultural production systems and supply chains (e.g. that increase agricultural resilience, reduce supply chains risks for private companies in the sector, and improve human health and reduce greenhouse gas production). As evidence by the 10 TEEBAgriFood assessments; 2.2. Theory of change including promotion of natural capital and biodiversity accounting through the testing and application of the Natural Capital Protocol developed and capacity of stakeholders for the ToC implementation built. As evidence through support to companies under WP4 as discussed above.

153. In terms of Outcomes - awareness and capacity has been built in all countries, and there is strong support for the approach (Outcome 1). In terms of the uptake of policy interventions (Outcome 2), the grant has had some significant successes, including concrete / direct policy changes in some of the countries, and the potential to influence policy uptake in others, as summarized below.

### **Concrete / direct policy uptake**

- **Brazil (UPA).** The UPA workstream contributed to two Presidential Decrees: (i) the Urban and Peri-urban Agriculture (UPA) National Programme (decree [11.700/2023](#)) based on the TEEBAgriFood UPA Guidelines, signed in September 2023; and, (ii) the Food and Nutritional Security Strategy for Cities supported by a Presidential Decree ([no. 11822/2023](#)) signed in February 2024. Both Programme and Strategy established the '[Guide for UPA Agendas](#)'<sup>34</sup> which uses the TEEBAgriFood Framework as the main reference on multi-level governance (municipal, state and federal) for urban food systems to promote food and nutritional security, socioeconomic development, climate resilience and net positive impacts on nature and people. Its "Healthy and Sustainable Food Production in Cities" component will also be implemented based on the TEEBAgriFood [Guidelines for Urban and Peri-urban Agriculture](#) TEEB also worked directly with

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<sup>32</sup> <https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/guia-para-agendas-municipais-agricultura-urbana-e-periurbana>

<sup>33</sup> <https://www.unep.org/resources/report/covid19-environment-and-food-systems-contain-cope-and-rebuild-better>

<sup>34</sup> <https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/guia-para-agendas-municipais-agricultura-urbana-e-periurbana>

parliamentarians. In July 2024, the Policy on National Urban Agriculture was established (Law PLC 182/2017) and approved in the Senate

<https://www25.senado.leg.br/web/atividade/materias/-/materia/132006>.

- **Indonesia.** In collaboration with BAPPENAS and IPB Bogor University, the project contributed to the inclusion of agroforestry for the first time in the Five-Year National Midterm Development Plan (2020-2024). The analysis was sent to the President's Office and endorsed in the Executive Order 18/2020. The TEEBAgriFood contribution was acknowledged in a letter from BAPPENAS (FNR). A policy roadmap was developed to demonstrate how farmers could be convinced and incentivized to adopt agroforestry for cacao production.

**There is the potential to influence policy uptake in all countries:**

- **Brazil (Low Carbon Agriculture).** As discussed above (Box 2), this study was well executed and has the potential to influence policy, but decision makers are not aware of the findings.
- **China.** It is difficult to measure the uptake of the assessments, and interviewees were uncertain as to how the work would be used. Over 2024/2025 China will be working on its 15<sup>th</sup> 5YP and it is anticipated that two TEEBAgriFood case studies will be used by different levels of Government in their consultations processes and hence be taken into consideration. The approach is also being used to develop China's NBSAP.
- **India** there is strong support for the TEEBAgriFood approach. and further analysis is being undertaken through IKEA Foundation funded follow-on project. The Research Advisory Committee of ICAR-IIFSR – the apex government-linked agricultural research institute in India - recommended that TEEBAgriFood studies be carried out across other agroecological zones in India (beyond those conducted under the EUPI project) with particular emphasis on the Northeast Region of India. Further, the TEEBAgriFood approach is being integrated into the undergraduate curriculum at 4 central universities and 51 State Agriculture Universities. The Department of Agriculture and Farmers Welfare (DoAFW) has sought UNEP's inputs on the development of several national policies on sustainable agriculture, including the Voluntary Carbon Market Framework for the agriculture sector, launched by the DoAFW in January 2024, development of operational guidelines for Climate Resilient Agriculture (CRA) in Indian and, most recently, Rainfed Area Development.
- **Malaysia.** According to the FNR, by presenting the study findings to a range of government agencies, the project has created a dialogue for action on sustainable agriculture in the Cameron Highlands. It states that the TEEBAgriFood study will be instrumental in leading negotiations between the Pahang Agriculture and Economic Planning departments and the federal government around how to steer the future of the Cameron Highlands. At the national level, MAFI now understands the options and their potential impacts for incentivizing and regulating agricultural practices in the region. The State Economic Planning Unit (EPU) of Pahang is in a position as the funder for Cameron Highlands' development to develop and implement land use incentives and regulations based on the study findings to encourage farmers to adopt MyGAP and other sustainable agriculture practices, and thus, to reduce the environmental impact and improve the social, economic, and environmental sustainability of extensive agricultural activities in the region.
- **Mexico (Coffee).** The study is considered to have been very well done, presenting a way forward for coffee growing in Mexico capitalizing on ecosystem services such as watershed benefits related to landcover, cultural diversity and quality. While large companies account for 84% of coffee production, local production is very important and

contributes to social governance and cohesion. While the study raised awareness of the 4 capitals and provided training, there is no policy impact as yet. As discussed above, the end of study coincided with the political campaign season for the Federal Government. The results of the coffee study are to be presented to the new Government. There is also on-going work through the research institute.

- **Thailand.** The analytical quality of the Thai study is considered among the highest of the EUPI TEEBAgriFood assessment. It demonstrated big gains from reduced health costs associated with Sustainable Rice Production (SRP). It also assessed insect biodiversity in rice fields and GHG emissions. While the TEEBAgriFood work on Thai rice production makes a strong case for the application of Sustainable Rice Platform (SRP) management practices, there has not yet been policy uptake. Although the Ministry of Natural Resources and Environment was highly supportive, the Rice Department was not fully convinced. UNEP is continuing its engagement via a follow-up Global Environment facility (GEF) project on SRP.

154. Notwithstanding specific national context, which would always need to be taken into consideration<sup>35</sup>, common factors considered to be needed to successfully / effectively Influence policy uptake include:

- Country led demand and willingness greatly increases the chances of influencing policy. This is evident in the grant's two successes – UPA in Brazil and in Indonesia, which were both driven by the Government.

155. **In-country TEEB team / local engagement is critical.** Frequent and consistent engagement with the right stakeholders, especially Government, is needed to build connections, relationships and trust. The level of engagement required is not possible through staff based in Geneva / Nairobi. This aligns with UNEP's new delivery model which is based on working through Country and Regional offices to meet Government objectives. In **Brazil**, this was a key factor in the UPA workstream's success and in achieving traction on the ABC+ workstream. This need was realized in **India** and has been embedded in the follow-on IKEA Foundation funded project, with a team of four in place (including a former additional secretary acting as political advisor).

- **Clear link to national priorities, needs and targets.** For example, in **Brazil**, with 6.1 million below the poverty line the UPA agenda's capacity to improve food security was a key selling point in convincing the Government.
- Strong stakeholder engagement.
- Policy scenarios that are appropriate in terms of scope and ambition.
- Strong economic evidence in support of the pro-nature policy intervention (VtheE, operational closure report)]

156. Challenges facing policy uptake include:

157. **Convincing policy markers is a challenge.** Not all policy makers understand the approach and findings well enough and they are often reluctant to change from the traditional

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<sup>35</sup> As articulated in the EUPI TEEBAgriFood 2020 narrative report, it was always likely that progress would vary from country to country owing to: (i) the need for political buy-in for the grant (which in turn is linked to political stability of policies and personnel in Ministries); (ii) the availability of data and technical expertise to provide evidence for policy change; and, (iii) the extent of push-back from vested interest groups opposed to the pro-biodiversity change.



means of assessment, based on GDP, jobs etc., and be swayed by arguments based on, for example, social capital.

- **The impacts of the scenarios are hypothetical and typically based on secondary data and thus insufficient to convince decision makers and farmers who require more concrete evidence.** The need for demonstration sites and a greater body of work to increase visibility and buy-in was raised by several countries (e.g., [Thailand](#), [China](#), [India](#)). It takes time and field data to convince farmers.
- **Scale.** In some countries such as India and Thailand, the geographical scope of work - set in consultation with the Steering Committees - is large. For instance, in [India](#) the ambition was for the three States (UP, Uttarakhand and Assam) to switch entirely to organic and agroforestry. The populations of these states respectively are around 257 million, 12 million and 36 million, i.e. a total of over 300 million. Linked to this, is that while the intended geographical coverage was large, the pilots had too limited coverage to be convincing to decision makers (e.g., China, India). For example, in [China](#), in Tengchong, Yunnan Province, the study covered 1 prefecture in 1 province and thus had limited coverage, especially for a country as large as China. However, [Mexico](#) the study was relatively large scale, covering 11 different coffee regions (out of 50) in 4 states and, around 2-3 million people (including growers and their families) out of a population of 120 million.
- **The project duration was too short to realize change in many cases.** For example, in [Mexico](#) (coffee) there was not enough time or resources for a comprehensive analysis. In other cases, the assessments were completed towards the end of the grant, which did not allow time before closure of the grant to develop policy briefs and discuss the policy recommendations with decision makers (beyond the final workshops). For example, in [Thailand](#) the results were easy to understand and convincing (farmers themselves were seeing cost reductions, even in Year 2 of the project from switching to SRP) and many feel that the study has the potential for a concrete policy response, but more time was needed to influence policy. In [China](#) - national "soybean expansion" policy in Heilongjiang Province, stated in 2022 benefiting from the underspend towards the end of the grant. It actively engaged the Ministry of Agriculture and Rural Affairs of the People's Republic of China (MOARA) but could have been pursued in more depth had there been time.
- **Elections and changes in Government and loss of project champions and focal points,** meant momentum was lost, as discussed above.

158. **Attribution / Sovereignty issues:** The VtheE Final Operational Report notes policy making is an internal process with the objective of supporting the interests of citizens and hence countries will only ever take so much advice from UNEP, and in some cases, it may be politically unpopular to champion what could be perceived as surrendering sovereignty. Therefore, UNEP must strengthen the science-policy interface to help forge pathways for coherent, evidence-based policy required to achieve the 2030 Agenda and build the capacity of national institutions who can build relationships with ministries.

159. While there is evidence in some countries that the findings of TEEBAgriFood assessments have been integrated into national decision-making frameworks, there is still a long way to go to shift away from unsustainable economic policies and practices that remain dominant. This would see countries move through their intermediate states (Intermediate State 1: Public and private economic decision-making and business practices in partner countries increasingly address the health and productivity of ecosystem services across the life cycle in the agri-food sector and supply chains of EU businesses adopt sustainability standards; and, Intermediate State 2: Countries manage human impacts on marine and

terrestrial ecosystems and restore their long-term functioning and the supply of ecosystem goods and services). As acknowledged in the MTE, some of the sites (e.g. those in [China](#) and [India](#)) have the potential for high impact in terms of upscaling and replication in country and spreading best practice to other countries, if adequately funded to progress towards the **Impact** – 'Healthy ecosystems provide a secure supply of ecosystem services and goods for human wellbeing' - policies and strategies influenced by TEEBAgriFood assessments need to be implemented, funded and upscaled. In general, the drivers and assumptions presented in the ToC at Evaluation broadly hold. In terms of moving from outcome to impact these are: (i) Assumptions - continued commitment from government and business change agents, senior project champions are actively engaged and promote upscaling / replication of the approach, follow on projects and funding and, policies adopted by Governments and business are well implemented and have a measurable impact on the environment and human wellbeing; and (ii) Drivers - cooperation and engagement of stakeholders; development of convincing policy alternatives to BAU, supported by backstopping by the TEEB team, capacity building and peer review, knowledge sharing and comms to build buy-in to the approach and to findings and influence decision, and TEEBAgriFood working in conjunction with the other initiatives to augment funding and impact (driver amended given that VtheE is now closed).

160. Brazil UPA study presents the potential benefits across a variety of impact categories (VtheE): (i) Food Security – around 700 hectares of organic farms could ensure access to healthy and fresh food in food deserts for vulnerable population; (ii) Green jobs – sustainable food production could generate 180,000 jobs; (iii) Cooling capacity - agroforestry systems could decrease temperatures by 0.2 Celsius degrees in some cities; (iii) Flood mitigation - water infiltration potential represents three flood control pools, each one costing 29 million USD; (iv) Erosion regulation - mulching and level cultivation could avoid the volume of 83.000 loads of dump trucks of sediments reaching water courses and compromising its quality. Tangible evidence of positive environment and social impacts related impacts are already evident in the reclamation of dump sites under electricity lines for urban gardens in Osasco job creation (focused on the most vulnerable) and increased food security (see also Section 5.9)

### **Views on TEEBAgriFood Framework**

161. **The Framework is a flexible tool that can be applied to diverse issues/ contexts** (see Table 8) **and at different scales**. The 10 studies under EUPI TEEBAgriFood covered both commodities (e.g. rice in [Thailand](#), coffee in [Mexico](#) and cacao in [Indonesia](#)) and landscape approaches (e.g. [China](#)). Assessments were undertaken at national (e.g. Brazil ABC+), state (e.g. India) and municipal scale (e.g. [Brazil](#) UPA Workstream). In [Indonesia](#), the report includes a value chain analysis of cocoa production and in Mexico the project considered the complete coffee value chain. However, links to supply chains were limited as most of the work was aimed at changing behaviors at the farmgate. However, supply chains were considered in [Brazil](#) through the Trade Hub project (financed by NORAD, see Annex VI).

162. **The TEEBAgriFood framework is complex, and training and time are required to become familiar with approach**. EUPI TEEBAgriFood has built capacity in the approach. In countries where support has been sustained over a number of years there have been strong results in teams of capacity building illustrating the long timeframe that may be required to build expertise across the 4 capitals. In [Mexico](#) it was noted that the work over 7-8 years over the two assessments (the maize study funded by GIZ started in 2018 and the EUPI coffee study ended in 2023) has introduced a new kind of assessment to the country and that the coffee project was easier because some expertise had already built. In [Thailand](#), EUPI TEEBAgriFood research partner already had experience using the TEEBAgriFood framework through the IKI project and was able to build on this under EUPI. Initially, under IKI, the research partner had found the application of the tool difficult, but the capacity of the national team is

now strong. In countries where the approach is new and/or there is limited capacity it could take up to two years to build an understanding.

163. **Further, application requires a skilled multi-disciplinary team at the country level and it is difficult to apply fully in a short timeframe.** In terms of convening a multi-disciplinary team, it can be beneficial to work with a university who has experts across several fields or can easily access such experts.

164. **Application of the Framework should be targeted based on a strategic understanding of indicators that are most likely to influence decision makers.** There is also a need to be practical and accept limitations to progress on policy issues. No country team looked at the entire value chain or impacts across all 4 capitals, and this is typically not necessary to influence policy. The framework should therefore be seen as more of a menu to select from? and it was felt that this could be made clearer in the core documents. Related to this, there was reportedly a tendency for researchers to focus on what they felt comfortable modelling or were interested in publishing rather than prioritizing those impacts and dependencies that will have the most social and environmental impact. UNEP is well positioned to support country applications in this regard. For instance, TEN in the Ecosystems Division insisted on and provided support to model human health impacts which, in the case of **Thailand** for example, made the strongest case for a policy shift.

165. Researchers faced the most problems with Human and Social Capital. Social capital is perhaps the least researched of the four capital stocks yet is critical to policy uptake. It is linked to community awareness, social cohesion, networks etc. all of which have been both strained and equally have been critical during the COVID-19 pandemic (Valuing the Essential, FNR).

166. **Data availability and quality was cited as a key challenge in applying the methodology.** Countries faced various data challenges. For example, in **Brazil** ABC+ workstream it was challenging to connect data across different models (economic, land use cover and land tenure), and there was uncertainty related to GHG emissions in livestock production. In **India**, data availability and quality are issues, with secondary data predominantly used. Specific challenges included - water availability mapping, and mapping data based on political boundaries to biophysical areas. In Thailand, there was no field data available on GHGs so a parameter in the DND model was relied on. **Mexico** used data from National Agricultural Census 1995 and 2007 to project into the future, there was also difficulties getting data on key related Government initiatives.

167. Governments overall liked the scenario approach, but it was seen as a new approach to some, and a lot of effort was needed to build scenarios collaboratively with decision makers and other stakeholders.

168. It is not clear to what extent the studies were peer reviewed.

**Rating for Achievement of Likelihood of Impact: Moderately Unlikely**

**Rating for Effectiveness: Satisfactory**

## 5.5 Financial Management

### 5.5.1 Adherence to UNEP's Financial Policies and Procedures

169. The grant requested a second no-cost extension after the MTE, but this was not approved by the EU, whose preference was for the grant to close by the end 2023. There was around 1.5 million Euro available in the final year of the grant. Factors explaining this underspend include: (i) COVID-19, which meant that in person meetings, travel and field visits



were limited; (ii) Up to 2021, when the NCAVES grant was also under implementation, full time TEEB staff covered both grants (NCAVES and EUPI TEEBAGriFood), as a result of this cost sharing in early year of EUPI TEEBAGriFood, there was an underspend on staff costs in the grant's early years; (iii) Some staff members who left were not replaced; and, (iv) There was a slow start in many countries.

170. There was a need to spend money quickly in the closing 8-10 months of the grant and some new assessments were taken up (e.g. in China and Assam (India)). Some interviewees were of the view that the money could have been better spent on policy briefs (which were produced after the grant closed), rather than final events, to make more in-roads into policy uptake had there been more time (a second no-cost extension).

171. There was reportedly a financial underspend at the end of the grant of around USD 70,000, which will be returned to the donor. While this underspend is not evident from Draft Final Financial statement provided in Table 11 (perhaps due to exchange rate fluctuations), the project team informs that this will be reflected in the final report approved by UNON.

172. Resource constraints reportedly affected contracts with private sector partners – limiting the scope of the work.

173. UNEP's financial policies and procedures have been adhered to.

#### **Rating for Adherence to UNEP's Financial Policies and Procedures: Satisfactory**

#### **5.5.2 Completeness of Financial Information**

174. The grant faced no significant financial issues. However, the EU undertook a financial Audit in 2024<sup>36</sup>, which raised five issues: (i) expenditure not for project purposes. It was advised that overheads should not be paid from EU budgets, a total of USD20,758 was therefore reversed out and covered by another grant; (ii) excessive reporting of home leave costs; (ii) lack of allocation documentation; (iv) insufficient support for partner expenditure; and, (v) provisions included in salary. The Audit notes that based on the small sample size of transactions reviewed such issue may be systemic. Further, there were reportedly some delays in financial reporting in India, but funds were correctly spent.

175. For Project Cooperation Agreements (PCA), which relate to agreements over USD 200,000, reports were provided quarterly. For Small Scale Funding Agreements (SSFA), which relate to agreements under USD200,00, reporting was based on deliverables.

176. In terms of procurement, complex processes and extremely long processing times are a serious issue. Procurement was avoided where possible because of this, reducing flexibility in terms of implementation.

177. The Draft Final financial information provided to the Evaluator is presented in Table 12. As of February 2025, the final financial report was pending approval by UNON. The draft financial report provided to the Evaluator is presented in Table 11. The TE table templates on project funding sources and expenditure by outcome / outputs were provided to the project team but not completed. However, this is provided for the Valuing the Essentials project overall in Annex VI.

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<sup>36</sup> European Commission Service for Foreign Policy Instruments (FPI) Draft Expenditure Verification Report, June 2024. Prepared by BDO Ltd.

**Table 11: Draft Final Financial Report (USD)**

| Sponsored Class                                                            | Total Budget     | Actual Expenses reported as of 31.12.2019 | Expenditures (01.01.2020-31.12.2020) | Expenditures (01.01.2021-31.12.2021) | Expenditures (01.01.2022-31.10.2022) | Expenditures (01.11.2022-31.07.2023) | Expenditures 01.08-2023-31.12.2023 | Accumulated Expenditures as of 31.12.2023 |
|----------------------------------------------------------------------------|------------------|-------------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|------------------------------------|-------------------------------------------|
| <b>STAFF PERSONNEL</b>                                                     |                  |                                           |                                      |                                      |                                      |                                      |                                    |                                           |
| UN Environment Staff <sup>1</sup>                                          | 2,204,911        | 232,139                                   | 57,351                               | 174,300                              | 279,236                              | 598,421                              | 471,639                            | 1,813,086                                 |
| Contractual Services (Consultants)                                         | 448,600          | 51,527                                    | 115,534                              | 105,809                              | 92,800                               | 104,067                              | 746,468                            | 1,216,203                                 |
| <b>Sub-total Staff Personnel <sup>2</sup></b>                              | <b>2,653,511</b> | <b>283,666</b>                            | <b>172,885</b>                       | <b>280,108</b>                       | <b>372,036</b>                       | <b>702,488</b>                       | <b>1,218,107</b>                   | <b>3,029,290</b>                          |
| <b>TRAVEL</b>                                                              |                  |                                           |                                      |                                      |                                      |                                      |                                    |                                           |
| UN Environment Staff Travel                                                | 347,000          | 63,856                                    | 7,157                                | 10,027                               | 19,778                               | 62,894                               | 90,247                             | 253,958                                   |
| Meeting Participants Travel                                                | 103,526          | 12,108                                    | 1,835                                | -                                    | 2,350                                | 11,413                               | 260,344                            | 288,050                                   |
| Travel (Consultants)                                                       | 497,400          | 21,506                                    | 1,578                                | -                                    | 10,276                               | 20,128                               | 85,477                             | 138,965                                   |
| <b>Sub-Total Travel <sup>3</sup></b>                                       | <b>947,926</b>   | <b>97,471</b>                             | <b>10,570</b>                        | <b>10,027</b>                        | <b>32,404</b>                        | <b>94,435</b>                        | <b>436,067</b>                     | <b>680,973</b>                            |
| <b>OPERATING AND OTHER COSTS</b>                                           |                  |                                           |                                      |                                      |                                      |                                      |                                    |                                           |
| Operating and other Direct Costs                                           | 150,000          | 5,091                                     | 613                                  | 4,565                                | 18,235                               | 5,382                                | 56,478                             | 90,363                                    |
| <b>Sub-Total Operating and other costs</b>                                 | <b>150,000</b>   | <b>5,091</b>                              | <b>613</b>                           | <b>4,565</b>                         | <b>18,235</b>                        | <b>5,382</b>                         | <b>56,478</b>                      | <b>90,363</b>                             |
| <b>Transfer and grants to Implementing partners</b>                        |                  |                                           |                                      |                                      |                                      |                                      |                                    |                                           |
| Transfer and grants to Implementing partners                               | <b>3,889,974</b> | -                                         | 486,798                              | 359,356                              | 406,070                              | 173,887                              | 3,521,476                          | 4,947,588                                 |
| IP Indirect costs                                                          |                  | -                                         | See PSC                              | -                                    | -                                    | -                                    | -                                  | -                                         |
| <b>Sub-Total Transfer and grants to Implementing Partners <sup>4</sup></b> | <b>3,889,974</b> | <b>-</b>                                  | <b>486,798</b>                       | <b>359,356</b>                       | <b>406,070</b>                       | <b>173,887</b>                       | <b>3,521,476</b>                   | <b>4,947,588</b>                          |
| <b>Subtotal Direct Eligible Costs</b>                                      | <b>7,641,411</b> | <b>386,228</b>                            | <b>670,865</b>                       | <b>654,056</b>                       | <b>828,745</b>                       | <b>976,192</b>                       | <b>5,232,128</b>                   | <b>8,748,214</b>                          |
| <b>PSC 7%</b>                                                              | <b>534,899</b>   | <b>155,883</b>                            | <b>47,359</b>                        | <b>80,905</b>                        | <b>69,642</b>                        | <b>151,404</b>                       | <b>107,464</b>                     | <b>612,657</b>                            |
| <b>Total Budget <sup>5</sup></b>                                           | <b>8,176,310</b> | <b>542,111</b>                            | <b>718,225</b>                       | <b>734,961</b>                       | <b>898,387</b>                       | <b>1,127,595</b>                     | <b>5,339,592</b>                   | <b>9,360,871</b>                          |

**Notes:** 1/ The difference in budget and accumulated expenditure is due to exchange rate fluctuations (EUR/USD); 2/ The increase in staff costs in 2022/2023 was due to staff members being fully charged to the EUPI grant, rather than being multi-funded as they were at the start of the grant. The variance between planned and actual staff expenditures are explained by (i) the amount spent on staff can vary due to staff entitlements (leave, educational grant and rental subsidies); and (ii) Under the Staff Personnel budget line, as per the donor-approved budget, there was flexibility to allocate funds within the broader "Parent" line item (i.e. adjust spending between staff and consultants as needed); 3/ 64% of travel budget was spent in 2023 relating to a TEEBAGriFood Global Symposium in 2023 which led to increased travel costs; 4/ 71% transfers to IPs were made in 2023 when agreements were finalised; 5/ Table A4 in Annex VI - VtheE Funding and Expenditure records: Planned USD 9,666,200; Secured - USD 9,448,687 and Expended - USD9,384,082.

**Table 12: Financial Management Table**

| Financial management components:                                                                                                                 |                                                                                                                                         | Rating              | Evidence/ Comments                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Adherence to UNEP's policies and procedures:</b>                                                                                           |                                                                                                                                         | <b>S</b>            |                                                                                                                                                          |
| Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules                               |                                                                                                                                         | No                  |                                                                                                                                                          |
| <b>2. Completeness of project financial information:</b>                                                                                         |                                                                                                                                         | <b>MS</b>           |                                                                                                                                                          |
| Provision of key documents to the reviewer (based on the responses to A-H below)                                                                 |                                                                                                                                         |                     |                                                                                                                                                          |
| A.                                                                                                                                               | Co-financing and Project Cost's tables at design (by budget lines)                                                                      | No                  | Budget at design not provided. Annex C – Budget / Proof of Secured funds not included in Project Document                                                |
| B.                                                                                                                                               | Revisions to the budget                                                                                                                 | N/A                 | There were reportedly no budget revisions                                                                                                                |
| C.                                                                                                                                               | All relevant project legal agreements (e.g. SSFA, PCA, ICA)                                                                             | YES                 | Most SSFAs and PCAs were provided <sup>37</sup>                                                                                                          |
| D.                                                                                                                                               | Proof of fund transfers                                                                                                                 | YES                 | Selection provided                                                                                                                                       |
| E.                                                                                                                                               | Proof of co-financing (cash and in-kind)                                                                                                | No                  | There was no cash co-financing reported for the EUPI grant. In-kind UNEP staff time included a P3 and G5 EF funded post. This is estimated at USD382,500 |
| F.                                                                                                                                               | A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level) | YES                 | See Table 11<br>Breakdown by component not available                                                                                                     |
| G.                                                                                                                                               | Copies of any completed audits and management responses                                                                                 | YES                 | Audit report provided                                                                                                                                    |
| H.                                                                                                                                               | Any other financial information that was required for this project                                                                      | N/A                 |                                                                                                                                                          |
| <b>3. Communication between finance and project management staff</b>                                                                             |                                                                                                                                         | <b>S</b>            | Satisfactory                                                                                                                                             |
| Project Manager and/or Task Manager's level of awareness of the project's financial status.                                                      |                                                                                                                                         | S                   |                                                                                                                                                          |
| Fund Management Officer's knowledge of project progress/status when disbursements are done.                                                      |                                                                                                                                         | S                   |                                                                                                                                                          |
| Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.                    |                                                                                                                                         | S                   |                                                                                                                                                          |
| Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports. |                                                                                                                                         | S                   |                                                                                                                                                          |
| Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process                         |                                                                                                                                         | MS                  |                                                                                                                                                          |
| <b>Overall rating</b>                                                                                                                            |                                                                                                                                         | <b>Satisfactory</b> |                                                                                                                                                          |

<sup>37</sup> Under the grant, Small Scale Funding Agreements (SSFA) were signed with FGV, FEALQ, Escolas, ICAR, ICAR, IISP GB Pant University and MARDI. Project Cooperation Agreements (PCA) were signed with: the Institute of Geographical Science and Natural Resources, Chinese Academy of Science; Institute Pertanian Bogor, Indonesia; and, Khon Kean University, Thailand.

## **Rating for Completeness of Financial Information: Moderately Satisfactory**

### **5.5.3 Communication Between Finance and Project Management Staff**

178. There have been good communications between the Valuing the Essentials project Fund Manager (attached to the project since May 2020) and the management team. Frequent meetings (weekly) review meetings were held, and good support was provided by the Fund manager to the grant team.

### **Rating for Communication Between Finance and Project management Staff: Satisfactory**

**Rating for Financial Management: Satisfactory**

## **5.6 Efficiency**

### **Timeliness**

179. In June 2022, EUPI TEBB AgriFood was granted a 1 year no-cost extension to December 2023<sup>38</sup>. At the time of the no-cost extension, more time was needed to complete activities due to delays largely due to COVID-19 restrictions. However, the fact that the grant started from scratch in the partner countries (given that countries had not been engaged at project design) also contributed to a slow start up. Of note, there was no stakeholder consultation at the design stage, hence stakeholders had to be sensitized and encouraged to participate in the grant, research institutes had to be contracted, in-country pilot projects had to be both designed and executed within the 4 year project timeframe. The 7 countries also moved at different speeds (there was a particularly slow start up in [Malaysia](#) as discussed further below). Further, the grant wanted to capitalize on key global opportunities that could elevate and accelerate its impacts such as: (i) the UN Food Summit (September 2021), for which the convenors for Indonesia and Malaysia were involved. The extension allowed for implementing partners in the EUPI TEEBAgriFood to adopt workstreams to contribute evidence to UN FSS renewed focus on deforestation-free supply chains, following commitments made during the UNFCCC Glasgow CoP on this theme; and (ii) further time to mainstream the TEEBAgriFood Evaluation Framework and work streams via the **True Value Initiative**.<sup>39</sup>

180. In general, the timeframe for the grant was ambitious. Especially if changes to policy and business models were expected within the grant timeframe.

181. Time-saving measures put in place to maximize results within the secured budget and agreed project timeframe include: (i) Weekly Unit meetings for Indonesia to discuss achievements, setbacks, options to deal with issues, what to focus on (cross-referring to what has worked in other countries); linking with Country offices to 'open political doors', for example, in Brazil and India; (ii) Placing consultants in the regions – in Bangkok, New Delhi, Brasilia, and Mexico City. In addition, IEMP – the research partner in China is a UNEP collaborating centre based in Beijing.

### **Cost-effectiveness**

182. Each country received around USD 1.2 million (USD 300,000 per year over 4 years), which is a small amount of funding to realize policy change. In some countries, such as [Brazil](#),

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<sup>38</sup> VtheE was also extended for 18 months and the targets for the outcome indicators revised primarily because of COVID, and because EUPI-funded TEEBAgriFood project was extended until December 2023

<sup>39</sup> The True Value Initiative, a collaboration with FAO, the World Business Council for Sustainable Development (WBCSD) and Rabobank, focuses on mainstreaming valuation as an enabling mechanism for food systems transformation - see: <http://teebweb.org/ourwork/agrifood/food-systems-summit/>.

the grant is seen as highly cost-effective; with a small investment (around US\$250,000) the UPA workstream was able to unlock legislation and investment from the Government.

183. However, there is also a view that the analysis takes too long (up to 4 years) and that the cost is too high at USD 1 million (per country) and there is a need for a lighter / quicker approach. The need for greater speed is not only driven by cost, but also the need to be flexible to respond to opportunities and align with election and planning cycles.

184. EUPI TEEBAgriFood has demonstrated that a lighter and quicker approach is possible. In [Indonesia](#), the team responded to the policy makers' need articulated at the Inception meeting in August 2019, to undertake an analysis by November 2019 to inform the draft National Development Plan. The EUPI TEEBAgriFood team conducted a rapid assessment that explained the key considerations for policy makers to maximize the environmental and socio-economic benefits of agroforestry systems. The analysis was based on a literature review, modelling of ecosystem services from extant data layers<sup>40</sup>, and a scoping life cycle assessment.

185. Efforts by the project to minimize UNEP's carbon footprint included placing consultants in the regions and linking with country office staff (e.g. in [Indonesia](#)) to save staff from the Geneva and Nairobi flying in too frequently. However, given the restrictions on consultants in terms of speaking for or represent UNEP at high level events, staff were on occasion flown in for specific events even when consultants were assigned to countries.

**Use of/built on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects.**

186. The grant builds on the previous three phases of 'The Economics of Ecosystem Services and Biodiversity' (TEEB) project, conceived in 2007, which laid a foundation of work globally, with many national case studies, and integrating ecological and economic approaches.

187. **Synergies with VtheE grants is discussed in detail in Annex VI.** The relationships with Governments and research institutes were largely forged through project implementation, given that the countries had not been consulted during the design of the grant. However, the work in [Thailand](#) was able to successfully build on the IKI funded project which preceded it.

- Natural Capital Coalition (NCC) – the intention was to work with businesses the NCC already had a relationship with in the 7 partner countries. It is not clear to what extent this happened.
- The assessments were by and large based on existing (Government / official) data sets – but as noted primary data collection is needed in many cases to bring credibility to the findings.
- **Collaboration with FAO.** UNEP collaborated with FAO both in national implementation and for global outputs such as the flagship 2023 'State of Food and Agriculture Report' on True Cost Accounting, which features TEEBAgriFood. In some national applications, FAO participated directly in food system assessment (e.g. the GIZ funded assessment of native maize varieties in Mexico) whilst in all countries FAO data and reports provided key baseline statistics to aid in selection of study topics or sectors (Final Operational Report, Valuing the Essentials).

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<sup>40</sup> The modeling which the Indonesian national research partner (IP Bogor University) conducted as an input to the five-year National Medium-Term Development Plan was limited to calculating the value of provisioning services (mainly food and timber) and regulating services (carbon sequestration, water regulation, erosion prevention, nutrient retention and soil biodiversity) in cacao agriculture systems.

- **Key donors / projects at country level.** Complementarities/synergies were to be developed through inception workshops in each country, which would invite projects/initiatives on-going in each country piloting/ championing agro-ecology, and contacts from the UN Environment-FAO collaboration. The MTE highlighted missed opportunities to build synergies with other initiatives funded by large donors that address land degradation or biodiversity loss in the agri-food sector, citing the German GIZ "Private Business Action for Biodiversity (PBAB)" project implemented since 2019 as an example<sup>41</sup>. However, linkages were made with the portfolio of IKI projects on land use in Thailand and the WCMC TRADEHUB project in Brazil and Indonesia. In **Brazil**, the TradeHub project had many synergies with the TEEBAgriFood project; for example, the analysis of the land use change in the "cerrado" due to livestock and agriculture and the increase of degraded pasture lands.
- **EU.** The Evaluator of this TE concurs with the MTE finding that the grant improved linkages with the EU above and beyond logo visibility issues, concluding that EUPI TEEBAgriFood has positively contributed to the role of the EU in promoting the 2030 Agenda, particularly in relation to curbing the loss of biodiversity and damage to the environment globally. EU staff members participated in various technical meetings and networking events organized at partner country level and internationally<sup>42</sup>, and for some of the events, EU Delegations prepared the opening statement. However, some interviewees indicated that the involvement of the EU could have been higher, and that it would have been particularly beneficial for EU staff to participate in high-level meetings with Government entities, to strengthen and further build EU-partner country relations.

**Rating for Efficiency: Satisfactory**

## 5.7 Monitoring and Reporting

### 5.7.1 Monitoring Design and Budgeting

188. As set out in the Inception report there were various weaknesses associated with **grant design** which would have affected monitoring and reporting, including: (i)

189. The logical framework does not map / align with the narrative in the project (grant) document which is organized under 8 work packages (and their associated activities), making it hard to understand how outputs and outcomes will be measured and the project logic; (ii) The indicators are not timebound, making it harder to track progress. Indicators are provided at the activity level resulting in a significant number of indicators to monitor. For example, there are twelve indicators for the four activities under output 1.1. These could have been consolidated to provide clarity on the specific objectives at this level. For example, to capture the institutional bodies to be established under output; (iii) Outcome 1 has two indicators related to the number of businesses and non-business that use data generated by the grant. These indicators are more relevant to outcome 2, where the assessments are undertaken. Outcome 1 output and activities relate to collaborative reviews and baseline studies, establishment of PMUs at country level and increasing the visibility of the EU in international fora; (iv) The Logframe includes indicators at the **overall objective (impact)** level, which indicate that the intention is for the grant to achieve changes in policies and business models

<sup>41</sup> This project supported testing and development of instruments for the promotion of biodiversity-friendly production and commercialization. Four pilot projects (acai production in Brazil, Carnauba in Brazil, spices production in India, and agave in Mexico) have been implemented testing promising instruments and tools together with partners from the private and public sectors, and analysis of results through a systematization process.

<sup>42</sup> For example, the EUPI TEEBAgriFood project was hosted at a side event at the COP Montreal (December 2022), where the EU was represented.

in line with the assessments undertaken by the project (indicators ii, iii, iv)<sup>43</sup>. However, Indicator (i) seems relevant at the outcome level (Outcome 2) and it was not clear how indicator (v) is being captured / measured (iv) The project (grant) document cites the project objective<sup>44</sup> as 'Protect biodiversity and contributes to a more sustainable agriculture and food sector with well-functioning ecosystems for the seven countries in scope'. However, there are no indicators measuring biodiversity and ecosystem services, so environmental outcomes in this respect or sustainability within the agriculture and food sector as a result of the project are not being formally measured. Achieving project objectives rests on assumption that implementation of project activities (in theory) would contribute to these objectives, but without having quantifiable and measurable baselines, targets, and defined impact pathway; (vii) In addition, the **Project objectives** refer to a trade-related dimension, i.e., the project should help move towards a level playing field for EU businesses by limiting unfair competition driven by low environmental standards (in targeted countries), by identifying options relevant to the sustainability of supply chains that individual EU businesses rely upon but cannot influence individually. This dimension has not been further integrated or operationalized into the design of TEEBAgriFood activities. This assessment aligns with the MTR.

190. The baseline is set at zero for all indicators. This implies that the grant was starting from scratch / no prior activities / progress in relation to the targets.

191. No monitoring plan is provided in the project (grant) document, and it is not clear from the budget presented in the project (grant) document, which is high level, the budget allocated for monitoring project progress. The evaluation budget was US\$110,000 to cover both the mid-term and terminal evaluation.

192. The adoption of the EU PIMS indicators greatly simplified the monitoring requirement after Year 1, but do not fully align with the original set of indicators in the Logical Framework and the grant's Theory of Change, reflected in its Logical Framework in the project (grant) document and revised at Evaluation.

### **Rating for Monitoring Design and Budgeting: Moderately Unsatisfactory**

#### **5.7.2 Monitoring of Project Implementation**

193. The EUPI Indicative Logframe Matrix (project (grant) document), developed with EU at grant design was reported against Year 1 of the grant. This involved monitoring progress against the 49 indicators (in the logical framework). However, given that the indicators were not timebound, it was difficult to determine whether the grant was on track or not. For this reason, an additional assessment was undertaken to track progress against the project Gantt chart. The project (grant) document also includes a set of activities, milestones and deliverables associated with the eight WPs. Of the 150 activities, Milestones and Deliverables associated with the grant, roughly half (76) are applicable to year 1. In Year 1 37 % were on track or completed (i.e. it had been completed in all 7 countries); 4% – partially delayed or incomplete and 22% significantly delayed or incomplete. Of note all 17 activities related to this category related to WP4 due to the processing time required to approve a large-scale

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<sup>43</sup>Targets: i Countries apply the holistic TEEBAgriFood Framework to assess agricultural landscapes, practices and policies. (baseline 0, target 7); ii Countries have adopted changes to national and sub-national legislation and/or policies to address unsustainable land use practices (baseline 0, target 7); iii Countries have instituted **government support mechanisms** in the agri-food sector to improve sustainability standards (baseline 0, target 7); iv Agri-business in partner countries have adjusted their business model to meet higher sustainability standards (baseline 0, target 7); v Private businesses of EU adopt social and environmental safeguards in their agricultural supply chains (baseline 0, target 3)

<sup>44</sup> The Project Objective is the intended physical, financial, institutional, social, environmental, or other development results to which a project is expected to contribute. This is based on the Intermediate State of the project's ToC, the **Direct Outcome(s)** of the PoW or, alternatively, the 2025 PoW Outcome(s) to which it best contributes to, if pertinent. The Project Objective should be a sharp results statement and not a description of the aim of the project



Programme Cooperation Agreement (PCA) with the Capitals Coalition (Annual Narrative Report Year 1).

194. There is some evidence of the use of monitoring data for adaptive management. Annual Narrative Report Year 1: Provided an analysis of the risk of delays due to COVID-19 in 2020 at activity level – 14% significant risk; 45% moderate and 41% – not anticipated risk of delay. Significant risks included holding the first workshop in Brazil and the first in-country Steering Committee Meetings in Brazil and China. These delays had knock on effects for later activities.

195. The implementation data collected is comprehensive and detailed. However, while gender disaggregated data are provided to an extent, some of this analysis is incomplete in the FNR for the grant. Further, data and reports do not take into consideration vulnerable/marginalized groups, including those living with disabilities.

### **Rating for Monitoring of Project Implementation: Satisfactory**

#### **5.7.3 Project Reporting**

196. **Reporting against the selected EU PIMS indicators was introduced after year 1** (i.e., Years 2/3/4 (2020-2023) as required by the EU for all its projects from 2020. It was agreed with the EU that the log-frame would no longer be used. Work Packages, activities, milestones and deliverables, which were explicitly reported in Annual Narrative Report Year 1, were thereafter reflected to some degree in the narrative of the Annual Narrative Reports. This resulted in a much simpler set of indicators than in Logframe Matrix. Again, the baselines set were typically zero and the targets were arguably low as most were far exceeded. Reportedly, the Gantt chart remained an internal management internal tool, reflecting the step-by-step approach set out in the Work Package.

197. In addition, there were 6 monthly reporting in UNEP PIMS for the Valuing the Essential project, which EUPI TEEBAgriFood was a part of and thus contributed to many of its indicators. The Valuing the Essentials logical framework was intentionally designed with the activities / outputs of its core grants feeding into the 3 Outcomes, rather than separate outcomes per grant, to reflect the interconnectedness of the program and to facilitate coherence in implementation.

198. All annual narrative reports were completed, are comprehensive and report progress against targets. All documents are available on-line for all countries to access.

199. Reporting against the EUPI PIMS targets was a team effort led by the country leads. TEN transitioned to capturing project progress in the Integrated Planning, Management and Reporting (IPMR) solution at the end of the grant (Valuing the Essentials, Final Operational Report).

### **Rating for Project Reporting: Satisfactory**

**Rating for Monitoring and Reporting: Satisfactory**

## **5.8 Sustainability**

### **5.8.1 Socio-political Sustainability**

200. **The level of stakeholder ownership (by governments and other key stakeholders) varies across and within countries.** For example, while stakeholder ownership and awareness of the findings is considered to be very strong in the case of the UPA workstream in **Brazil** where stakeholders have continued to use the project results to promote scaling up and out

policies for semi-urban farming, it is insufficient to maintain momentum in relation to the ABC+ workstream, where high level decision makers are not aware of findings and how it can support their long-term objectives. Evidence of Government ownership and sustainability of the TEEBAgriFood studies in Brazil is summarized in Box 4. In general, across the seven countries, many stakeholders now know about the approach and are interested but time and budget are needed to follow-up and apply it further. Further, in many instances decision makers need more evidence to be fully convinced by the sustainable scenarios proposed and hence adopt policy changes.

#### **Box 4: Brazil - Government ownership and sustainability**

##### **UPA**

- The Federal government allocated USD 3.2 million for UPA initiatives in 2023.
- The Ministry of Social Development printed 5,000 copies of the UPA Guide
- The Ministry of Social Development has committed funding to build capacity to guide implementation across 12 metropolitan regions by end of 2026.
- National Food Security Strategy – FGV (the EUPI TEEBAgriFood research partner) is expected to be hired to build capacity of 12 of 60 cities in UA
- UNEP Generation Restoration Programme Manus (with FGV)
- The MOE is helping 9 cities with composting related to UPA, with a budget - 7 million riels.
- The Federal Government is studying legislation to include urban farmers as family farmers in the national register so that they can access incentives through different agricultural policies.

##### **Low Carbon Agriculture**

- While the Ministry of Agriculture has no concrete plans to take the work forward, reportedly the States have found the analysis very useful and are using it in their sub-national plans. There are some champions at the State level, which could provide some stability for the work. Other positive steps include: a credit mechanism supporting restoration has been extended to include Nature based solutions (not just traditional practices) and a soil carbon calculator in has been launched in Sao Paulo.
- The Government has started to understand the utility of the modelling and has contacted FEALO (the EUPI research institute) to apply the approach in other areas (related to irrigated agriculture and models to eliminate hunger in Brazil). The research partner themselves has embedded the TEEBAgriFood Framework into their work.
- A project with the MOA to be funded by Mitisui – Japan and Robbank (Dutch bank) looking at a carbon credit compensation schemes will reportedly use the TEEBAgriFood approach.

201. In some cases, policy makers / technical staff in Ministries identified more areas where they would like the approach applied, demonstrating ownership of the approach. For example, in [Indonesia](#), the success that national research partners IPB had in applying the TEEBAgriFood framework to the cocoa sector led to the focal point (the Chief Planner in BAPPENAS) requesting a new study on coffee. The Steering Committee in [India](#) asked for a new application in Assam.

202. There is evidence of research partners independently applying the framework after grant closure. For example, in [Mexico](#), the research consortium who completed the coffee assessment, INECOL, has continued to analyze coffee growing scenarios with the aim of providing the Ministry of Agriculture and Rural Development with more specific recommendations for responding to the highly regionalized differences in the threats and opportunities to the coffee revealed through the TEEBAgriFood study.

203. While acknowledging the success that the grant has had in building links with the Ministries of Agriculture, there has been limited engagement with senior ministries such as planning and Treasury, which should be a priority going forward to facilitate mainstreaming into policies and plans and financing.

204. The results / lessons of the EUPI TEEBAgriFood assessments were communicated at the final workshops and other means. However, a common view of interviewees is that there is a need to build a stronger (non-technical) conceptual understanding of the approach and results among decision makers and non-technical stakeholders. Of note, policy briefs were pursued after grant completion as a key tool for communicating with decision makers. Further, there is a need to reach beyond the 7 countries, for others that can learn from the EUPI TEEBAgriFood case studies and potentially replicate and/or scale the approach.

205. On the back of the grant, Capitals Hubs have been established in most countries and These hubs can help share the findings of the studies and build awareness; however, financing is unclear. Some business champions have emerged (e.g. GoFresh in India). Golden Bee, a consultancy in [China](#), have taken up the guidelines and are working with businesses, while C4RB in [India](#) have replicated the program.

### **Rating for Socio-political Sustainability: Moderately Likely**

#### **5.8.2 Financial Sustainability**

206. Financial resources have been secured for follow-on work in some countries, but more is needed.

207. The IKEA Foundation is funding a follow-on study in [India](#) and Kenya (IKI funded country). In India, the IKEA Foundation funded project started in December 2023, providing good continuity with the EUPI TEEBAgriFood approach. Given the delays to EUPI TEEBAgriFood in India, and the challenge of realizing policy changes within the project timeframe, opportunities and momentum would have been lost within this follow-on study. The IKEA Foundation project builds on the 4-year EUPI TEEBAgriFood study, taking on board lessons learnt from the EUPI TEEBAgriFood work, for example: (i) ensuring stronger links between the business and policy components; (ii) the PSC has been retained and broadened to include the National Biodiversity Authority, Ministry of Statistics and Planning Commission. The inclusion of the Ministry of Statistics and Programme Implementation is building continuity with NCAVES, which was given limited consideration under EUPI; (iii) IIFSR will continue with the work in both Uttar Pradesh and Uttarakhand (with a new research partner being identified for Assam). At the time of the TE in October 2024, research partners were still to be contracted; (iv) The assessments will cover the different agro-ecological zones (at landscape scale) so that the results can be scaled as recommended by the Co-chairs and they will adopt the same models / methodology so that the findings are comparable<sup>45</sup>.

208. Opportunities are being explored in numerous countries. But many countries stated they do not have funding for follow on work (see also Box 4).

- [IPB Bogor](#) and [BAPPENAS](#) have discussed the following with UNEP: (i) BAPPENAS and IPB Bogor intend to disseminate the study's results to other regions through collaboration with national and local governments, providing deeper insights into agroforestry to promote increased income for the community; (ii) BAPPENAS to plan education, training, and socialization to introduce TEEBAgriFood as a method framework to serve as the foundation for national and regional government decisions in formulating the 2025 – 2029 National Medium-Term Development Plan (RPJPN) and Regional Medium-Term Development Plan (RPJPD); (iii) The Ministry of Agriculture to propose national budget

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<sup>45</sup> Under EUPI TEEBAgriFood the assessments were undertaken at different scales – Uttar Pradesh – district, Uttarakhand – watershed, and Assam – state level using secondary data. Different models and methodologies were also adopted across the three states. The IKEA project plans to hold workshops to agree the common use of data and methodologies across the States.

planning for agroforestry by focusing more on assistance to farmers involved in agroforestry to motivate farmers to meet specific targets; (iv) Technical discussions with the Ministry of Agriculture, Ministry of Environment, and Forestry (KLHK), Research and Development Agency for Agricultural Environment and Forestry (Puslitkoka), and relevant stakeholders, especially to tailor Good Agricultural Practices (GAP) for agroforestry to align with government programs.

- **Thailand.** Funding is needed to build on the momentum / opportunity created by the study on SRP. UNEP has provided seed funding to work with farmers to demonstrate that the approach can improve livelihoods, GHGs emission levels and pollution, but more money is needed for the coming years. UNEP is continuing its engagement via a follow-up GEF project on SRP. The Government reportedly wants to apply the approach to other products such as durian, but it is not clear where funding would come from; Government funding is seen as limited / unlikely.
- In **China**, momentum was created but there is no funding secured to capitalize on this. Continuous support is needed to change ideas and behavior, it is not just one strike, especially in country the size of China. The research partner has been reaching out at both study sites to try and attract funding. IEMP want to take TEEBAgriFood further and reportedly have had several invitations to apply it in other parts of the country, but do not have the funding. There is interest in undertaking similar work in Protected Areas and aquaculture. More examples and studies (a body of work) are needed before the Government is likely to take up the approach and fund<sup>46</sup>.
- In **Mexico**, the research institute plans to discuss the results of coffee study with the new Government. The MOE is very interested in the Framework and keen to undertake further work. There is interest in studying other products such as avocado and agave plant used to produce tequila, both of which are very important for the Mexican economy. It was suggested that the MOE may be prepared to help fund, while the Association of producers of Avocados – includes some big companies and may have a special interest in supporting additional assessments<sup>47</sup>.

209. Valuing the Essentials Phase II is at the design stage. This will include NCA, Food system framework, Bioeconomy (links to G20 discussions), green/blue economy (including wildlife). The Project document is to be submitted at the end of 2024 to the EC Directorate General of International Partnership (DG INTPA). The project will cover **Brazil, India**, Rwanda and Ghana, enabling on-ward work in two of the EUPI countries.

210. The engagement of the **Capitals Coalition** was expected to generate longer-term support for business and biodiversity, after the grant ended<sup>48</sup>. The Capitals Coalition have a training process in place and will roll out critical message, financed by them. They were planning to host sessions at COP16 to the Convention on Biological Diversity (CBD), engaging some of the EUPI partner countries.

211. Additional funding is needed to both implement approved policies and fund additional research studies. There was no exit strategy undertaken in any of the countries, which could have featured a financing strategy at the country level that scoped out potential financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the grant ended (i.e. from the public and private sectors, income generating activities and economic instruments). In **India**, a couple of initial ideas suggested were: (i) farmers currently receive 6,000 rupees as a direct cash transfer from Government in all States, this could be increased

<sup>46</sup> The MOEE in China have a project on Soya Conservation Technology based on same principles as TEEB and a set of studies looking at Gross Economic-Ecological Product Accounting, which started before TEEB and applies the same concepts.

<sup>47</sup> There is optimism around the new Government's interest (in power since October 1, 2024), in continuing work on maize and milpa (funded by GIZ) and there is a GEF project proposal around the conservation of maize

<sup>48</sup> Like TEEB, the Capitals Coalition are committed to an open architecture and producing publicly accessible materials, so at grant design were seen as a good partner for carrying the initiative forward beyond the grant.

to 12,000 rupees for those who adopt OF/AF. As well as acting as an incentive, this could compensate for any decline in crops, and reflect the additional social benefits; and, (ii) allocate a small percentage of Agriculture Export Development Authority export income for TEEBAgriFood research / Ecosystem Services.

**Rating for Financial Sustainability: Moderately Likely**

### 5.8.3 Institutional Sustainability

212. The grant has successfully introduced and tested the TEEBAgriFood framework in the seven countries and built strong buy-in to the approach among research institutions and Government. There is evidence that there will be further support and uptake of the framework after the closure of the grant. Notably, in [India](#), although TEEB studies have been conducted by various international and national entities in the past, the grant marked the first time that the government institutions integral to agricultural planning and policy making processes at the national and state-levels conducted the TEEBAgriFood assessments. As a result, the capacity to undertake a TEEBAgriFood evaluation is now held within key government institutions that lead on agricultural research. The Indian Council of Agricultural Research (ICAR) - the apex agricultural body in India – has put TEEBAgriFood framework forward to be scaled-out nationwide. This includes the integration of valuation studies into the undergraduate course introduced by ICAR on natural farming in 4 central universities and 51 State Agriculture Universities. A parallel process to integrate the Natural Capital Protocol in Business schools is also needed to prepare the next generation of business leaders.

213. Further the grant has been successful in supporting approved legal frameworks, policies, and plans but more time/evidence is needed to convince policy makers and incorporate/mainstream findings into future planning/policies and strategies in most countries.

214. UNEP and the Capitals Coalition have built institutional **capacity** across research partners, businesses through detailed technical support (in person and remotely) and workshops.

- In [Indonesia](#), at the request of BAPANAS, staff were trained in the Food and Agriculture Unit<sup>49</sup>. Learning from this experience it is noted that an 8-hour training is insufficient to apply the tool. Further, while it is important for Government staff to understand the methodology enough to be equipped to review / assess the quality of studies to facilitate mainstreaming, training should focus on building the expertise of research specialists who provide support to the Government.

215. In some cases, the research institutes contracted under the grant, and other organizations<sup>50</sup>, are now able to apply the methodology independently or with minimal targeted technical backstopping (China, India, Indonesia, Thailand). In [Mexico](#), interviewees felt institutionally capacity had been built, with the framework offering a new approach to academia and that the capacity to apply it in the universities was high. In other countries, such as [Malaysia](#), capacity increased but not enough to manage all 4 capitals. Many research institutes requested additional support in specific areas (e.g. to undertake biodiversity analysis and improve social assessments).

- Capacity to implement and knowledge of applying the approach will speed up process, as demonstrated in [Thailand](#), and other countries where a second application was supported through EUPI TEEBAgriFood (e.g. China, Mexico)

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<sup>49</sup> After initial results produced by IPB Bogor University, BAPPENAS requested training to develop a "TEEB Secretariat" within BAPPENAS, which was supported through the contract with IPB Bogor and with support from UNEP.

<sup>50</sup> Many groups could apply the methods in China – not just IEMP – may not call it TEEB but undertaking similar assessments through lifecycle analysis and PES assessments.



- The Capitals Coalition built their own capacity through process.

216. Influencing leaders can help generate long term investment. The grant identified and involved high level champions in Government, including:

- Mr. Anang Noegroho, Director of Agriculture BAPPENAS and designated focal point for Indonesia for the Food Systems Summit.
- Dr. Bhargava, Additional Secretary in the Ministry of Agriculture and Farmers Welfare India was a project focal point.
- Mr. Huang Runqiu, President of the COP 15 and Minister of Ecology and Environment of China advocated for TEBB approach at CBD15 side event (Montreal - Kunming CBD) in December 2022<sup>51</sup> stating: "China is willing to join hands with all parties to actively apply the TEBB approach and carry out TEBB national actions, and to work together to reverse the global trend of biodiversity loss and build a community of life on earth and a beautiful home where people and nature live in harmony".

**Rating for Institutional Sustainability: Moderately Likely**

|                                                |                          |
|------------------------------------------------|--------------------------|
| <b>Rating for Sustainability (Likelihood):</b> | <b>Moderately Likely</b> |
|------------------------------------------------|--------------------------|

## 5.9 Factors Affecting Performance and Cross-Cutting Issues

### 5.9.1 Preparation and Readiness

217. The project (grant) document provides a (very) high-level scoping of six of the seven partner countries in terms of agricultural pressures, biodiversity impacts, policy context (framework) / responses to pressure. A more detailed assessment was provided for Brazil. A comprehensive Driver-Pressure-State-Impact-Response (DPSIR) assessment for agricultural landscapes in each country, needed to inform selection of the pilot assessments, was an activity under the grant (Activity 2.1).

218. Due to the fact the assessments were to be agreed as part of grant implementation (location, type of agri-system to be assessed) specific minority groups or indigenous groupings could not be identified at project (grant) design. Activity 1.2 includes a listing of national / local stakeholders as an output. Further the BAU Vs Policy Scenario are intended to identify stakeholders who both benefit and lose from the policy-on versus BAU, both in terms of direct payment of implementation costs and also changes in ecosystem services provisioning (Activity 5.3).

219. Country level stakeholders were not consulted as part of grant design and the grant countries were selected by the donor. Activities in Malaysia progressed slowly due to a series of political, administration, and technical obstacles (see below).

220. The ongoing/high likelihood of change in national governments was not discussed / taken into consideration in grant design. There was a change in Government in Brazil and Mexico during project implementation.

**Rating for Preparation and Readiness: Moderately Unsatisfactory**

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<sup>51</sup> The side event - 'Recognizing and managing the value of nature's contribution to people through food systems transformation' discussed how making the economic case for pro-nature policies to achieve food systems transformation is aligned with the Post-2020 Global Biodiversity Framework. The event was also attended by Ms. Christianne van der Wal-Zeggelink, Minister for Nature and Nitrogen Policy, Netherlands, Ms. Astrid Schomaker, European Commission. See <https://teebweb.org/our-work/agrifood/country-implementation-agrifood/eupi2019/china-eupi/valuing-natures-contributions-through-food-system-transformation/>.

## 5.9.2 Quality of Project Management and Supervision

### 5.9.2.1 UNEP/Implementing Agency:

221. The governance model for the grant is part of the Valuing the Essentials governance structure, presented in the Valuing the Essentials project document.

222. The grant has benefitted from a highly competent and cohesive UNEP TEEB project team, who are greatly appreciated by *all* stakeholders. The global UNEP and in-country TEEB teams are commended for their high quality and timely guidance provided to the country teams, and their convening and diplomacy skills. The global project team has good knowledge of the countries and speak local languages, which is considered a great plus. It was noted that working with UNEP encourages researchers to meet international standards.

223. The TEEB coordinator led the grant. The core team consisted of 3 members serving as country leads for the seven EUPI countries. Administrative and Finance support and a dedicated communications consultant in Nairobi. ;. Some staff have been involved over the EUPI grant timeframe, including the TEEB Coordinator. Many of the EUPI staff were also involved in IKI and NCAVES, with their time allocated across all three grants in the early years of the EUPI grant enhancing knowledge sharing across the grant. The lead for Brazil, was also responsible for creating links with UNEP MTS, UNEA, and engaged in all the inception workshops for NCAVES, TEEBAgriFood. However, there has also been staff turnover and some shifting around in terms of country leads and at times the team was quite thin pending the recruitment of new staff members. Staff turnover at global level was referred to as a challenge in **Mexico** (with three EUPI global team members supporting over the course of the project and each having to get up to speed).

224. Only two team members are core funded by UNEP (via the Environment Fund) – a G5 and P3. Other staff members are funded through the grant. As a result, their continuity beyond the grant timeframe is dependent on additional funding and staff time has been used to fund raise for future projects, as is reportedly commonplace across projects structured in this way.

225. The Unit met once a week to discuss administrative and programme issues, with country leads.

226. **Annual Workplans** were developed, which indicated activities carried forward from the previous year and reasons for this. A number of activities in Year 1 and 2 were delayed due to COVID-19. These delays were particularly relevant for partner countries in which the stakeholder-driven TEEBAgriFood process was still in the early stages without a specific policy scope defined (**Malaysia, India, Brazil**). However, COVID-19 impacted all countries in various ways and to varying degrees, for example: (i) key senior Ministerial staff were less available as they were pre-occupied with dealing with the immediate short-term needs of dealing with the pandemic; (ii) lockdowns affected the gathering of background data/information required to finalize project scoping; and, (iii) the agri-food policy interventions proposed became less of a priority.

227. The project team has demonstrated adaptive management for example (see also Table 14): (i) adopting various mitigation measures in response to COVID-19 lockdowns including encouraging adoption of on-line team and steering committee meetings, capacity building national webinars and virtual global symposiums. However, in some cases (e.g., TEEBAgriFood **Malaysia**) on-line meetings were rejected as a way forward by the focal Ministry. TEN encouraged national host institution partners to progress in areas that did not require primary data collections and technical analysis was only impacted to a limited extent as most modeling and analysis activities could proceed remotely; (ii) directing funding underspend to new applications in China and Assam (India); (iii) recruiting



consultants to meet additional support needs in Assam, **India** and **Thailand**; and, (iv) UNEP struggled to generate much interest in the project at federal level under the Bolsonaro administration in Brazil. In 2020/21, via a link provided by EUPI Brussels colleagues, UNEP started preliminary consultations at the metropolitan level (São Paulo). Initially the EU did not support working at the State level, so the team worked with US\$25,000 allocated from SIDA flexible funding, but were able to access EUPI money once support at the Federal level started to materialize.

228. Table 13 summarizes actions taken / responses to the MTE recommendations based on feedback from the management team and views of the Evaluator. The grant satisfactory addressed the MTE recommendations, especially in light of the fact that the MTR was not completed until February 2023, 10 months before grant closure. A number of the recommendations from the MTE were actioned within the project timeframe (e.g. around reporting), others have been taken into account in follow on work (e.g. through the IKEA Foundation funded follow on study in India). The proposed (second) project extension was not approved by the EU.

**Table 13. Management and TE responses to the MTE recommendations.**

|           | Recommendation                                                                                                                                                                                                                                                                                                                                                                                     | Addressed to                                | Action taken / response <sup>1</sup>                                                                                                                                                                                                      |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>R1</b> | For the next progress report include and complete sections on number and quality of outcomes related to the specific objectives, lessons learned and plans for increased impact and sustainability                                                                                                                                                                                                 | Project management                          | The grant had a heavy reporting burden which included these aspects. Between the EU PIMS reporting and the standard UNEP VtheE PIMS reporting biannually these recommendations were met (MR).                                             |
| <b>R2</b> | Adopt a scorecard approach for assessing the quality of results and pay more attention to facilitating letters of intent by key operators                                                                                                                                                                                                                                                          | Project management                          | This recommendation was not clear. While progress was discussed in detail on weekly Unit calls it was not clear how converting this to a scorecard would have helped and would have been an additional burden (MR)                        |
| <b>R3</b> | Increase focus on agrobiodiversity and linked indigenous knowledge                                                                                                                                                                                                                                                                                                                                 | Project management                          | The additional studies added in the last year did have a focus on agrobiodiversity, but equally so did virtually every study in the EUPI project (MR)<br>Indigenous knowledge is being integrated into the IKEA follow up study in India. |
| <b>R4</b> | Simplify the TEEB approach for the private sector                                                                                                                                                                                                                                                                                                                                                  | Project management                          | The final Guidelines integrate the experience gained from piloting the Guidelines and tried to simplify the approach.<br>Further simplification would be useful going forward to encourage uptake                                         |
| <b>R5</b> | Extend the project for a further 6 months contingent on improved quality in relation to the above 4 recommendations                                                                                                                                                                                                                                                                                | European Commission FPI                     | This extension was not approved by the European Commission                                                                                                                                                                                |
| <b>R6</b> | In the final year the project should cease initiation of newly conceived ideas and directions under the present project, and focus primarily on completion of activities currently running and the preparation of two case studies per country (selected using a quality scorecard approach) to be signed off by valid and substantive letters of intent from respective counterpart institutions. | Project Management, European Commission FPI | This was not actioned as agreed with the EU Delegations. (MR)<br>EU Indonesia strongly supported a new study in the last year (on coffee), as did EU Delegation India (viz. adding Assam). (MR)                                           |

|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                          |                                                                                                                                                                                                                                          |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>R7</b>  | Establish a workshop and eventually submit costed proposals for permanently funded TEEBAgriFood Learning Landscapes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Project management assisted by FPI/INTPA | This is being addressed through the follow-on IKEA Foundation funded study in India                                                                                                                                                      |
| <b>R8</b>  | Future EU-funded Actions on TEEBAgriFood should ensure engagement of relevant industrial players with a large ecological footprint, on the importance of moving to fully sustainable production practices while making the connection with the global framework of EU trade relations, agreements, conditions, and requirements. Other areas to which future actions should relate are investor / financier relations (e.g., stock exchange listed companies in targeted partner countries may require accountability reporting on their operations in terms of sustainability or need to fulfil certain production standards). | Project management assisted by INTPA     | This concerns future actions, and not the EUPI grant under evaluation. (MR)                                                                                                                                                              |
| <b>R9</b>  | For the operationalizing the TEEBAgriFood Framework and NCP in a practice-oriented context for engaging businesses, the TEEBAgriFood framework and supporting guidelines should be further simplified and adapted to different categories of businesses (for example, SMEs, large producers, conglomerates, industrial players) and apply a value chain approach (e.g., accounting for a company's position in the value chain, and assessing the impact of the whole value chain attached to a certain product or production process).                                                                                         | UNEP, Capitals Coalition                 | The Guidelines are versatile and can be used by all these stakeholder groups and can also support entire value-chain assessments. (MR) However, the TE concurs that they need to be further simplified / broken-down to increase uptake. |
| <b>R10</b> | Pilot applications for businesses can be further supported beyond guidance on impact assessment level. Next steps should include guidance on identifying areas where substantial gains can be made in reducing the negative impact on biodiversity and ecosystem services (or strengthening positive impact), and operationalisation of a business process reengineering action plan resulting in more sustainable production practices (incl. back- and forward linkages within the value chain).                                                                                                                              | UNEP, Capitals Coalition                 | This is a fair suggestion for the future and is indeed what is happening in the IKEA Foundation funded study for India building on the groundwork under EUPI in India. (MR)                                                              |

Note: 1/ Management response denoted as 'MR'

229. **Importance / value of in-country TEEB teams/staff was consistently raised in the evaluation interviews.** On-going engagement, and the ability to respond to urgent meeting requests (from senior people) without delay is important to build relationship with Government, as demonstrated in **Brazil** (and discussed above). It is the view of the Evaluator that Country missions should not be relied upon for coordination. The grant recognized this need and in-country staff were embedded in some, but not all countries. In **India**, a local consultant was hired in early 2020 to engage directly with government officials on the ground and spur action. In **Thailand**, a EUPI AgriFood consultant was hired (fluent in Thai) who acted as a project manager and was responsible for communications with the Government and the UNEP Regional office. This facilitated on-the-ground hands-on support and is considered to have made a significant difference to the ease and effectiveness of EUPI TEEBAgriFood

implementation. There was an UNEP colleague based in **Indonesia**, who was instrumental in connecting with the Government. **Mexico** noted that it would have been useful to have someone more local to drive the work. There is however the financial cost to in-country and TEEB teams to be taken into consideration, while UNEP restrictions on consultants also hinder continuity and level of responsibility, as discussed further below.

230. There are **UNEP Country Offices** in four of the EUPI TEEBAgriFood countries (Brazil, China, India and Mexico). The more the country offices were involved the better the outcome. Working closely with the country offices is important and aligns with UNEP's new delivery model which is based on working through Country and regional office to meet Government objectives. The EUPI TEEBAgriFood has demonstrated the value of this in **Brazil** and **India**. This arrangement is working well in **India** through the follow-on project IKEA Foundation project, with a four-person TEEB team in place. The relationship with the country office is strengthened through in-country presence, facilitating on-going discussions of how the grant/project aligns with other country objectives. Further, by raising awareness of the grant/project within the country office, it is possible to have the whole office working/speaking on your behalf, including the Country Head. Synergies have been built in **India**, e.g. The Partnership for Action on Global Economy (PAGE) has a programme with the agricultural sector developing Gram Panchayat Development Plans (GPDs) (lowest level of governance plans), which TEEB is helping with. In **Thailand**, support from the UN Resident Coordinator facilitated outreach to Thai businesses (Valuing the Essentials, final operational report). In **Mexico**, the Country Office reportedly built strong synergies with technical teams in Geneva and Nairobi, which is considered an achievement.

231. **Engagement with the Regional UNEP offices was mixed.** There was reportedly strong support and engagement from the Asia Pacific office in **Thailand**. This was enhanced by having a TEEB consultant embedded in the Thailand office available to build and nurture this relationship. However, there was no engagement with LAC regional office in Panama – who were without a biodiversity lead for the duration of the grant. While relationships were built with the UNDP Country Offices in **Mexico** and **Brazil**, the regional offices have a role to play in disseminating knowledge and awareness across the region and facilitating upscaling and funding.

232. Management challenges included:

- A view that the EUPI UNEP team was a little stretched and that a focus on fewer countries would have been better.
- Hiring of staff to fill empty posts was slow due to the extremely lengthy UNEP procurement processes, with the default approach to avoid recruitment, if possible, because of this.

233. In addition to the procurement challenges, restrictions on consultants also impact implementation and cost. Consultants are cheaper than UNEP staff but can only be hired for 2 years and are not allowed to speak on behalf of UNEP. This means that consultants who may have built a good relationship with senior decision makers, would not be authorized to deliver presentations or speak in meetings on UNEP's behalf. This has cost implications and contributes to the grant's environmental footprint if there is a need to fly UNEP team members to specific high-level events.

234. Management challenges at the county level are summarized in Table 12. Challenges included: (i) The partner countries selected by the EU were not engaged during the design phase, therefore the grant had to be introduced, and interest generated at the start of grant implementation. It was difficult to engage governments initially and it took time and

perseverance by the project team to generate interest. For example, it took 2 years to get going in **India**; (ii) In a number of countries the grant team had to address an initial resistance to engage due to the perception of conflicting interests between the priorities of the EU (the donor) and the partner countries (e.g., Brazil, Indonesia, Malaysia, Mexico); (iii) changes in Government (e.g., Brazil, Mexico); and, (iv) slow Government and/or research Institute approval processes / response times leading to delays in on-boarding research institutes (e.g., India, Indonesia, Malaysia).

235. Activities in **Malaysia** progressed slowly due to a series of political, administration, and technical obstacles and TEEB outputs in Malaysia were delivered far behind schedule. Initially, there was disagreement over which agency would be willing to steer the EU funded project in light of the EU proposed ban on palm oil imports. Project oversight was transferred from KeTSA to MAFI (after the Inception meeting). The change in the project focal point temporarily suspended discussions regarding TEEBAgriFood.

**Table 14: Risks & Challenges identified in EUPI TEEBAgriFood reporting documents**

| Country          | Risk / challenges                                                                                                                                                                                                                                                                                                                                                                                                             | Response / strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Brazil</b>    | Initial resistance from the Environment Ministry to engage due to the perception of conflicting interests between EU/UNEP and agri-food stakeholders in Brazil<br>The EU were pushing for deforestation free supply chains, but Brazil was not happy with this, and it took 1.5 years to sell the grant to Government and insist that EU was not there to put up trade barriers.                                              | In May 2019, due to government restructuring, shifting priorities and inaction from the Ministry of Environment (MMA), the grant team decided to approach MAPA to be host institution                                                                                                                                                                                                                                                                                  |
|                  | Elections in Brazil caused government stakeholders to become disengaged due to other priorities. After elections many political stakeholders changed. Some of the stakeholders with which TEN worked for 3 years were suddenly no longer part of the ministries.                                                                                                                                                              | The project team sought to: (i) maintain transparent communications with Government focal point at MAPA; (ii) explore further synergies with UNEP Brazil Office projects aligned with the Ministry's agendas; (iii) highlight the role of the Ministry in the governance structure of the project; (iv) strengthen rapport with non-government actors that may have leverage with the authorities as MAPA; and, (v) diversify working at both federal and state level. |
| <b>China</b>     | In 2019, the 1 <sup>st</sup> SC meeting and travel to Yunnan province was delayed                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>India</b>     | Contracting of research partners was significantly slowed / delayed due to closure of offices related to COVID-19 and lengthy government approval processes (almost a year elapsed in waiting for confirmation of bank account details to send funds to for a research contract).                                                                                                                                             | UNEP engaged with different focal points (including at Assistant Secretary level in the Ministry) to bring broader awareness to the impact of the delays, which accelerated a resolution.                                                                                                                                                                                                                                                                              |
|                  | Significant delays in / lack of ministry engagement due to heavy workload.                                                                                                                                                                                                                                                                                                                                                    | A local consultant was hired in early 2020 to engage directly with government officials on the ground and spur action                                                                                                                                                                                                                                                                                                                                                  |
| <b>Indonesia</b> | Initial concerns over an EU-funded project following the EU proposed ban on palm oil for the production of bio-fuels.                                                                                                                                                                                                                                                                                                         | The project team sought to: ensure focus on study options that were not linked explicitly to palm oil production.                                                                                                                                                                                                                                                                                                                                                      |
|                  | Due to delays in Institut Pertanian Bogor (IPB) administrative procedures, it took nearly seven months for UNEP to contract IPB.                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Malaysia</b>  | Initial concerns over an EU-funded project following the EU proposed ban on palm oil for the production of bio-fuels <sup>52</sup> .                                                                                                                                                                                                                                                                                          | The project team sought to: ensure focus on study options that were not linked explicitly to palm oil production.                                                                                                                                                                                                                                                                                                                                                      |
|                  | A formal transfer of chairmanship of the project from one of the ministries responsible for environmental management (KETSA) to one of the ministries responsible for agricultural development (MAFI) was considered critical to ensure the relevance and uptake of project results, but this further delayed the definition of the policy scope which then in turn delayed the technical TEEBAgriFood Framework application. | TEN participated in a formal inter-Ministerial discussion to define how the project could meet Malaysia's priorities, which resulted in assignment of a new UNEP focal ministry.                                                                                                                                                                                                                                                                                       |
|                  | MARDI's legal review of the PCA delayed the initiation of research by four months.                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

<sup>52</sup> See: [https://policy.trade.ec.europa.eu/news/wto-rules-renewable-energy-dispute-2024-03-05\\_en](https://policy.trade.ec.europa.eu/news/wto-rules-renewable-energy-dispute-2024-03-05_en)

| Country  | Risk / challenges                                                                                                                                                                                                                                    | Response / strategy                                                                                                                                                                           |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | Soon after MARDI had been contracted the third wave of the pandemic COVID-19 struck and parliament was suspended and a nationwide state of emergency was declared from Jan 11 to August 1, 2021, effectively freezing progress on EUPI TEEBAgriFood. |                                                                                                                                                                                               |
| Mexico   | The steering committee wanted to look at silvo pastoral processes, but the EU wanted to focus on coffee as there are no silvo pastoral sectors in Europe.                                                                                            |                                                                                                                                                                                               |
|          | Not enough resources for comprehensive analysis of coffee                                                                                                                                                                                            |                                                                                                                                                                                               |
|          | Bureaucracy and the administrative process at the university resulted in delays                                                                                                                                                                      |                                                                                                                                                                                               |
|          | Sensitivities around natural capital due to its association with private sector and monetization                                                                                                                                                     | The project team sought to use 'nature' instead of 'natural capital' and emphasize how TEEBAgriFood accounts for equity and livelihood dimensions.                                            |
| Thailand | Limited institutional capacity in-country to conduct a TEEBAgriFood assessment                                                                                                                                                                       | A consultant was hired in Bangkok to liaise with potential university/research institute partners, and to explain face-to-face the concept/approaches required for a TEEBAgriFood assessment. |

**Sources:** EUPI TEEBAgriFood Annual Reports, Operational Project Closure Vthe E, interview responses.

236. **The grant was governed through a contractual agreement with EU FPI.** The grant governance structure consisted of an overall steering committee and country level steering committees. There was a kickoff meeting held in January 2019 and annual SC meetings in March 2020, April 2021, April 2022 to approve the next tranche of fundings. The SC meetings were chaired by FPI (with delegations of 7 countries). Initially, update meetings were held every 4 months, but they became far less frequent as the grant progressed reportedly at the request of the EU<sup>53</sup>. The TEEB Advisory Board, which was set up in 2014 and meets around twice a year and is chaired by Head of Division, <sup>54</sup> also had oversight over the EUPI grant.

237. **National Steering Committees have operated well overall, often with the engagement of senior Government officials.** Examples of their composition and breath of engagement are:

- **Brazil** - UNEP and the Center for Sustainability of Fundação Getúlio Vargas established a Steering and Technical Committee (STC) with approximately 60 stakeholders, ensuring gender balance and regional representation and engagement of society and community members. Three steering committee meetings refined the scope, analysis, and interpretation of results. The 2-tier committee structure (high level committee and technical committee) reportedly worked well and membership did not overlap.
- **India:** The Project Steering Committee (PSC) was co-chaired by the Federal Ministry of Agriculture and Farmers Welfare (MoAFW) and the Ministry of Environment, Forest and Climate Change (MoEFCC). While it was a long process to generate interest in at the start, the Additional Secretary MoAFW ended up chairing the Steering Committee. The PSC also included members from the Ministry of Jal Shakti (MoJS), Indian Council of Agriculture Research (ICAR), the heads of state forest and agriculture departments, and directors of partnering research institutions. Key government institutions consulted included the

<sup>53</sup>Based on minutes made available, the following update meetings were held - March 2019, April 2019, June 2019, September 2019, November 2019, May 2020, October 2020, February 2021, November 2021, October 2022.

<sup>54</sup> Historically there was a TEEBAgriFood SC, Led by Alexander Muller, which was disbanded when putting together the Foundations report.



National Institution for Transforming India (NITI) Aayog (erstwhile Planning Commission of India), Ministry of Chemicals and Fertilizers (MoCF), and the Ministry of Rural Development. It was noted by interviewees that it was difficult to secure engagement as Government officials are very busy. Of note, unlike in other countries, there is continuity as the SC has been enhanced through the IKEA Foundation funded follow on project.

- **China.** In total five Project Steering Committees were held<sup>55</sup>. The PSC included - Ministry of Ecology and Environment (MEE); Chinese Research Academic of environmental Sciences (MEE-CRAES); Ministry of Agriculture and Rural Affairs (MARA-REEA); UNEP-International Ecosystem Management Partnership (UNEP-IEMP); Chinese Academy of Science (CAS); Rural Energy and Environment Agency; Tengchong Municipal People's Government and the Yunnan Provincial Department of Ecology and Environment.
- **Malaysia.** A Steering Committee, Technical Committee, and local committee structure was recommended by MARDI to identify the relevant policy questions, narrow the project scope, review and approve the relevant scenarios used to evaluate the policy question, and develop a Partnership Cooperation Agreement (PCA) between UNEP and national researchers. The Steering Committee was convened on 5 April 2022 and chaired by the Secretary General of MAFI. Members include - Ministry of Water, Land and Natural Resources (KATSA); Ministry of Agriculture and Agro-based Industry (MOA) and Ministry of Energy, Science, Technology, Environment and Climate Change (MESTECC).
- **Mexico.** The steering committee included government representatives from the ministries of environment (SEMARNAT), climate change (INECC), biodiversity (CONABIO), water (CONAGUA), forestry (CONAFOR), agriculture and rural development (SADER), agriculture and environment research (INIFAP) and Secretariat of Health. The SC was led by the Ministry of Agriculture. Engagement was mixed with ideological issues reportedly limiting participation. Of note, a single Steering Committee covered both the Maize and Milpa study (funded by GIZ) and the coffee study. The Maize and Milpa was ongoing when the coffee study started and included relevant experts; reportedly coffee experts were not brought on board until the Maize and Milpa study had been completed limiting focus and support during the first half of the coffee study.
- **Thailand.** The SC was co-chaired by the Office of Natural Resources and Environmental Policy and Planning (ONEP) and the Ministry of Environment and Natural Resources (MoNRE). Other members included the Ministry of Agriculture and Cooperatives (MoAC), Ministry of Commerce (MOC), Ministry of Public Health (MOPH), and Ministry of Finance (MOF), and Khon Kaen University. The SC reportedly had a good mix of people, who provided detailed comments. The Steering Committee was shared with the IKI funded project.

**238. A notable success of the grant is the relationship built with the Ministries of Agriculture.** This was highlighted by many countries and recognized as a great step forward. The direct engagement with the Ministries of Agriculture is a notable departure from many UNEP projects that work primarily with Ministries of Environment and is key to the successful uptake of sustainable agri-food systems<sup>56</sup>.

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<sup>55</sup> The five PSC were: (i) online on July 3, 2020, leading to the selection of Tengchong City in Yunnan Province for the scenario analysis (ii) Feb 2021 to agree on the scoping, gather feedback from stakeholder consultations and continue with the modelling work; (iii) May 2022/3, during which a new PSC chair was appointed, Mr. Liu Ning, Deputy Director General, Department of Nature and Ecology Conservation, MEE China; (iv) April 2023, during which guidance was provided to the team on progress and dissemination, the preliminary results of the Tengchong study, as well as the scope of the Heilongjiang application; (v) September 2023

<sup>56</sup> Environment Ministries have limited agency to influence land use activities that impact ecosystems; their influence is typically constrained to economically unpopular prohibitions that do not account for the goals and objectives of most land use activities,



239. **The co-involvement and collaborative steer of both agriculture and environment ministries is an important element for catalyzing policy change for sustainable food systems and the grant sought to support the integrated working between the MOA and MOE, including through the co-chairing of the national Steering Committees.** While some successes are evident, it was challenging to keep both ministries engaged and one ministry seemed prone to withdraw from the grant if the other demonstrated leadership (Valuing the Essentials, Final Narrative Report). It is therefore necessary to continuously champion and promote the value and importance of joint participation, and how collaboration on coherent, strategic food system policy is within both ministries' interests. In **Malaysia** the collaboration / co-leadership between the Agriculture and Environment Ministry did not materialize. Initially, the Ministry of Natural Resources and Energy was engaged but as the focus moved more to agriculture, it handed over the project to the Ministry of Agriculture and Food Industries (MAFI). In **China**, the Ministry of Environment and Ecology led; the work is close to its mandate, and it was fully supported from the beginning. Attempts to include the Ministry of Agriculture and Rural Affairs (MARA) as co-chair did not work, as its preference would be to lead, and while it did engage, a higher level of engagement is thought to be important in future projects.

240. **Cross ministerial engagement, critical for the realization of integrated and coherent policies and plans that account for the various trade-offs and synergies between sectors, was enabled through EUPI TEEBAGriFood – but remains challenging.** Engagement and convergence across Ministries and departments is needed to build a clear path forward and capitalise on synergies to achieve multiplier effects. While the TEEBAGriFood methodology promotes an integrated approach, this is still a new way of doing things for many countries / ministries. Ministries are used to working individually on their specific mandate, making it difficult to drive transformation. In addition to working with the Agriculture and Environment Ministries there was engagement with numerous other Ministries, through the multi-ministerial steering committees (as discussed above). However, there not as much success as hoped for in terms of influencing MOF / Planning, except for BAPPANAS in Indonesia. The study in **Thailand** highlights the importance of collaborating with the Ministry of Health, in step with UN's One Health Agenda.

**Rating for UNEP/Implementing Agency: Satisfactory**

### 5.9.2.2 Partners/Executing Agency:

#### Research Institutes

241. UNEP contracted research organizations in the seven countries to lead the technical assessments (Table 15). Research leads were often selected by the Governments/ Steering Committees and in most cases had existing relationships with the Government. In addition, a high-level capacity assessment of research partners was undertaken by the TEEB office (including reviewing their list of publications and experience with modelling). In **Thailand**, a partner assessment had already been undertaken through the IKI funded programme.

**Table 15: Overview of EUPI TEEBAGriFood Research Institutes**

| Country | Research institute                                                                                                                                                                                                                                                                     |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Brazil  | <ul style="list-style-type: none"> <li>Low carbon Agriculture (ABC+) workstream: Fundação de Estudos Agrários Luiz de Queiroz (FEALQ)</li> <li>UPA workstream: (i) Escolhas Institute (2020-2021); (ii) Center of Sustainability of Fundação Getúlio Vargas (FGV) from 2022</li> </ul> |

like agriculture. Agriculture ministries on the other hand are intended to help support farmers and food production, and therefore have at their disposal the capacity to encourage and incentivize shifts in agricultural production and the trust of the agricultural stakeholders. Relationships with Agricultural ministries will improve UNEP's ability to address environmental harms driven by agricultural expansion and intensification (VtheE Final Operational Report)

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| China     | UNEP International Ecosystem Management Partnership (UNEP- IEMP)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| India     | <ul style="list-style-type: none"> <li>Indian Institute of Farming Systems Research (IIFSR) - Uttar Pradesh</li> <li>G.B. Pant University of Agriculture and Technology (GPPUAT)- Uttarakhand</li> <li>Indian Centre for Agricultural Research (ICAR) - Assam</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Indonesia | Bogor Agricultural University                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Malaysia  | Malaysia Agricultural Research and Development Institute (MARDI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Mexico    | Coffee value chain- INECOL led consortium which included: <ul style="list-style-type: none"> <li>INECOL – National institution for Ecology (valuation of ES and Agrobiodiversity);</li> <li>UNAM – National Autonomous University (resilient livelihoods, coffee value chains and public policy);</li> <li>ECOSUR GIEZA – research group for coffee growing areas (participatory approach);</li> <li>UP – Pan-American University (economics and commerce);</li> <li>INIFAP - National Institute of Forestry, Agricultural and Livestock Research (Coffee production and link to CC);</li> <li>UV – Veracruzana University (soil and water in agroforestry coffee areas);</li> <li>CentroGEO (modeling scenarios).</li> </ul> |
| Thailand  | Khon Kaen University                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

242. Some of the entities selected are parastatals (e.g. MARDI in Malaysia, ICAR in India<sup>57</sup> and IEMP, which although independent and a UNEP collaborating center, is linked to the Chinese Academy of Sciences). This has benefits in terms of project sustainability and potential policy uptake as research entities linked to the Ministries are trusted by the Ministries themselves and there is confidence in the technical analyses they deliver. In some cases, research institutes linked to the Ministry also provide training for extension workers that will support future generations of farmers. As discussed, in **India**, ICAR is introducing True Cost Accounting and valuation studies into 4 central universities and 51 State Agriculture Universities.

243. **Brazil** UPA. The scenario analysis was carried out in partnership with Escolhas Institute (2020-2021). In 2022, the Center of Sustainability of Fundação Getúlio Vargas was contracted by UNEP. This partnership helped to mainstream this evidence at the national level via consultations, training sessions, further research, and documents that guided the Brazilian government on how to strengthen UPA via policy enhancement. For the Low Carbon workstream the analysis was undertaken by Fundação de Estudos Agrários Luiz de Queiroz (FEALQ).

244. In **China**, IEMP were able to implement the approach without much support. The study lead understood the needs of the work well and was able to get political buy-in and set up a SC. They had existing capacity in-house (e.g., they had experience using approaches such as INVEST), and as a partnership centre it was possible to reach out to others for any missing expertise or data and information. The grant aligned with a flagship project of the centre – Climate Ecosystems and Livelihoods, which is focused on Ecosystem Based Adaptation (EBA) (and referred to as the Nexus approach), and compatible with TEEB framework. UNEP-IEMP has links with Chinese Academy of Science, and thus a pathway to decision makers and was considered an appropriate home for the EUPI grant given its emphasis on science-policy translation.

245. In **Indonesia**, Bogor university is well known for its expertise in agroecology research and has strong ties with the Ministry of Planning (BAPPENAS).

<sup>57</sup> In **India** the initial two Institutes (IIFSR and ICAR) were selected from the 4 nominated by the state and the central government during the Steering Committee meetings. The inclusion of Assam as a part of the TEEBAgriFood studies in India was endorsed by the MoAFW with the implementing partner identified as Central Agroforestry Research Institute (ICAR-CAFRI) in early 2023 with technical work and stakeholder consultations for the TEEBAgriFood assessment in Assam continuing through 2023

246. In the case of **Mexico**, there was a call for proposals, implemented by TEEB UNEP, for each of the agricultural systems (Maize/Milpa and Coffee), which encouraged consortia to apply. The competitive process encouraged competition amongst research consortia, improved the quality of Partnership Cooperation Agreements (PCAs) and demonstrated a meritocratic approach. Even those who were not awarded contracts invested time into learning about TEEBAgriFood and had their proposals reviewed. The Steering Committee reviewed the call for proposal methodology and was consulted on the review of proposals which built buy in.

247. MARDI in **Malaysia** were reportedly less independent of the Government and less responsive to UNEP as the contracting body, relative to the other research institutes. Some deliverables were not completed and not paid for<sup>58</sup>.

248. In **Thailand**, the same entity (Khon Kaen University) that led on the IKI-funded research on organic rice led the EU-funded research on the application of Sustainable Rice Platform management practices, building on the skills they gained during the first study to carry forward a second study with greater autonomy.

249. The **Capitals Coalition (CC)** developed the Natural Capital Protocol, a framework designed to help generate credible and actionable information for business managers, which aligns with the TEEBAgriFood Framework. They were responsible for WP 4 – engaging agri-business with the Natural Capital Protocol. The in-country partners acknowledge the support received. For example, Golden Bee in **China** had a good relationship with the CC and received on-going support. A representative from the CC introduced multi-capitals approach at an international conference in China, while Golden Bee were invited by the CC to COP15 in Montreal and gave three speeches.

#### **Rating for Partners/Executing Agency: Satisfactory**

#### **Rating for Quality of Project Management and Supervision: Satisfactory**

#### **5.9.3 Stakeholders Participation and Cooperation**

250. Stakeholder engagement is embedded in the TEEBAgriFood approach and there has been excellent **stakeholder engagement** through Steering Committees, workshops, consultation meetings and field visits. All national studies have followed a consultative approach wherein a diverse group of stakeholders (ministries, secretariats, civil society organizations, research institutions, academia, private sector as well as local farmers) defined the policy questions and scenarios and were consulted on the preliminary finding and final results. For example, in **Mexico**, the results and recommendations of the studies were shared with SADER, SEMARNAT, Senator Icaza Longori, and the national legislature, and debated in a national workshop with representatives from different branches of SADER and SEMARNAT. In **Thailand**, the final TEEBAgriFood National Workshop was attended by 145 participants from 60 institutions. The assessments have built ownership among stakeholders from the national, regional and municipal level. Ownership is further strengthened through capacity training and

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<sup>58</sup> MARDI reports directly to the government line ministries and thus has a direct link to policy makers. However, they were not very responsive to UNEP's timelines and demands and did not deliver the following deliverables stipulated in their contract: (i) TEEBAgriFood results synthesis, key messages, and recommendations media, designed and formatted for digital publication; (ii) Report on meetings with the following agencies: (a) DOA MAFI, (b) Department of Biodiversity Management (KeTSA) (c) DOE (d) EPU under states of PAHANG (e) Department of land and mines under States of Pahang (f) UPM, UMP or UMT; and, (iii) Report on final national workshop. These deliverables were thus not paid for, with the allocated funding returned to UNEP.

technical support in-country to apply the Framework provided by TEN in the Ecosystems Division.

251. Examples of stakeholder engagement through field missions include:

- **Brazil** - In August 2023, UNEP and Ministry of Agriculture jointly carried out field missions in the states of Pará and Mato Grosso to gather feedback on the preliminary results on the impacts of pasture restoration, local insights and enhancing stakeholder engagement. Over 240 local stakeholders (state and municipal secretariats, financial agents, family farmers, big landowners, rural unions, indigenous peoples and traditional communities) engaged in discussions. The main feedback was that many of the underprivileged farmers would be left behind in this restoration effort if they were not supported with technical assistance and access to credit. These missions provided essential data and facilitated the alignment of local initiatives with national objectives.
- In **Brazil**, the UPA study was highly consultative. Roadshows were conducted in different regions of Brazil (North, Northeast, Southeast, and Center-west) to consult UPA networks and public managers, reinforcing the incorporation of regional differences.
- In **China** a technical mission to Tengchong took place in 2021. The project continued with technical work and stakeholder consultations throughout 2022, and after receiving feedback from the TEEB Office, the quantitative scenario analysis results were finalized. A third set of stakeholder consultations were undertaken in Tengchong during which preliminary findings and implications for policy were discussed; stakeholder consultations were held to validate the scenario scoping, which culminated in a report summarizing data collected from stakeholders

252. Some countries had a **sub-national focus** that required collaboration with state authorities or civil society organizations. For instance, in **Malaysia**, where states have a high level of autonomy and authority, UNEP created forums for the Pahang State authorities in the Department of Agriculture and Department of Economic Planning to work with the federal project focal ministry (MAFI – Ministry of Agriculture and Food Industries) to discuss the significance of the results from the assessment of vegetable production in the Cameron Highlands (VtheE Final Operational Report).

253. **There was some engagement with other IOs and INGOs, but the Evaluator finds that increased outreach is needed going forward (with both international and national organizations) to upscale the approach.** There are potential opportunities to engage more with, for example, the World Bank (GPS) and other key UN initiatives such as BIOFIN to identify and secure innovative financing. Examples of collaboration under EUPI TEEBAgriFood include:

254. **FAO.** At the country level, FAO were invited to all inception meetings. In **Mexico**, UNEP managed the US\$500,000 GIZ funded project on maize. An early strategic decision was taken between UNEP-TEEB, UNEP-Mexico, GIZ Mexico and FAO to align the EU-PI TEEBAgriFood project with a GIZ-funded project on mainstreaming biodiversity in agriculture (IKI-IBA) to implement it more efficiently and coherently and maximize impact. The project team (GIZ and UNEP) submitted a joint proposal with WBCSD for a side event at the IUCN World Congress to showcase Mexico as an example of frameworks that facilitate food systems transformation. At the global level, UNEP has provided input into FAO State of Food and Agriculture (SOFA) reports which have focused on the true cost of food. The 2024 SOFA 'Value driven transformation of agrifood systems', built on the findings of the 2023 edition 'Revealing the true cost of food to transform agrifood systems', delving deeper into the use of true cost accounting assessments of agrifood systems and identifying policy interventions aimed at transformation. This has enabled both the IKI and EUPI assessments to be showcased.

255. It is recognized that the TCA accelerator can play a role in coordination and dissemination. **TCA Accelerator** is a global network advocating for the transition to a just, sustainable, and healthy food system through widespread adoption of True Cost Accounting (TCA)<sup>59</sup>. It is an Allied Initiative of the Global Alliance for the Future of Food launched in 2012, which brings together leaders and philanthropies. The TCA engaged in EUPI TEEBAgriFood, attending the final workshop in Bangkok in 2023. The TCA plays a role in convening the agricultural community, sharing best practices and lessons learned. The planned global dialogue series (including workshops, webinars and surveys) is aimed at a similar group of stakeholders as TEEBAgriFood and will look at work over recent years (drawing strongly from the TEEBAgriFood case studies), distilling and disseminating the findings and drawing out strategic priorities in a proposed TCA Action Agenda. The network intends to raise funding for work beyond the dialogue series (scheduled to conclude in March 2025),

- A number of coalitions emerged from the Food Systems Summit, such as the True Value of Food Initiative, which UNEP-TEEB is part of. The collaboration with inter alia FAO, the World Business Council for Sustainable Development (WBCSD) and Rabobank under the Coalition augers well for mainstreaming the TEEBAgriFood framework and TEEB approach more widely going forward.

256. In **India**, UN organizations such as FAO, WFP, IFAD, and UNDP attended workshops. Other partners included WRI, Indian Institutes, IUCN, GGGI, GIST. There is an intention to upscale partnerships under the IKEA Foundation follow on project and get more institutions and universities involved to increase the capacity to apply the approach.

257. **Donor engagement** at country level was mixed. For example, in **China** there was reportedly limited engagement compared to other UN projects, which is partly attributed to the high turnover of staff (there were 3 EU project managers in China), and more pro-active engagement would have been welcome in **Mexico**. EU Delegation engagement and support was good in **Brazil** and **India**. There was also change in staff at the global level and engagement at the Global level reportedly waned as the grant progressed. Representatives of EUPI, EU delegations and UNEP TEEB office had six formal meetings in 2019 to discuss project progress and updates, falling to two in 2022.

258. **South-South cooperation**. South-South knowledge sharing was built into the design of the capacity development and technical assistance activities of TEEBAgriFood workstreams. Global and regional scale symposia were organized explicitly for south-south knowledge sharing on implementing the TEEBAgriFood Framework. These events were greatly appreciated by interviewees allowing sharing of experience and lessons learned (see Section 5.9.7).

259. While it is understood that to effect change farmers need to be convinced by the sustainable options proposed, the approach is a step removed from farmers in that it works at the policy level to provide governments with the evidence needed to put in place incentives to change farmers' behavior. Farmers were typically seen as beneficiaries not partners. However, a commonly held view by whom? is that farmers' engagement is critical to both convince government and shift farmer behavior. The interest in the demonstration sites in India supports this view. More engagement with farmers and small producers is needed going forward, through pilot demonstration studies, potentially funded by other organizations.

### ***Rating for Stakeholders Participation and Cooperation: Satisfactory***

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<sup>59</sup> True Cost Accounting (TCA) is an evolving holistic and systemic approach to measure and value the positive and negative environmental, social, health and economic costs and benefits to facilitate business, consumer, investor and/or policy decisions.



#### 5.9.4 Responsiveness to Human Rights and Gender Equality

260. With its normative focus, TEEBAgriFood was not designed to necessarily *directly* engage with potentially excluded groups (excluded by gender, vulnerability, disability or marginalization). Such groups, however, would benefit from the policy-on scenario assessments through the TEEBAgriFood Framework, and demonstration sites were a feature in some countries.

261. Human Rights and gender equality are not referred to in the project (grant) document, however, the VtheE logical framework includes two indicators on gender under Outcome 3 (Policies adopted and/or influence in countries of implementation). These are: (i) Indicator vi. number of reports that consider impacts on Gender made available. The target of 7 was not met, with only one report meeting this target (the TEEBAgriFood report in Indonesia). It is noted that the VtheE project did not have a specific focus on youth or disability inclusion; and, (ii) Indicator ii. Number of country reports that have used gender disaggregated data, which achieved its target of 3 through EUPI TEEBAgriFood. Namely, the **Thailand** assessments included results that highlighted greater participation of women in organic rice producer organizations than in conventional rice farmers organizations, and the two **Indonesia** (cacao and coffee) evaluated social capital with respect to differences in gender participation in agriculture (Valuing the Essentials, Final Operational Report).

262. The 'Valuing the Essentials' Final Operational Report notes that, although women tend to participate more in food production and processing, they are often participating in ways that are not reflected in financial transactions. By demonstrating the non-market environmental and cultural values in food systems the TEEBAgriFood projects have highlighted the value of women's contribution to food systems.

263. Other examples of how EUPI TEEBAgriFood assessments can / have responded to human rights and gender equality include:

264. In **India**, Women's empowerment was a focus area given that agriculture employs almost 80 percent of the rural women workforce. A women's economic empowerment index was used to compare conventional / organic agriculture. Studies indicated that 43 percent of women were involved in decision making on crops to be sown in organic farming as compared to 21 percent in conventional farming. It was concluded that climate resilient agriculture presents an opportunity to enhance a gender specific and gender sensitive approach to knowledge dissemination and capacity building, to ensure that women have equal access to information, training and participation in decision making processes.

- In July 2023, the Amazonian state of Pará requested the TEEBAgriFood team in **Brazil** to support the reinforcement of the gender equality and women's empowerment (ODS 5) pillar in the Pará Low Carbon Agriculture Plan. As a result, Pará received support to apply the Women Empowerment Agriculture Index (WEAI), to reinforce women's rights and roles in agricultural sector. UNEP also provided the "Strategic Matrix of Women Participation on the ABC+ Plan", a checklist to enhance the relevance of gender equality in the state's low carbon plans. This technical contribution was shared with additional states, such as Mato Grosso, by the end of December 2023.

265. In **Brazil**, based on interviews with farmers, there is evidence that UPA initiatives have a positive impact on HR, gender, youth and vulnerable (disabled).

- In Osasco, UPA is benefiting retired people, mostly women, who do not have enough money in retirement with an additional income of 1,000-2,000 riels a month, depending on the season.
- The school garden in Osasco visited as part of the TE provides numerous benefits including: (i) pedagogical (e.g. learning about fertilizers and right season for planting

and benefits of healthy eating - changing attitudes away from fast food); (ii) inclusivity - there is a path for wheelchair access; (iii) support to the school feeding program; (iv) 30% of the 300 students at the school have special needs and the garden plays an important role in supporting mental health.

- Mulhares do Gau employs 14 women. The organization welcomes women in poverty, victims of domestic violence, long term unemployed and socially vulnerable youth.
- Social workers from Sao Paulo City Hall provide support to the beneficiaries of the urban gardens suffering with psychological issues (across all UPA sites).

### **Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory**

#### **5.9.5 Environmental and Social Safeguards**

266. No negative or unintended effects in environmental, social, and economic contexts were recorded. The TEEBAgriFood Framework is designed to measure and account for *all* impacts of a proposed policy shift scenario, including non-market societal impacts and externalities and to acknowledge and address the trade-offs of a potential transformation of food systems over time.

### **Rating for Environmental and Social Safeguards: Satisfactory**

#### **5.9.6 Country Ownership and Driven-ness**

267. Stakeholder engagement is embedded in the TEEBAgriFood Approach – supporting country ownership. The focus of the analysis is determined by stakeholders and the scenarios built by them. As discussed, there are numerous examples of how the countries have taken ownership and have driven the TEEBAgriFood assessments (see Sections 5.8 and 5.9.3).

### **Rating for Country Ownership and Driven-ness: Satisfactory**

#### **5.9.7 Communication and Public Awareness**

268. As presented in Section 5.4 the majority of EUPI PIMS indicators (7 out of 11, 54%) are related to communication and dissemination of TEEBAgriFood. All these indicators were met, with 6 exceeded. The indicators are A1 – number of events organized; A3 – number of public/media/communications campaigns designed and implemented; OP1 – number of participants in the events organized / supported; OP3 - number of EU companies that participated in events; OP6 – number of knowledge-based products developed; OP7 – number of communications products developed; and OC14 - number of articles published in print and/or digital media about an event. However, a view was expressed that the grant did *not* achieve the level of global attention and recognition that had been hoped for. This may be partly related to the fact that there was no time within the timeframe of the grant to develop country level policy briefs or, importantly, to synthesize the findings across the 10 EUPI assessments to provide wider globally relevant messages to promote TEEBAgriFood as an approach.

269. There was a global communications plan and national level communications plans in most countries (of differing quality). The grant produced a diverse range of communication / visibility products, including – websites, videos (including an animated video in Indonesia and an interactive website using GIS technology in Brazil), policy briefs, newsletter, research reports, brochures, social media and comic strips for farmers (India).

270. There was a communications expert within the global team who provided training, visited some of the research teams and went to five countries to produced videos – Indonesia,



Malaysia, Thailand, Brazil and Mexico. Not all countries produced videos due to budget; with India excluded as it had subcontracted a communications agency and China because it had strong communications component. The videos in all the selected countries involved interactions with farmers (who were very outspoken) and conveyed human interest stories. At the time of the TE, two videos are still to be finalized – Mexico, where it is hoped to include a Government statement and approval from the new Government inaugurated 1 October 2024, and Indonesia where it has been difficult to reach people in the Government due to their seniority and it is hoped to include a more scientific perspective from a Government partner.

271. Communications capabilities varied across countries. For example, Brazil had a dedicated communications person integrated into the country team and was strong with design and GIS work. India contracted communications expertise. Malaysia and China had no specific communications support, but the researchers were strong. Mexico had a graphic designer, while Indonesia developed a website, and Thailand was able to build on IKI work.

272. There have been several events at which the grant has been presented and discussed with senior-level ministerial representation, and with a range of stakeholders from civil society, business, farmers groups, and academia. Notable examples include:

273. Side event at the Convention on Biological Diversity Conference of Parties (CoP) in Montreal in December 2022 (see Section 5.8)

- The UN Food Systems Summit (UNFSS) provided opportunities to showcase the grant and the EU roles in it to a global audience. On 8 June 2021, UNEP co-organized a UNFSS Dialogue<sup>60</sup> on 'True Cost Accounting for Food Systems: Redefining value to transform decision making'. There were also events and intra-Initiative discussions organized by the UNFSS True Value of Food Initiative<sup>61</sup> that highlighted the value and significance of the EUPI TEEBAgriFood.
- UNEP co-hosted a Special Event with FAO and other entities at the UNFSS+2 Stocktaking Moment in Rome, July 2023<sup>62</sup>. The TEEBAgriFood Framework and work conducted in **India** was presented in a keynote at by Pavan Sukhdev, and the Director of Agriculture, BAPPENAS set out the rationale for and impacts of the EUPI project work in **Indonesia**. (FNR)
- To promote food systems as an area of focus for the Indonesia G20 presidency, UNEP and IPB submitted in June 2022 [a G20 policy brief](#) called 'The harmonization of True Value Accounting approaches to make the economic case for nature-positive food systems' to the G20 official engagement group called Think 20.

274. UNEP organized **three global TEEBAgriFood Symposia**. The first and third Symposia were global and in-person, with on-line live streaming available for the latter. The second Symposium series took place during the COVID-19 pandemic and was fully on-line and also regional, to attract participation from countries in the same/similar time zones<sup>63</sup>. The final TEEBAgriFood symposium was organized 7-9 November 2023, in Bangkok, Thailand, to share findings and lessons learned with all seven country project stakeholders (including farmers). The symposia brought together researchers and decision-makers to discuss their respective policy landscapes and their experiences applying the TEEBAgriFood Framework; it was highly valued by the participants. Participants found the final workshop very convincing, with farmer

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<sup>60</sup> <https://teebweb.org/wp-content/uploads/2021/09/FeedbackForm.pdf>

<sup>61</sup> [https://www.unfoodsystemshub.org/food-systems-coalitions/true-value-of-food-initiative-\(tvfi\)/en](https://www.unfoodsystemshub.org/food-systems-coalitions/true-value-of-food-initiative-(tvfi)/en)

<sup>62</sup> <https://www.fao.org/newsroom/detail/fao-at-the-un-food-systems-summit-2-stocktaking-moment/en>;  
<https://www.unfoodsystemshub.org/fs-stocktaking-moment/programme/the-true-cost-of-food/en>

<sup>63</sup> <https://teebweb.org/our-work/agrifood/events/2019-symposium/>; <https://teebweb.org/teeb-for-agriculture-and-food-regional-symposia-2022/>; <https://teebweb.org/news-and-training/upcoming-events/2023-teebagrifood-global-symposium/>

relevant policies expressed and practical recommendations. The Rice Department in Thailand was impressed by a farmer who spoke on SRP illustrating the power of farmers directly communicating with policy makers. The Capitals Coalition were invited to these symposia and the private sector was well represented (FNR).

275. **Communications efforts have continued following the closure of the Grant.** Work continued on **policy briefs**, highlighting the good relationships with partners who were prepared to work without additional payment to complete this important activity. As of October 2024, TEN were in the process of finalizing clearance via the UNEP Publications Board of Policy Briefs for TEEBAgriFood country applications. Further, TEN is finalizing the **production of videos** that demonstrate the types of transformations that could occur if the benefits of nature are measured and accounted for (as discussed above).

276. Project reports are typically available on the website of partner research institutes (FNR). For EUPI's original website on workpress it was difficult to monitor traffic. The UNEP TEEB team had a web specialist for a few years, but then started to handover to unep.org, with Teeb.org being phased out. This process is still ongoing, with the new **website** expected to better organize and store media and knowledge.

277. **EU visibility.** All products have acknowledged the support provided by the EU and display the EU logo. Further, UNEP has ensured that the EU roles as both a project funder and a champion of pro-biodiversity policy uptake have been presented at events, and where appropriate EUDs have been invited to present. Of note, at the CBD CoP remarks made by Minister Huang Runqui, President of the COP 15 and Minister of Ecology and Environment of China were made on a panel which included Ms. Astrid Schomaker, the then Director for Green Diplomacy and Multilateralism, Directorate General for the Environment, the European Commission, and current Executive Secretary of the CBD.

278. Good communications can elevate the work done and increase its impact. Challenges faced and needs include:

279. COVID-19 restricted face to face meetings, important to build rapport.

- **It is critical to communicate technical /academic studies in an accessible way to policy makers, through documents and also verbally in meetings.** To gain Government buy-in, the results need to be translated into non-academic language. Policy makers generally do not want 300-page reports, but a clear synthesis of the findings and recommendations via videos and policy briefs.
- **What a farmer says to another farmer is understood very well and their perspective can resonate with decision makers.** It is therefore important to have farmers championing the approaches and explaining it to other farmers, rather than scientists doing this. Opportunities to bring farmers and policy makers together should also be explored to enhance knowledge and practical applicability of proposed policies.
- Use appropriate language – including vernacular language.
- **Communications teams / experts need to be more integral to projects and brought on board at the outset.** There is a view that some people do not see the value of comms, that communications experts are brought in too late in the process, provided with small budgets and are the first to have their budget cut. Communications can make the work more powerful but to be effective consultants should be engaged at the design stage and provided with adequate budget. Time is needed to profoundly understand the project, build relationships with Ministries and 'sell the media something different'. Local communications experts should understand the context, challenges, channels on the ground and media houses. Science-policy translation requires comms and dissemination focal points embedded in the research teams and

not acting in isolation. This is what is being taken forward by UNEP in a TEEBAgriFood follow-up in India and Kenya.

- **Authorization processes are lengthy and slow.** There are eight levels of authorization before a UNEP logo can be used on a report / document (including the need for two peer reviews). Authorization is also required for a person to talk on behalf of UNEP, which can result in lost opportunities due to timing issues, especially when the opportunity occurs with little notice and there are timing differences between the local office requesting authorization and Nairobi.
- Everything developed by countries should come across the global TEEB desk in Nairobi, so that it can be coordinated
- Opportunities to explore more modern digital means of communication should be considered to better communicate at all levels. For example, virtual reality tools, where googles are worn to see different realities illustrating the scenarios created. UNEP has reportedly already experimented with this.

***Rating for Communication and Public Awareness: Satisfactory***

|                                                                           |                     |
|---------------------------------------------------------------------------|---------------------|
| <b>Rating for Factors Affecting Performance and Cross-Cutting Issues:</b> | <b>Satisfactory</b> |
|---------------------------------------------------------------------------|---------------------|

## 6 CONCLUSIONS AND RECOMMENDATIONS

### 6.1 Conclusions

280. EUPI TEEBAgriFood has had numerous notable successes at the country level despite operating through the COVID-19 pandemic and a slow start-up due to the need to build buy-in in the partner countries, who were not consulted during the design phase. Key achievements include:

- The UPA work in Brazil is directly linked to two presidential decrees and a law
- A quick response by the TEEB team to a request by the Government of Indonesia to provide analysis on agroforestry supported the inclusion (for the first time) of agroforestry goals in the Medium-Term Development Plan (2020-2024). The assessment also illustrates the context in which a rapid/lighter application of the Framework can be effective.
- Integration of valuation studies into the undergraduate course introduced by ICAR on natural farming in 4 central universities and 51 State Agriculture Universities in India – demonstrating ownership of the TEEBAgriFood Framework and presenting a strong case for sustainability.

281. UNEP is working directly with the MOA in countries for the first time and building collaboration between the MOA and MOE, key forces for the realization of sustainable agricultural practices.

282. **EUPI has increased confidence in the TEEBAgriFood approach and demonstrated the role the Framework can play in policy development and implementation.** The TEEBAgriFood Framework was released in 2018 and EUPI TEEBAgriFood (following on from the IKI grant) has provided the first set of applications. The 10 EUPI studies provide a road map of how the Framework can be applied in different contexts and at different speeds and scale. They offer important examples of how to: (i) co-develop a policy scenario with stakeholders; (ii) assess and value changes in all four capitals; (iii) amend analyses based on feedback and changes in the socio-political landscape/priorities; and, (iv) mainstream the results. However, agriculture is a conservative sector and there is a need for more good examples to establish and embed the approach nationally and globally.

283. The assessments across the seven countries have **high policy relevance** and have addressed a range of issues (for example – organic agriculture uptake in India, Urban and Peri Urban farming in Brazil, sustainable rice production in Thailand, coffee in Mexico and Indonesia. The approach confirms the value and importance of engaging with policy makers from the very beginning and sustaining that engagement throughout the process.

284. **The approach is stakeholder driven and has introduced TEEBAgriFood to a broader group of stakeholders in the partner countries. Awareness and interest have been generated and networks strengthened through the grant in the partner countries.** However, a range of actions are needed to encourage uptake globally including – dissemination of accessible case studies and synthesized materials looking across the EUPI (and IKI) body of work and presenting recommendation and lessons of broad appeal and partnering more widely both in EUPI countries and internationally to identify new sources of funding and champions for the approach.

285. **Technical support provided to the research institutes has significantly built their capacity and** in-country research institutes are now in a much stronger position to apply the

TEEBAgriFood Framework, independently or with much less support. The capacity building provided by UNEP was critical to the results achieved and would need to be built into future initiatives where the Framework is being applied for the first time. Overtime this capacity building role needs to be built in country, as is happening in India, through the generation of a cohort of experts who will teach the approach at university level.

**286. EUPI TEEBAgriFood has helped operationalize an integrated approach to policy development.** EUPI TEEBAgriFood has brought together Ministries that would not normally talk to each other and built working relationships between Ministries of Agriculture and Environment, who worked as co-chairs of the PSCs in most countries. Further, it has enabled UNEP to build relationships with the MOA in numerous countries, for the first time.

**287. A cohesive and highly capable and professional UNEP TEEB team has been central to EUPI TEEBAgriFood's success** both at the global and country level.

288. In addition to the evaluation criteria, the evaluation addressed the following key strategic questions:

- a) To what extent did the EUPI grant (TEEB AgriFood) contribute to the intervention strategy of the UNEP project "Valuing the Essentials" (PIMS ID 2026)?
- b) To what extent did the other grants implemented under the UNEP project "Valuing the Essentials" (PIMS ID 2026) contribute to the intervention strategy of the PIMS ID 2026?
- c) To what extent was the EUPI grant complementary with the other nine grants of the UNEP project "Valuing the Essentials" (PIMS ID 2026), in particular, the IKI grant "Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes" and the EUPI grant (through UNDESA) "Natural Capital Accounting and Valuation of Ecosystem Services" (NCAVES)?
- d) How effective and efficient was the delivery of the PIMS ID 2026 considering the project structure, i.e., ten grants implemented under it?
- e) In what ways, and to what extent, were the recommendations from the Mid-Term Evaluation of the EUPI grant actioned upon?
- f) In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the grant?
- g) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

289. Key strategic questions a), b), c) and d) are addressed in Annex VI.

290. Question e): the grant satisfactorily addressed the MTE recommendations, especially in light of the fact that the MTE was not completed until February 2023, 10 months before grant closure. A number of the recommendations from the MTE were actioned within the project timeframe (e.g. around reporting), others have been taken into account in follow on work (e.g. through the IKEA follow on study in India). The proposed (second) project extension was not approved by the EU.

291. Question f): addressing the needs and interests of differentiated groups is integral to the TEEBAgriFood approach, if fully applied, and has, to varying degrees, been a feature of the ten EUPI TEEBAgriFood Assessments undertaken. There were however a few disaggregated indicators, relating solely gender, which were not consistently reported against.

292. Question g): the grant adopted various mitigation measures in response to COVID-19 lockdowns including encouraging adoption of on-line team and steering committee meetings, capacity building national webinars and virtual global symposiums and encouraging national host institution partners to progress in areas that did not require primary data collections. However, progress was inevitably slower due to COVID-19 restriction and the 1-year extension granted to account for this.

293. **Project design issues affected implementation.** The design was over ambitious, and an appropriate duration for the grant given its complexity and *modus operandi* would have been eight years, not four, especially if a policy changes were expected (which is not entirely clear from the project (grant) document. The seven partner countries were not engaged at project design, so had to be first sensitized and convinced of the grant's worth, then the in-country assessments had to be designed and executed and then the findings mainstreamed, all within the 4-year timeframe. It took significant time to generate interest and build rapport with Governments in all countries and overcome sensitivities over EU policies related to oil palm in some countries (e.g. Malaysia, Indonesia).

294. Table 16 provides a summary of the ratings and findings discussed in Chapter 5. Overall, the grant demonstrates a rating of '**Satisfactory**'.

295. **Effectiveness.** The grant overperformed against the EU Indicators, with all targets far exceeded, except one which was met. However, given that the EU indicators are high level and do not fully align with the indicators in the TOC at Evaluation and logical framework at design, the evaluation provides a narrative against the TOC at Evaluation.

296. The grant is considered to have broadly achieved all its outputs and outcomes as set out in the TOC at Evaluation based on the Logical Framework at grant design, although progress varies between countries in terms of policy development and companies did not progress beyond baseline assessment of the 4 capitals. Awareness and capacity have been built in all countries, and there is strong support for the approach (Outcome 1). In terms of the uptake of policy interventions (Outcome 2) the grant has had some significant successes, including concrete / direct policy changes in some of the countries (e.g., Brazil and Indonesia), and the *potential to influence* policy uptake in all others.

297. **The project duration was too short to realize change in many cases.** For example, in **Mexico** (coffee), there was not enough time or resources for a comprehensive analysis. In other cases, the assessments were completed towards the end of the grant, which did not allow time before closure of the grant to develop policy briefs and discuss the policy arguments with decision makers (beyond the final workshops). For example, in **Thailand**, the results were easy to understand and convincing, but more time was needed to influence policy. In **China**, the assessment of soybean expansion in Heilongjiang Province, started in 2022 benefiting from the underspend towards the end of the grant. It actively engaged MOARA, but could have been pursued in more depth had there been time.

298. While there is evidence in some countries that the findings of TEEBAgriFood assessment have been integrated into national decision-making frameworks, there is still a long way to go as unsustainable economic policies and practices remain dominant. For progress to be made towards the desired **Impact** - Healthy ecosystems provide a secure supply of ecosystem services and goods for human wellbeing - policies and strategies influenced by TEEBAgriFood assessments need to be implemented, funded and upscaled.

299. Key achievements of the **business** component include training provided by the Capitals Coalition to 100s of people, guidelines produced, and 32 case studies supported across the seven countries. However, the Natural Capital Protocol remains a highly theoretical and complex approach for many and requires further simplification to be more accessible. While there was a crossover between the policy and business component through stakeholder

engagement in trainings, workshops and roundtables, in nearly all cases the businesses working with the Capital Coalition did not link to the policy priorities selected for assessment. This is a missed opportunity and largely due to timing, as the business component started around a year ahead of the policy work, and had already identified partners and businesses when the policy work was just getting started. Further there is no evidence of businesses going on to conduct scenario analysis/corporate planning to *anticipate* / advocate for changes in regulations/fiscal incentives or that assessments have changed behavior / business models. However, this was overly ambitious, and more time and support are needed to do this.

**Table 16: Summary of project findings and ratings<sup>64</sup>**

| Criterion                                                                            | Summary assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Rating    |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Strategic Relevance</b>                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>HS</b> |
| 1. Alignment to UNEP MTS, POW and Strategic Priorities                               | EUPI TEEBAgriFood contributed to UNEP sub-programme Healthy and Productive Ecosystems (MTS 2018–2021) and aligned with the Expected Accomplishments (EA) and programme of work outputs of MTS 2022-2025 (e.g., PoW Direct Outcomes 2.2 Public and Private sector financial flows contribute to improved ecosystem management; 2.6 Full costs and benefits of human activity are accounted for and internalized in decision making; and, 2.7 Natural assets valued, monitored and sustainably managed).<br>At the country level the grant has played a role in consolidating the UN's offering and delivering on country cooperation agreements.           | <b>HS</b> |
| 2. Alignment to UNEP Donor/ Partner strategic priorities                             | The grant aligns with numerous EU strategies and policies including: (i) The Global Strategy for the European Union's Foreign and Security Policy (2016); (ii) the EU Biodiversity Strategy to 2020, and updated strategy to 2030; and, (iii) The EU-CELAC dialogue conducted under the Joint Initiative on Research and Innovation (JIRI).<br>However, the grant's focus on EU trade benefits as originally envisaged are not obvious and were not measured. They reportedly gradually fell out of focus during implementation and were considered difficult to realize in practice as countries' preference was to focus on their strategic priorities. | <b>S</b>  |
| 3. Relevance to global, regional, sub-regional and national environmental priorities | Highly relevant to delivery of CBD / Global Biodiversity Framework (GBF) and SDGs.<br>At the country level the grant is aligned with National Biodiversity Strategies and Action Plans (NBSAPs). More fundamentally, <i>all</i> studies are aligned with critical policy questions for the pilot countries, as selected by the Government and other key stakeholders.                                                                                                                                                                                                                                                                                     | <b>HS</b> |
| 4. Complementarity with existing interventions/ Coherence                            | The grant complemented existing interventions. For example, in <b>India</b> the applications focused on making an economic case for upscaling key interventions of the Government of India on organic agriculture and agroforestry in the Indian states of Assam, Uttarakhand and Uttar Pradesh                                                                                                                                                                                                                                                                                                                                                           | <b>HS</b> |

64 Most criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).



| Criterion                                                     | Summary assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Rating    |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Quality of Project Design</b>                              | EUPI TEEBAgriFood, as designed, was of high strategic relevance, had a dual focus on public policy and private sector business models, and included strong elements of collaborative working, creation of supporting institutions and capacity building. However, the grant design had numerous weaknesses including: (i) Overall, the design is complex and disjointed. The project (grant) document does not include a Theory of Change (TOC) figure or narrative setting out the causal pathways in the Logframe, and the casual links between outputs and outcomes as presented in the Logframe are not clear. Activities, deliverables and milestones are included against eight work packages, which are not mapped to outputs and outcomes in the Logframe in the project (grant) document; (ii) The indicators are not always specific to the level of intervention logic and are not timebound. The original set of indicators from the EUPI TEEBAgriFood project (grant) document were however revised significantly in Year 2 of the grant, at the request of the donor (see below); (iii) the timeframe was unrealistic given that the stakeholders had not been engaged in project (grant) design and if the ambition was to change policy; and, (iv) there was very limited consideration of gender, minorities and indigenous groups and Human Rights are not referred to. | <b>MS</b> |
| <b>Nature of External Context</b>                             | COVID-19 lockdown adversely affected planned activities in 2020 and 2021. In addition, some countries were affected by changes in Government and loss of focal points.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>MU</b> |
| <b>Effectiveness</b>                                          | The grant overperformed on its EU PIMS indicators, adopted from Year 2 of the grant.<br>Against the TOC at Evaluation, the grant directly contributed to policy changes in some countries and has influenced policy and built awareness and capacity in all countries. It is considered to have achieved its Outcomes on the policy side. In terms of the business component, awareness has been raised but significant further efforts are required to build awareness of the approach and mainstream it into the business strategies and practices of companies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>S</b>  |
| 1. Availability of outputs                                    | Of the 4 EU output indicators all targets were exceeded. The indicators relate to stakeholder engagement, the engagement of EU companies, knowledge products developed and comms products.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>HS</b> |
| 2. Achievement of project outcomes                            | Of the 3 EU PIMS outcome indicators all targets were exceeded. These related to the influencing of strategies and policy dialogues, influencing processes that challenge global concern, and the number of articles published related to an event.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>S</b>  |
| 3. Likelihood of impact                                       | The EU indicator at impact level was exceeded and related to collective approaches and/or practices to challenges of global and/or mutual concern which have been developed/adopted/implemented was achieved.<br>In terms of the TOC at Evaluation - to progress towards the desired <b>Impact</b> - Healthy ecosystems provide a secure supply of ecosystem services and goods for human wellbeing, policies and strategies influenced by TEEBAgriFood assessments need to be implemented, funded and upscaled.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>MU</b> |
| <b>Financial Management</b>                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>MS</b> |
| 1. Adherence to UNEP's financial policies and procedures      | All UNEP's financial policies and procedures were adhered to.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>S</b>  |
| 2. Completeness of project financial information              | The Final Financial Report is yet to be issued by UNON. The draft financial report requires a supporting narrative to explain variances between budget and actual expenditure. Expenditure by components is not available.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>MS</b> |
| 3. Communication between finance and project management staff | There was constructive and frequent engagement between the finance and project management staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>S</b>  |

| Criterion                               | Summary assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Rating    |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Efficiency</b>                       | <p>In June 2022, EUPI TEBB AgriFood was granted a 1 year no-cost extension to December 2023. The grant faced delays largely due to COVID 19 restrictions. However, the fact that there had been no consultations with partners at the design stage and the sensitivities over EU policies that had to be overcome in some countries also contributed to a slow start up. Further, the grant wanted to capitalize on key global opportunities that could elevate and accelerate its impacts such as the UN Food Summit (held in September 2021).</p> <p>In general, the timeframe for the grant was too ambitious, especially if changes to policy and business models were expected within the grant timeframe.</p> <p>Each country received around USD 1.2 million (USD 300k per year over 4 years), which is a small amount of funding to realize policy change. In some countries, such as <b>Brazil</b>, the grant is seen as highly cost-effective; with a small investment the UPA workstream was able to unlock legislation and investment from the Government. However, there is also a view that the analysis takes too long (up to 4 years) and that the cost is too high at around USD 1 million (per country) and there is a need for a lighter / quicker approach. The need for greater speed is not only driven by cost, but also the need to be flexible to respond to opportunities and align with election and planning cycles. EUPI TEEBAgriFood in Indonesia demonstrated that a lighter and quicker approach is possible, if the right factors are in place.</p> | <b>S</b>  |
| <b>Monitoring and Reporting</b>         | The grant faced the highly unusual situation of reporting against an entirely different indicator set from Year 2 of the grant. The grant moved from the indicators reflected in its logical framework to the EUPI PIMS indicators (as required by the donor). This made it harder to assess progress along the causal pathways, implicit in the project (grant) document and recreated in the TOC at Evaluation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>S</b>  |
| 1. Monitoring design and budgeting      | There were various weaknesses associated with <b>grant design</b> which would have affected monitoring and reporting if the indicators had not been changed to the EUPI PIMS indicators in Year 2 of the grant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>MU</b> |
| 2. Monitoring of project implementation | The EUPI Indicative Logframe Matrix (project (grant) document), developed with EU at grant design was reported against Year 1 of the grant. Reporting against the selected EU PIMS indicators was introduced after year 1 (i.e., Years 2/3/4 (2020-2023) as required by the EU for all its projects from 2020.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>S</b>  |
| 3. Project reporting                    | <p>All annual narrative reports were completed, are comprehensive and report progress against targets. All documents are available on-line for all countries to access.</p> <p>Gender disaggregated data is provided to an extent, but some of this analysis is incomplete in the FNR for the grant. Reporting does not take into consideration vulnerable/marginalized groups, including those living with disabilities.</p> <p>Reporting against the EUPI PIMS targets was a team effort, led by the country leads.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>S</b>  |
| <b>Sustainability</b>                   | Links to higher level ministries, e.g., Treasury can facilitate financing. The sustainability of the outcomes for the business sector are unclear in most cases.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>ML</b> |

| Criterion                                        | Summary assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Rating    |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1. Socio-political sustainability                | Stakeholder ownership is high in some countries and in general many stakeholders in the partner countries now know about the approach and are interested in it but need time and budget to follow up and apply it further. In numerous cases decision makers need more evidence to be fully convinced by the sustainable scenarios proposed and hence to adopt policy changes. In some cases, policy makers / technical staff in Ministries identified more areas where they would like the approach applied, demonstrating <b>ownership of the approach (Indonesia, the India)</b> . There is evidence of research partners independently continuing the work (e.g. <b>Mexico</b> ). While acknowledging the success the grant has had in building links with the Ministries of Agriculture, there has been limited engagement with senior ministries such as planning and Treasury, which should be a priority going forward to facilitate mainstreaming into policies and plans and financing. A stronger (non-technical) conceptual understanding of the approach and results among decision makers and non-technical stakeholders is needed. Of note policy briefs were pursued after grant completion as a key tool for communicating with decision makers. On the back of the grant, Capitals Hubs have been established in most countries to help share the findings of the studies and build awareness; however, financing is unclear. Some business champions have emerged (e.g. GoFresh in India). Golden Bee, a consultancy in <b>China</b> , have taken up the guidelines and are working with businesses, while C4RB in <b>India</b> have replicated the program. | <b>ML</b> |
| 2. Financial sustainability                      | Financial resources have been secured for follow on work in some countries (most notably through the IKEA Foundation in India), but the majority of countries have not secured funding to support continuation of the work. Funding is needed to both implement approved policies and fund additional research studies. VtheE II is at the proposal stage and is designed to continue the work of TEEBAgriFood in Brazil and India. There was no exit strategy undertaken in any of the countries, which could have featured a financing strategy at the country level that scoped out potential financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the grant ended (i.e. from the public and private sectors, income generating activities and economic instruments).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>ML</b> |
| 3. Institutional sustainability                  | The grant has built buy-in to the approach among research institutions and Government. The Indian Council of Agricultural Research (ICAR) has put the TEEBAgriFood framework forward to be scaled-out nationwide. This includes the integration of valuation studies into the undergraduate course introduced by ICAR on natural farming in 4 central universities and 51 State Agriculture Universities. Further, the grant has been successful in supporting approved legal frameworks, policies, and plans but more time/evidence is needed to convince policy makers and incorporate/mainstream findings into future planning/policies and strategies in most countries. The grant identified and involved High level Champions in Government in a number of countries (e.g. China, India and Indonesia)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>ML</b> |
| <b>Factors Affecting Performance</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>S</b>  |
| 1. Preparation and readiness                     | Country level stakeholders were not consulted as part of grant design. Ongoing/high likelihood of change in national government was not discussed / taken into consideration in grant design. There was a change in Government in Brazil and Mexico during project implementation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>MU</b> |
| 2. Quality of project management and supervision | A cohesive and highly capable and professional UNEP TEEB team is seen as central to EUPI TEEBAgriFood's success both at the global and country level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>S</b>  |
| 2.1 UNEP/Implementing Agency:                    | The grant has benefitted from a highly competent and cohesive UNEP TEEB management team, who are greatly appreciated by <i>all</i> stakeholders. The global UNEP and in-country TEEB teams are commended for their high quality and timely guidance provided to the country teams, and their convening and diplomacy skills. UNEP Country offices were generally engaged in the grant, however there was mixed engagement of UNEP Regional offices critical for attracting new partners and upscaling the approach.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>S</b>  |

| Criterion                                             | Summary assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rating   |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 2.2 Partners/Executing Agency:                        | UNEP contracted research organizations in the seven countries to lead the technical assessments. The Research Institutes on the whole were strong and delivered credible assessments supported by the UNEP TEEB team. The support and expertise of the Capitals Coalition was acknowledged.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>S</b> |
| 3. Stakeholders' participation and cooperation        | Stakeholder engagement is embedded in the TEEBAgriFood approach and there has been excellent stakeholder engagement through Steering Committees, workshops, consultation meetings and field visits. All national studies have followed a consultative approach wherein a diverse group of stakeholders (ministries, secretariats, civil society organizations, research institutions, academia, private sector as well as local farmers) defined the policy questions and scenarios and were consulted on the preliminary findings and final results.<br>The grant opened up the opportunity for UNEP to engage with the MOA for the first time and supported collaboration between the ministries of Agriculture and Environment. In most countries, a government official from the Ministry of Agriculture steered or co-steered the project steering committee. National Steering Committees have operated well on the whole, often with the engagement of senior Government officials.<br>There was some engagement with other IOs and INGOs and international organizations, but increased outreach is considered to be needed going forward to upscale the approach. | <b>S</b> |
| 4. Responsiveness to human rights and gender equality | Human Rights and gender equality are not referred to in the project (grant) document, however, the VtheE logical framework includes two indicators on gender, which draw on EUPI deliverables in Thailand and Indonesia (one of which was <i>not</i> met).<br>In addition, there are examples of how EUPI TEEBAgriFood Assessments can / have responded to human rights and gender equality from India and Brazil. In <b>Brazil</b> , based on interviews with farmers, there is also evidence that UPA initiatives have a positive impact on HR, gender, youth and vulnerable (disabled).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>S</b> |
| 5. Environmental and social safeguards                | No negative or unintended effects in environmental, social, and economic contexts were recorded. The TEEBAgriFood Framework is designed to measure and account for <i>all</i> impacts of a proposed policy shift scenario, including non-market societal impacts and externalities and acknowledge and address the trade-offs of a potential transformation of food systems over time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>S</b> |
| 6. Country ownership and driven-ness                  | Stakeholder engagement is embedded in the TEEBAgriFood Approach – supporting country ownership. The focus of analysis is determined by stakeholders and the scenarios built by them. There are numerous examples of how the countries have taken ownership and have driven the TEEBAgriFood assessments (see Sustainability).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>S</b> |
| 7. Communication and public awareness                 | There was a global communications plan and national level communications plans in most countries (of differing quality). The grant produced a diverse range of communication / visibility products. There were several events at which the grant was presented and discussed with senior-level ministerial representation, and with a range of stakeholders from civil society, business, farmers groups, and academia.<br>UNEP organized three global TEEBAgriFood Symposia, and the final symposium in Bangkok in November 2023, was greatly appreciated by participants.<br>A view was expressed that the grant did not achieve the level of global attention and recognition that had been hoped for.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>S</b> |
| <b>Overall Project Performance Rating</b>             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>S</b> |

## 6.2 Lessons learned

300. Many of the lessons from the TE align with those set out in the Operational Project Closure Report for Valuing the Essentials.

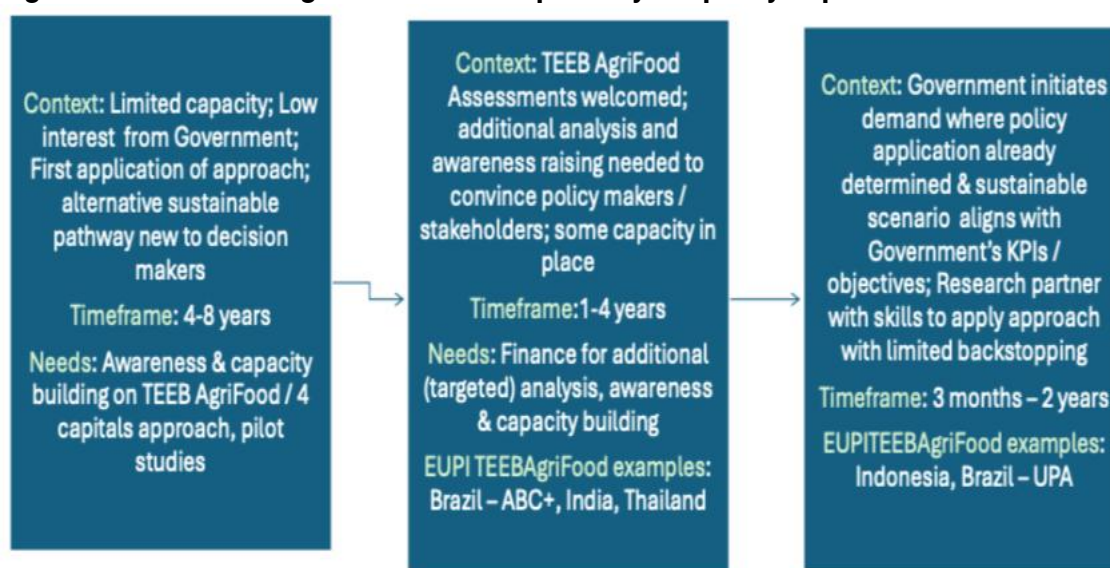
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| <b>Lesson Learned #1:</b> | <b>Consultation with proposed partner countries in the project design phase is important to avoid delays in project implementation by confirming their interest and addressing any potential conflicts</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Context/comment:</b>   | <p>Mainstreaming requires interaction with Government from the very beginning to ensure the assessment is demand driven and policy makers are on board. The seven countries in scope were selected by the EU at the design phase but were not consulted during project development. In most of the seven countries, based on UNEPs (and in some cases specifically TEEB's) reputation, it was possible to engage political focal points relatively quickly at the start of the grant. In the case of <a href="#">Malaysia</a> however the grant's link to the EU (as the funding source) given an on-going political dispute on measures taken by the EU under RED II concerning palm oil and oil palm crop-based biofuels led to delays in start-up.</p> <p>It is important at the design phase to select countries interested in applying approach and when working with countries and institutions for the first time to factor in time to allow for any contingent issues that may arise to be dealt with.</p>                                                                                                                                                                                                                                                                                                                                                          |
| <b>Lesson Learned #2:</b> | <b>Multi-ministerial engagement is critical for building acceptance of the TEEBAgriFood approach and the uptake of policy findings, but this remains a challenge in many countries and requires on-going support</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Context/comment:</b>   | <p>TEEBAgriFood promotes an integrated multi-ministerial approach, but this is still a new way of doing things for many countries / ministries.</p> <p>The co-involvement and collaborative steer of both agriculture and environment ministries is an important element for catalyzing policy change for sustainable food systems. However, it is challenging to keep both ministries engaged. Hence, the value and importance of their joint participation must be continuously championed and promoted. Working with Ministers of Finance and Planning is important to lend weight to the approach and analysis and facilitate mainstreaming into policies and plans and spur sustainable financing.</p> <p>Engagement with the Health Ministry is critical to ensure an integrated assessment given the potentially significant health externalities associated with some agricultural practices (e.g. PM2.5 related to stubble burning).</p> <p>Solid relationships with ministries take time to build, and for continuity it is important to work with technical people who will remain in post through possible changes in Governments and to put in place formal agreements (MOUs or Execution Agreements) between UNEP and MOA / MOE to back the partnership and facilitate communications and engagement in the face of staff changes / loss of focal points.</p> |
| <b>Lesson Learned #3:</b> | <b>Applying the framework is complex and requires technical expertise and interdisciplinary teams. National research entities need sustained technical assistance and time to fully understand and apply the Framework for the first time, after which they should be able to apply it more independently and faster.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Context/comment:</b>   | <p>UNEP provided strong and consistent technical backstopping to the research leads in each country and it is evident that this detailed guidance is critical to the successful application of the Framework and for capacity building.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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|                           | <p>Technical training should be focused on the research teams who will apply the Framework. At the same time, it is important for Governments to have a good conceptual understanding of the approach and the findings of the assessment, but it is not generally appropriate for them to apply it given the breadth and depth of expertise required.</p> <p>EUPI TEEBAgriFood has demonstrated that once a research institute has knowledge of the approach, application will be much easier and /or faster (<a href="#">Thailand</a>, <a href="#">China</a>, <a href="#">Mexico</a>).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Lesson Learned #4:</b> | <p><b>Full application of the TEEBAgriFood approach is time consuming and resources intensive, it is therefore important to understand what evidence is likely to make a material difference to a policy decision <i>and where a 'TEEBAgriFood lite' approach may be sufficient</i><sup>65</sup>. This requires understanding the entry point and context for TEEB Evaluation as this will determine the level of effort and time it is likely to take to have a policy impact.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Context/comment:</b>   | <p>Researchers may focus on what they feel comfortable modelling or are interested in publishing rather than prioritizing those impacts and dependencies that will have the most social and environmental impact. Support to identify and assess priority impacts is important. For example, in Thailand, TEN provided support to model human health impacts, which became central to the case for a policy shift.</p> <p>It is important to understand the entry point and context for TEEB Evaluation as this will determine the level of effort and time it is likely to take to have a policy impact (see Figure 3). It is also important to be practical, building on data available and expertise, to contribute to policy development. EUPI TEEBAgriFood assessments show good results when demand driven, and capacity exists to implement the framework. In situations where the approach is new and needs to be 'sold' and capacity to apply it built, the road to policy uptake and behavioral change will be a slower / bumpier process. Examples exist of when it may be appropriate and of how to develop and apply a lighter version of the Framework from studies in <a href="#">Indonesia</a> (and in Uganda, an additional assessment funded by NORAD – See Annex VI).</p> |

<sup>65</sup> Also highlighted in Valuing the Essentials, Final Operational Report.



**Figure 3: Understanding the context and pathways to policy impact**



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| <b>Lesson Learned #5:</b> | <b>It is important to be opportunistic and flexible to 'openings' for policy impact<sup>66</sup> and be aware of fiscal and planning cycle so that policy recommendations are provided in a timely manner.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Context/comment:</b>   | As illustrated in <a href="#">Indonesia</a> , it is important to adapt to national planning timelines and respond directly to national priorities.<br>In the case of <a href="#">Brazil</a> , UNEP struggled to generate much interest at federal level under the Brazil/Bolsonaro administration. Thus, in 2020/21 UNEP started consultations at the metropolitan level (São Paulo). Once it had established the potential of sustainable UPA as a nature-based solution for urban landscapes at the local level, it was possible to gain traction at the national level.                                                                                                                                                                                                                                         |
| <b>Lesson Learned #6:</b> | <b>Working with research entities linked to the Ministry of Agriculture is a promising model – it supports access to policy makers and sustainability, while fostering research consortia can be beneficial for collaboration and upscaling</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Context/comment:</b>   | Selection of a reputable research institute to undertake the analysis is critical for confidence in the technical analyses and potential policy uptake. The EUPI TEEB AgriFood was successful in this respect. For example, in India and Malaysia the Steering Committee chose a parastatal linked to the Ministry as the principal research partner.<br>The TEEB AgriFood <a href="#">Mexico</a> developed a Call for Proposals (CfP) and encouraged consortia to apply. The competitive process fostered competition amongst research consortia and demonstrated a meritocratic approach. Even those who were not awarded contracts invested time into learning about TEEB AgriFood and had their proposals reviewed. Furthermore, the PSC was engaged in the review of the CfP process developing their buy in. |
| <b>Lesson Learned #7:</b> | <b>Demonstration sites and the generation of primary data are critical for uptake at scale</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

<sup>66</sup> Valuing the Essentials, Final Operational Report



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| <b>Context/comment:</b>    | While assessment with secondary data may in certain context be sufficient to Inform plans and policies, typically decision makers will require assessments based on recent data sets and/or primary data and for the sustainable agricultural approaches proposed to be demonstrated at least at a pilot scale. This presents a challenge to UNEP as a normative organization, who do not typically work on the ground and highlights the need to inspire and partner with other organizations who would be able to execute and potentially fund such on-the ground assessments.                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Lesson Learned #8:</b>  | <b>The TEEBAgriFood approach can resonate with people if well communicated; communications targeted at different stakeholders is critical</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Context/comment:</b>    | It is critical to communicate technical /academic studies in an accessible way (e.g., using non-technical language) to policy makers. Policy makers need a clear understanding of how the assessments can help them meet their targets.<br>Science-policy translation requires comms and dissemination focal points embedded in the research teams and not acting in isolation. They also need to be engaged early on the project to develop a deep understanding of the project and build rapport with policy makers and other key stakeholders. This approach is being taken forward by the IKEA follow up study in India.<br>Farmers can play a key role in communications – disseminating finding and encouraging uptake of sustainable practices among other farmers and decision makers. It is noted that what a farmer says to another farmer will be well understood. Identifying champions among farmers could therefore be very effective. |
| <b>Lesson Learned #9:</b>  | <b>Having TEEBAgriFood personnel based in countries makes a huge difference. There needs to be experts on the ground to provide on-going technical support and to build and sustain relationships with policy makers</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Context/comment:</b>    | Influencing decisions does not just depend on producing convincing science and economics it is also about access, influence and relationships.<br>UNEP's new delivery model is based on working through country and regional offices to meet Government objectives; EUPI TEEBAgriFood has demonstrated the value of this at the country level. For example, in Brazil the in-country team's ability to build and sustain a relationship with Government Ministries is a critical success factor of the UPA workstream.<br>This need has been taken on board in the follow-on IKEA Foundation project in India, with a four person TEEB team in place. It is, however, expensive to have a team / consultants based in every country, and there are limitations on the length of time consultants can be engaged and their ability to 'represent' UNEP at events.                                                                                     |
| <b>Lesson Learned #10:</b> | <b>To achieve change across businesses, the engagement of CEOs and decision makers is important.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Context/comment:</b>    | The importance of the Natural Capital Protocol and the results of its application have to reach CEO / decision makers, therefore relationships with senior executives need to be established by UNEP and the Capitals Coalition and their partners.<br>In some cases, large companies, which have the resources to undertake such assessments, assign it to a young junior person, who does a good job, but the exercise remains just a project and is not seen as strategic analysis.<br>It was noted that UNEP does not have a strong track record of engaging with business, but influencing CEOs and businesses leaders is important for uptake. There is a need to talk more broadly to the private sector (this includes agricultural entrepreneurs, collectives, large companies).                                                                                                                                                            |

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| <b>Lesson Learned #11:</b> | <b>The TE of a grant as an evaluand is challenging. The combination of a TE of a core grant supplemented with strategic questions on the overall project offers a cost -effective approach and a deep dive into a core/pivotal grant but affords less scrutiny of the project as a whole and how the grants interconnect.</b>                                                                                                                                                                                                                                                               |
| <b>Context/comment:</b>    | <p>The TE of a grant as an evaluand is challenging, especially when a different results framework is used to the overall project and there is no prior mapping of the compatibility between the two.</p> <p>The use of strategic questions allows high level insights into how the project worked as an integrated offering and may be considered a cost-effective approach.</p> <p>The different closure times for grants under a project, means that recall by stakeholders on grant performance can be limited for grants that completed years ahead of the evaluation taking place.</p> |

### 6.3 Recommendations

301. Based on the findings and conclusions presented by this evaluation, 12 recommendations are presented for improvement. The recommendations are addressed to UNEP TEEB and to other relevant parties that have a role and responsibility in their implementation. Many relate to increasing uptake and sustainability to enable the TEEBAgriFood approach to enter a more advanced stage of implementation, namely transitioning from the demonstration stage reflected in the EUPI grant /VtheE work, to a stage where the approach has wider global recognition and is the standard / preferred assessment approach for informing agricultural policy. The recommendations can inform the on-going IKEA Foundation's funded project in India, the EC DG INTRA proposal and other future applications of the TEEBAgriFood approach by UNEP and other partners.

302. Cross-reference(s) to rationale and supporting discussions: Section 4.2

|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <b>Recommendation #1</b>                                        | <b>UNEP should ensure greater compatibility of TOCs and indicators between EU funded projects/grants, UNEP grants and UNEP 'umbrella' projects</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Challenge/problem to be addressed by the recommendation:</b> | <p>The EUPI TEEBAgriFood Logical Framework and indicators presented in its project (grant) document, did not clearly map on to the TOC presented in the project document for Valuing the Essentials. Given that EUPI TEEBAgriFood was one of the 11 grants under the VtheE, it makes sense for its Logical Framework to be aligned with and embodied within the VtheE TOC. The EU PIMS indicators also do not fully match either the original EUPI grant indicators or the VtheE indicators.</p> <p>The EUPI Grant document tried to satisfy both UNEP and EU reporting requirements which led to a complicated framework / project design. Grant / project designers and staff implementing grants / projects should have a good understanding of how EU Indicators and UNEP indicators (both at the grant and umbrella programme level) relate to each other, seek compatibility between indicators sets and transparently set out and explain any differences. This would facilitate monitoring of grants and umbrella projects and a clearer understanding of progress against a grant/ project's TOC.</p> |

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| <b>Priority Level<sup>67</sup>:</b>        | Opportunity for Improvement                                               |
| <b>Type of Recommendation</b>              | UNEP-wide                                                                 |
| <b>Responsibility:</b>                     | Project/grant designers, reviewers and UNEP Policy and Programme Division |
| <b>Proposed implementation time-frame:</b> | 12 months                                                                 |

303. Cross-reference(s) to rationale and supporting discussions: Section 5.4

|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <b>Recommendation # 2:</b>                                      | <b>Future applications of the TEEBAgriFood Framework should set appropriate ambition levels/scope based on an understanding of operating context and likely timeframe to influence policy.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Challenge/problem to be addressed by the recommendation:</b> | In order to plan the level of resources and time needed to embed the TEEBAgriFood Framework findings into policy and ultimately behavioral change it is important to be realistic and informed of a range of factors which are likely to impact the speed of the trajectory towards change. Factors to consider are geographic scale (large geographies such as in India and Thailand are unlikely to achieve a policy impact within a 4 year timeframe); how contentious the policy question is (challenging policy interventions, that may not be palatable to the key decision-maker will take longer (e.g. Thailand, Brazil - low carbon Agriculture workstream), support of Government to policy change being proposed and the available capacity to apply the Framework (see Figure 3). Assessments should build in sufficient time for disseminating findings of the assessment and development of policy briefs to help ensure mainstreaming. |
| <b>Priority Level:</b>                                          | Important                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Type of Recommendation</b>                                   | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Responsibility:</b>                                          | UNEP TEEB project team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Proposed implementation time-frame:</b>                      | 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

304. Cross-reference(s) to rationale and supporting discussions: Section 5.4

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| <b>Recommendation # 3:</b>                                      | <b>Follow-on projects/interventions should ensure integration of policy and business components at the outset to increase impact.</b>                                                                                                                                                                                                                                                                                                                            |
| <b>Challenge/problem to be addressed by the recommendation:</b> | In nearly all cases, the businesses working with the Capitals Coalition did not link to the policy priorities selected for assessment. This is a missed opportunity and largely due to timing, as the business component started around a year ahead of the policy work. The IKEA funded follow-on project in India has been more conscious of this need. There is a need to start with a mapping of the private sector and alignment with policies of interest. |

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<sup>67</sup> Critical recommendation: address significant and/or pervasive deficiencies in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of programme objectives.  
Important recommendation: address reportable deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance might be at risk regarding the achievement of programme objectives. Important recommendations are followed up on an annual basis.  
Opportunity for improvement: comprise suggestions that do not meet the criteria of either critical or important recommendations, and are only followed up as appropriate during subsequent oversight activities.

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|                                            | Greater engagement of the private sector in policy development is critical to attaining national and global agri-food objectives, including sustainable and equitable global value chains. |
| <b>Priority Level:</b>                     | Important                                                                                                                                                                                  |
| <b>Type of Recommendation</b>              | Project                                                                                                                                                                                    |
| <b>Responsibility:</b>                     | UNEP TEEB project team                                                                                                                                                                     |
| <b>Proposed implementation time-frame:</b> | 12 months                                                                                                                                                                                  |

305. Cross-reference(s) to rationale and supporting discussions: Section 5.8

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| <b>Recommendation #4:</b>                                       | <b>Strengthen interministerial engagement including with Ministries of Finance and Ministries of Planning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Challenge/problem to be addressed by the recommendation:</b> | <p>On-going efforts to strengthen inter-ministerial engagement, underpinned by cohesive working between the Ministry of Agriculture and Environment, is critical to maximize impact and ensure assessments fully reflect the synergies and opportunities across the 4 Capitals. This is acknowledged in the IKI Final report, which states that during implementation it became evident that it was critical to widen political support to include the active involvement of Ministries of Planning and Finance and that this required that the analytical approaches used facilitated engagement with these Ministries (e.g. Cost Benefit Analysis for Treasury) and that messaging was targeted.</p> <p>It is also important to link UNEP and ministries of environment with ministries of health, in support of the One Health Agenda and to ensure important health externalities are accounted for in the assessments.</p> <p>There was limited engagement with MoF and Planning (except for BBPANAS in Indonesia). Engagement with the MoF is particularly important moving forward as efforts are required to secure additional finance to upscale the EUPI TEEBAgriFood approach and implement the recommendations of the assessments.</p> <p>It is hoped that increased interministerial engagement will happen organically as the Framework becomes more respected, and its utility in supporting national and international commitments are demonstrated. This requires more studies and on-going efforts to develop inter-ministerial engagement to bring on board decision makers that may be reluctant to base policies on science / 4 capitals evidence.</p> |
| <b>Priority Level:</b>                                          | Critical                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Type of Recommendation</b>                                   | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Responsibility:</b>                                          | UNEP TEEB project team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Proposed implementation time-frame:</b>                      | 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

306. Cross-reference(s) to rationale and supporting discussions: Section 5.4.

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| <b>Recommendation #5:</b>                                       | <b>Further simplify the Natural Capital Protocol guidelines in tandem with far greater awareness and capacity building to increase uptake of the guidelines and ultimately shift business practices.</b>                                                                                                                                                                                                                                              |
| <b>Challenge/problem to be addressed by the recommendation:</b> | Engagement of the private sector is critical to the transition of sustainable agri-food systems, however the Natural Capital Protocol remains a highly theoretical approach for many. While the Final Guidelines are based on experiences piloting the Draft Guidelines and feature practical business outcomes, they are still considered complex. The guidelines need to be further simplified and localized and disseminated through case studies. |

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|                                            | <p>More good applications and practitioners who can influence uptake are needed. Future applications could be more targeted at companies with the largest footprint on sensitive areas and /or linked with trade issues. It would be good to support some flagship companies beyond the stage of a capitals assessment of their current business practices, to include support for scenario analysis/corporate planning and links to the policy agenda.</p> <p>Introducing the approach in Business schools' curriculum would be a means of preparing the next generation of business leaders.</p> <p>Engagement with the private sector should include banks and financial institutions to explore ways to leverage funding for sustainable practices.</p> |
| <b>Priority Level:</b>                     | Important                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Type of Recommendation</b>              | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Responsibility:</b>                     | Capitals Coalition, UNEP TEEB project team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Proposed implementation time-frame:</b> | 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

307. Cross-reference(s) to rationale and supporting discussions: Section 5.8

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| <b>Recommendation #6:</b>                                       | <b>Build a sustainable learning community and enhance South-South learning opportunities and regional cooperation, supported by accessible knowledge products</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Challenge/problem to be addressed by the recommendation:</b> | <p>South-South and regional cooperation are very important for sustainability. There is a need to build a peer- to -peer learning community, whereby all past, present and potential users of the TEEBAgriFood assessments share challenges and best practices. It was also suggested that cross-country learning could be increased by field visits. It is noted that the NCAVES project helped establish the <a href="#">African Community of Practice on Natural Capital Accounting</a> to support the uptake of the SEEA EA by signatories to the Gaborone Declaration for Sustainability in Africa (GDSA), from which lessons could potentially be drawn and collaboration extended in Africa on TEEBAgriFood approach, if still operational.</p> <p>The EUPI TEEBAgriFood case studies can play an important role in building up understanding and uptake. Accessible material drawing on lessons learned and best practices across studies is needed to reach a broader global audience, beyond the seven EUPI countries. It is understood that TEEBAgriFood is currently working on an overall policy brief for the EUPI project, which will be a good start in increasing global visibility of the approach. There is also a role for the TCA Accelerator in increasing the visibility of TEEBAgriFood case studies.</p> |
| <b>Priority Level:</b>                                          | Critical                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Type of Recommendation</b>                                   | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Responsibility:</b>                                          | UNEP TEEB project team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Proposed implementation time-frame:</b>                      | 6 -12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

308. Cross-reference(s) to rationale and supporting discussions: Section 5.8 and 5.9.

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| <b>Recommendation # 7:</b> | <b>Undertake capacity building tailored to the different stakeholders, based on a needs assessment in each current and proposed country of operation</b> |
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| <b>Challenge/problem to be addressed by the recommendation:</b> | <ul style="list-style-type: none"> <li>Research Institutes: Capacity has been built across the research institutes and Government. However, technical capacity needs to be improved before countries can be expected to mainstream the application of the TEEBAgriFood framework. While some research institutes have gained expertise in the Framework, they may still require support on specific aspects, for example - modeling methodologies, value chain assessment, social and human capital and market readiness assessment.</li> <li>Technical government staff need training on the potential uses of the approach and how to interpret results to answer relevant policy questions.</li> <li>Decision makers need to better understand the applicability of the analytical results and be clear on how they link to their commitments and national priorities.</li> <li>New UNEP staff in Country Offices who are not well versed in the approach could benefit from technical sessions and training. Learning groups could be established in country offices to convey the approach to non-TEEB staff.</li> </ul> |
| <b>Priority Level:</b>                                          | Important                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Type of Recommendation</b>                                   | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Responsibility:</b>                                          | UNEP TEEB project team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Proposed implementation time-frame:</b>                      | 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

309. Cross-reference(s) to rationale and supporting discussions: Section 5.9

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| <b>Recommendation #8:</b>                                       | <b>Develop sustainable finance and exit strategies to both finance further assessments and to support uptake of the policy recommendations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Challenge/problem to be addressed by the recommendation:</b> | <p>Sustainable and diversified funding is needed to carry out further assessments and implement the recommendations.</p> <p>An analysis of the financing landscape is needed at both the country and global level.</p> <p>An analysis of the financing landscape at the country level could be undertaken in parallel with country assessments, as part of an exit strategy (looking at the sustainability of a project's outcomes) or as a separate exercise. This should include an understanding of potential government and donor funds, but also the use of economic instrument to shift towards sustainable agricultural practices – repurposing harmful subsidies, taxes, biodiversity offsets, impact investments. The role of banking / financial institutions in supporting sustainable farming practices should also be considered.</p> |
| <b>Priority Level:</b>                                          | Important                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Type of Recommendation</b>                                   | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Responsibility:</b>                                          | UNEP TEEB project team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Proposed implementation time-frame:</b>                      | 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

310. Cross-reference(s) to rationale and supporting discussions: Section 5.9

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| <b>Recommendation #9:</b>                                       | <b>Strengthened partnerships with UN Regional Offices, and other projects and initiatives to increase uptake of approach</b>                                                                                             |
| <b>Challenge/problem to be addressed by the recommendation:</b> | While EUPI TEEBAgriFood engaged to a certain extent with other projects and initiatives, existing partnerships need to be capitalized on (e.g. with the True Value of Food initiative and the visibility of TEEBAgriFood |

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|                                            | <p>through the SOFA reports) and new partnerships identified going forward. To achieve action at scale more institutions / universities need to be involved, more good examples generated, and further capacity built. The expertise of the UNEP TEEB team is necessary to ensure studies are of the quality required to engage and influence policy makers, but there is a need for a similar level of expertise to be built within regions and countries if the approach is to become a standard for assessing agricultural policy. Strengthened engagement with regional offices to identify opportunities and potential uptake is seen as critical.</p> <p>An updated mapping on on-going related initiatives and possible partners is recommended to identify opportunities for the upscaling of TEEBAgriFood approach and additional funding. Other organizations working in sustainable agriculture could potentially co-finance the work, for example financing pilot and demonstration studies, which would not typically be financed and / or implemented by UNEP.</p> |
| <b>Priority Level:</b>                     | Important                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Type of Recommendation</b>              | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Responsibility:</b>                     | UNEP TEEB project team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Proposed implementation time-frame:</b> | 1 year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

311. Cross-reference(s) to rationale and supporting discussions: Section 5.4.

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| <b>Recommendation #10:</b>                                      | <b>Increased focus on the generation of primary data, engagement with farmers and indigenous knowledge</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Challenge/problem to be addressed by the recommendation:</b> | <p>The need for primary data to refine the findings of the assessments / build credibility and thereby lead to action by policy makers was commonly highlighted. On the ground studies are needed not only to derive more accurate figures but also to build rapport with farmers. Hence the integration of demonstration plots as standard practice should be considered as part of assessments, time and budget allowing.</p> <p>There is also scope to increase inputs on traditional knowledge linked to agricultural systems under assessment (also raised by the MTE). For example, hill districts in Assam have unique traditional systems, which should be considered under the IKEA Foundation project. Working with local / indigenous communities is challenging and requires a strong presence and time commitment to build relationship and trust and to be successful in explaining new and complex issues. Such consideration should be reflected in budget allocations at the design stage.</p> |
| <b>Priority Level:</b>                                          | Important                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Type of Recommendation</b>                                   | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Responsibility:</b>                                          | UNEP TEEB project team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Proposed implementation time-frame:</b>                      | 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

312. Cross-reference(s) to rationale and supporting discussions: Section 5.9.

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| <b>Recommendation # 11:</b>                                     | <b>Strengthened communications and engage communication experts early on in the project cycle</b>                                                                                                                                                                                               |
| <b>Challenge/problem to be addressed by the recommendation:</b> | <p>Given the complexity of the TEEBAgriFood Approach and the relative unfamiliarity with assessments taking into consideration the 4 Capitals in an integrated manner for major agriculture sectors and issues, clear and timely communication is important and needs to be integral to the</p> |



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|                                            | process. Communication experts should be engaged at the design stage and be provided with an adequate budget.<br>The use of experimental digital means of communication should be considered. For example, virtual reality tools, where goggles are worn to see different realities illustrating the policy scenarios. |
| <b>Priority Level:</b>                     | Important                                                                                                                                                                                                                                                                                                              |
| <b>Type of Recommendation</b>              | Project                                                                                                                                                                                                                                                                                                                |
| <b>Responsibility:</b>                     | UNEP TEEB project team                                                                                                                                                                                                                                                                                                 |
| <b>Proposed implementation time-frame:</b> | 12 months                                                                                                                                                                                                                                                                                                              |

313. Cross-reference(s) to rationale and supporting discussions: Section 5.2 and 5.7.

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| <b>Recommendation # 12:</b>                                     | <b>Strengthen human rights and gender dimensions in future TEEB AgriFood proposal and assessments</b>                                                                                                                                                                                   |
| <b>Challenge/problem to be addressed by the recommendation:</b> | The grant did not have a focus on gender or human rights as reflected in its design document and during implementation. However, the TEEBAgriFood approach can facilitate the integration of such considerations in its assessments, as demonstrated in Brazil, Thailand and Indonesia. |
| <b>Priority Level:</b>                                          | Important                                                                                                                                                                                                                                                                               |
| <b>Type of Recommendation</b>                                   | Project                                                                                                                                                                                                                                                                                 |
| <b>Responsibility:</b>                                          | UNEP TEEB project team                                                                                                                                                                                                                                                                  |
| <b>Proposed implementation time-frame:</b>                      | 12 months                                                                                                                                                                                                                                                                               |

## ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

**Response to stakeholder comments received but not (fully) accepted by the evaluator(s), where appropriate**

| Page Ref./ Para. n | Stakeholder comment | Evaluator(s) Response | UNEP Evaluation Office Response |
|--------------------|---------------------|-----------------------|---------------------------------|
|                    | Xxx                 | Xxx                   |                                 |
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## ANNEX II. EVALUATION FRAMEWORK/MATRIX

**Source:** Terms of References for the Evaluation (high level questions), with additional detailed / specific supporting questions based on initial review of project documentation.

|                            | GUIDING QUESTIONS                                                                                                                                                                                                                                                                                                                                                             | APPROACH (A) / KEY DATA SOURCES (DS)                                                |
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| STRATEGIC RELEVANCE        | To what extent is the project suited to the priorities and policies of the donors                                                                                                                                                                                                                                                                                             | A: Document review and interviews                                                   |
|                            | To what extent is the project suited to the priorities and policies of implementing countries and the target beneficiaries.                                                                                                                                                                                                                                                   |                                                                                     |
|                            | What is the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies <i>at the time of project approval</i> (MTS and POW) and what is the scope of any contributions made to MTS and POW <sup>68</sup> ?                                                                                                                       |                                                                                     |
|                            | To what extent did the project, either at design stage or during the project inception or mobilization <sup>69</sup> , take account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. |                                                                                     |
| QUALITY OF PROJECT DESIGN  | Please see Annex B of Inception Report                                                                                                                                                                                                                                                                                                                                        |                                                                                     |
| NATURE OF EXTERNAL CONTEXT | Does the project document identify any unusually challenging operational factors that are likely to negatively affect project performance? (see Annex B)<br>Did the project face conflict, natural disaster and political upheaval? If so, what were the implications and how did the project mitigate the impacts?                                                           |                                                                                     |
| EFFECTIVENESS              | How successful has the project been in producing / moving towards the programmed <b>outputs</b> (products and services delivered by the project itself) and milestones as per the ProDocs, both in quantity and quality, as well as their usefulness and timeliness?                                                                                                          | A: Document review and interviews<br>DS: Project progress reports, Project document |
|                            | What are the key reasons behind the success (or failure) of the project in producing its different <b>outputs</b> and meeting expected quality standards?                                                                                                                                                                                                                     |                                                                                     |
|                            | Were key stakeholders appropriately involved in producing the programmed <b>outputs</b> ?                                                                                                                                                                                                                                                                                     |                                                                                     |
|                            | To what extent has the project contributed to the achievement of <b>outcomes</b> ?                                                                                                                                                                                                                                                                                            |                                                                                     |
|                            | To what extent has the project contributed, <i>and is likely in the future to further contribute</i> , to <b>intermediate states</b> , and the likelihood that those changes in turn to lead to positive changes in the natural resource base, benefits derived from the environment and human well-being?                                                                    |                                                                                     |
|                            | What is the likelihood that the intervention may lead to unintended negative effects (project documentation relating to Environmental, Social and Economic Safeguards)?                                                                                                                                                                                                       |                                                                                     |
|                            | What is actual or likely <b>contribution</b> of the project to the objective / intended <b>impact</b> ?<br>What factors affected / will affect the project's success in achieving its objectives?                                                                                                                                                                             |                                                                                     |

<sup>68</sup> Strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

<sup>69</sup> A project's inception period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under efficiency

|  | GUIDING QUESTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | APPROACH (A) / KEY DATA SOURCES (DS) |
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|  | <p>To what extent is it possible to disaggregate <b>outcomes</b> and <b>impacts</b> for the key project stakeholders, including women, youth and the poorest?</p> <p>To what extent were HR and GE integrated in the Theory of Change and results framework of the intervention and to what degree did participating institutions/organizations changed their policies or practices thereby leading to the fulfilment of HR and GE principles (e.g. new services, greater responsiveness, resource re-allocation, etc.)?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                      |
|  | <p><b>Additional questions:</b></p> <p>Outcomes:<br/>           To what extent has the project influenced the mindset of change agents? [on biodiversity, Ecosystem services and sustainability, knowledge of EU and its policies]<br/>           Will the assessments undertaken results in practical / on the ground / policy changes or are the approaches too theoretical?<br/>           Are there any signs of (behavioural change) on the side of country stakeholders</p> <p>Impact:<br/>           To what extent did the project contribute to changing national/sub-national policies in the targeted countries so as to promote conservation outcomes, i.e., transforming the environment in which farms and agri-businesses operate; and to changing the behaviours of business.<br/>           To what extent has the process facilitated change across the entire agri-value chain</p> <p>TEEBAgriFood operational guidance<br/>           How useful / user friendly did countries / stakeholders find the TEEBAgriFood operation guidance<br/>           Was there a sufficient mix of farming systems across the 7 countries scenario analysis to serve as a learning tool? [intensive agriculture, agro forestry, agro-ecology, permaculture] WP3?<br/>           How successful was the proposed <b>twinning approach</b><sup>70</sup>? Examples?<br/>           How can SEEA contribute to project focus on agri-food sector?</p> <p><b>WP3: Determine and refine the pilot projects to be developed</b><br/>           Was the 'bigger picture' supply chains at the national and global level taken into account (noting that the demand side in EU was not within the scope of the current project). Activity 3.6 Regional workshops were meant to convey this and potentially results in refinement of approach</p> <p><b>WP4 – Early engagement with the agri-business community via business network discussions leading to twinning, focusing on the NCP</b></p> | As above                             |

<sup>70</sup> Entities applying the TEEBAgriFood framework were expected to twin with agri-businesses in-country/in the EC that also produce the dominant crop/livestock types in a similar biophysical/economic setting to that of the specified agricultural landscape selected. Under WP4 firms were to be invited to participate in a pilot study to apply the TEEBAgriFood Evaluation Framework, and to be encouraged to share their experience with other peers ('**twinning**') to show the business-case of adopting improved (lower-biodiversity impact) practices. The project team was to encourage twinning between participants at project roundtables, and through subsequent follow-ups. Possible formats for twinning for the project included: (i) two or more provinces in the same country that have agri-businesses with similar characteristics; and (ii) firms across two or more countries – either both located in the seven EC PI project countries in scope, or one in an EC PI country twinning with an EC counterpart. With regards the type of firms that may twin, options include: (i) firms that produce the same product; and (ii) firms in the same value chain.

|  | GUIDING QUESTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | APPROACH (A) / KEY DATA SOURCES (DS) |
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|  | <p>How well was the NCC embedded in the project?</p> <p>Roundtables – were meant to provide local training on NCP and sector guidance. How many were held, number of participants and how effective? Any outputs from these meetings?</p> <p>NCP – local platforms were being established in Brazil, China, India, Indonesia and Mexico - have they been established and how successfully have they been engaged in the project ?</p> <p>How effective were the training programs provided for agri-businesses on TEEBAgriFood / NCP?</p> <p>Were ambassadors created and has this led to greater uptake of NCP? [Link to sustainability]</p> <p>32 businesses conducted pilot applications – 8 Mexico, 7 Brazil, 5 Indonesia, 5 India, 4 Thailand, 2 China, 0 Malaysia. Why no take up in Malaysia?</p> <p>Has the project helped to establish a business sector willing to adopt the capitals approach?</p> <p>No of business networks convened (themes/ agroecology, permaculture, organic) in each country</p> <p>Links with Macro level <b>SEEA account</b> and business accounts (Brazil, India, China). For example, usefulness of data on SEEA on ecosystems extent and condition as an input to business NC</p> <p>Evidence that the outputs produced can be applied as decision-support tool in policy development, planning processes, or project development at business level?</p> <p><b>WP5- Scenario analysis of BAU versus Policy-on scenario using TEEBAgriFood Evaluation Framework</b></p> <p>Did the in-country policy institutions selected have the right skills? Did they have links to policy makers?</p> <p>Was a global training workshop held on modeling options and how did this contribute to project outcomes, sustainability and capacity building?</p> <p>What is the quality of the scenario analysis. What were the limitations / challenges (data)? How easy was it to define the policy-on scenario (given that this was likely to require a number of assumptions and consultations to gain buy-in)? Noting that the MTR stated that outputs of diffuse and complex multivariate models were not, at mid-term, adequate to provide a convincing case.</p> <p>Was there a high level of buy-in to the scenario analysis?</p> <p>How successful was the second national workshop [designed to disseminate findings of the scenario analysis]</p> <p><b>WP6 – using outcomes of WP4&amp;5 develop a roadmap of concrete steps to implement change</b></p> <p>Is there general support for the road maps created? And to what extent were they actionable within the project timeframe?</p> <p><b>WP7 – Deliver the change and ensure project sustainability</b></p> <p>Were iterations possible (adaptive management). Suggested that countries would first pilot and then refine the approach – was there time to do this? To what extent is the analysis based on field studies or are they theoretical?</p> <p>Not clear what is meant by 'deliver the change' given that activities around creating enabling environment, increasing visibility of outcome, update operational guidelines, final national workshops, final 7 country workshop</p> <p>Update operational guidelines – to what extent was this update, key lessons learnt?</p> |                                      |

|                             | GUIDING QUESTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | APPROACH (A) / KEY DATA SOURCES (DS)                                           |
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| <b>FINANCIAL MANAGEMENT</b> | <ul style="list-style-type: none"> <li>• Have UNEP's financial policies and procedures been adhered to? Have proper standards (clarity, transparency, audit etc.) been applied?</li> <li>• Has financial documentation been complete, accurate and available in a timely to ensure that sufficient and timely financial resources were available to the project and its partners?</li> <li>• Has there been good communication between financial (Fund management Officer) and project management staff?</li> <li>• How have administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. influenced project performance (positively or negatively)?</li> <li>• What resources has the project <b>leveraged</b> since inception and how are these resources contributing to the project's ultimate objective?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>A: Document review and interviews<br/>DS: Financial reports and budgets</p> |
| <b>EFFICIENCY</b>           | <ul style="list-style-type: none"> <li>• Has project execution been cost-effective and timely?</li> <li>• Have any cost- or time-saving measures been put in place to attempt to bring the project as far as possible in achieving its results within its secured budget and time?</li> <li>• How have any delays affected project execution, costs and effectiveness?</li> <li>• To what extent could the project extension been avoided through stronger project management?</li> <li>• How have project teams made use of/built upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency.</li> </ul> <p><u>Additional questions.</u></p> <ul style="list-style-type: none"> <li>• Was a 4 year project sufficient time to design and execute the in country pilot studies?</li> <li>• Would it have been more effective to have focused resources on fewer countries and key commodities [L3/MTR]. Especially given that some countries seemed to be less active / engaged?</li> <li>• Strengths and weaknesses of technical partners in country</li> <li>• Explanations for delays in Malaysia?</li> <li>• To what extent did COVID affect project implementation?</li> <li>• TEEBAgriFood Lite was shown to be impactful in Indonesia, where there was political will behind a policy. Under what conditions would a lighter approach / rapid assessments be suitable/ effective/ beneficials? [Uganda?]. Or conversely, used as a phased approach to build support/ momentum?</li> </ul> | <p>A: Document review and interviews</p>                                       |

|                                 | GUIDING QUESTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | APPROACH (A) / KEY DATA SOURCES (DS)                                                                                           |
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| <b>MONITORING AND REPORTING</b> | <p><u>M&amp;E Design and budgeting:</u></p> <ul style="list-style-type: none"> <li>Does the project have a sound M&amp;E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&amp;E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&amp;E activities specified? Was the frequency of various monitoring activities specified and adequate?</li> <li>How well was the project logical framework (original and updates, including current ToC) designed as a planning and monitoring instrument?</li> <li>SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?</li> <li>Are indicators disaggregated (by gender, marginalization or vulnerability)</li> <li>To what extent did the project engage key stakeholders in the design and implementation of monitoring?</li> <li>Did the project appropriately plan to monitor risks associated with Environmental Economic and Social Safeguards?</li> <li>Budgeting and funding for M&amp;E activities: Was support for M&amp;E budgeted adequately and funded in a timely fashion during implementation? Were the resources for mid-term and terminal evaluation / review adequate?</li> </ul> <p><u>Monitoring of Project implementation</u></p> <p>Was the M&amp;E system operational and did it facilitate timely tracking of results and progress towards projects objectives throughout the project implementation period?</p> <p>How was monitoring information used to adapt and improve project execution, achievement of outcomes and ensure sustainability?</p> <p>Adequacy of baseline information: To what extent was baseline information on performance indicators collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable?</p> <p>Is risk monitoring (including safeguard issues) regularly documented?</p> <p>Were the funds allocated to monitoring used for this activity?</p> <p><i>Additional question – have final technical reports and outputs of the project been peer reviewed</i></p> <p><u>Project reporting</u></p> <p>To what extent have UNEP and donor reporting requirements been fulfilled?</p> <p>To what extent has reporting been carried out with respect to the effects of the initiative on disaggregated groups</p> | <p>A: Document review and interviews</p> <p>DS: Project document, Progress report, MTR, Minutes of Steering group meetings</p> |
| <b>SUSTAINABILITY</b>           | <p><u>Socio-political sustainability</u></p> <ul style="list-style-type: none"> <li>Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts?</li> <li>Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained?</li> <li>Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to achieve a transformation to sustainable agri-food practices?</li> <li>Was a 'succession plan' developed during the life of the project?</li> <li>Has sufficient capacity been built [for key stakeholders]?</li> <li>Did the project promote positive sustainable changes in attitudes, behaviors and power relations between the different stakeholders?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>A: Document review and interviews</p> <p>DS: Progress reports, Minutes of Steering group meetings</p>                       |



|                                                                       | GUIDING QUESTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | APPROACH (A) / KEY DATA SOURCES (DS) |
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|                                                                       | <ul style="list-style-type: none"> <li>To what extent has the integration of HR and GE led to an increase in the likelihood of sustainability of project results and benefits for women, youth and the poorest?</li> </ul> <p><u>Additional questions:</u></p> <ul style="list-style-type: none"> <li>Do local partners have the capacity to undertake then assessment independently?</li> <li>Have local champions emerged from the project? If not, why is this?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                      |
|                                                                       | <p><u>Financial sustainability</u></p> <ul style="list-style-type: none"> <li>To what extent are project outcomes dependent on further financial inputs and is this available?</li> <li>Are adequate financial resources available to use capacities built by the project?</li> <li>Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?</li> </ul> <p><u>Additional questions</u></p> <ul style="list-style-type: none"> <li>Have Governments supported funding for additional TEEB Assessments and /or policy changes?</li> <li>How convinced are the Ministries of Finance?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | A: Document review and interviews    |
|                                                                       | <p><u>Institutional sustainability</u></p> <ul style="list-style-type: none"> <li>How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project results and lead to an impact on human behaviour and environmental resources, goods or services?</li> <li>Are institutional capacity development efforts likely to be sustained?</li> </ul> <p><u>Additional questions</u></p> <ul style="list-style-type: none"> <li>To what extent will the NCC continue / sustain the outputs of the projects?</li> <li>How strong were the partnerships with Ministries and Research Institutes and are these partnerships sustainable?</li> <li>Were positive relationship strengthened between MOE and MOA as a result of the project and are these likely to be sustained?</li> <li>Has the project help to create / sustain a more integrated approach, both within Government and among all other stakeholders?</li> <li>Have sustainable links been made between scientists/ policy makers in country and what more needs to be done?</li> </ul> | A: Document review and interviews    |
|                                                                       | <p><u>Environmental sustainability.</u></p> <ul style="list-style-type: none"> <li>Are there any environmental factors, positive or negative, that can influence the future flow of project benefits?</li> <li>Are there any project outputs or higher-level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?</li> <li>Are there any foreseeable negative environmental impacts that may occur as the project results are being up scaled?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | A: Document review and interviews    |
| <b>FACTORS AFFECTING PROJECT PERFORMANCE AND CROSS-CUTTING ISSUES</b> | <p><b>Preparation and readiness</b> (during mobilization stage – i.e. time between project approval and first disbursement)</p> <p>314. Were appropriate measures taken to address weaknesses in the project design and/ or respond to changes that took place between project approval, the securing of funds and project mobilization?</p> <ul style="list-style-type: none"> <li>Were project stakeholders adequately identified and sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget by the project team?</li> <li>Was the capacity of partners accurate and partnership agreements appropriate and timely?</li> <li>Were initial staffing and financing arrangements adequate?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                            | A: Document review and interviews    |

|  | <b>GUIDING QUESTIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>APPROACH (A) / KEY DATA SOURCES (DS)</b> |
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|  | <p><b><u>Quality of project management and supervision</u></b></p> <ul style="list-style-type: none"> <li>• To what extent have the project implementation mechanisms outlined in the project document been followed and been effective in delivering project milestones, outputs and outcomes?</li> <li>• Have productive partner relationships been maintained?</li> <li>• How effective and efficient is <b>project management</b> and how well has management adapted to changes and challenges during the life of the project?</li> <li>• How well has project management responded to direction and guidance provided by steering bodies?</li> </ul> <p><b><u>Additional questions</u></b></p> <ul style="list-style-type: none"> <li>• What role was played by UNEP country offices in Brazil, China, India and Mexico</li> <li>• Were country level project steering groups established and operational – with representatives of all change agents – Government (national/sub-national), agri-business, farmers groups, civil society?</li> <li>• How effective was the backstopping provided<sup>71</sup>? How useful did countries find the training and backstopping provided by TEN in Ecosystems Division (on methodology of TEEBAgriFood, review, technical assistance, measurement of 4 capitals and interpretation of analytical results]</li> <li>• Capacity and effectiveness of country leads and project leads?</li> <li>• Did the [global] team have the right skill set / balance in terms of biophysical modelling, scenario analysis and economic valuation?</li> <li>• Were there any staffing issues / turnover/ gaps?</li> </ul> | A: Document review and interviews           |
|  | <p><b><u>Stakeholder participation, and cooperation</u></b></p> <ul style="list-style-type: none"> <li>• How effective have communication and consultation with stakeholders been throughout the project life?</li> <li>• How has the project sought to maximize collaboration and coherence between various stakeholders, (e.g., sharing plans, pooling resources and exchanging learning and expertise) and how successful has this been?</li> <li>• Has the project engaged all differentiated groups, including gender groups?</li> </ul> <p><b><u>Additional questions</u></b></p> <ul style="list-style-type: none"> <li>• To what extent were the pilot projects developed in a collaborative manner</li> <li>• Stakeholder engagement seems to have varied widely between countries – what are the reasons for this?</li> <li>• To what extent have Finance and Planning Ministers been involved [in addition to Agriculture and Environment Ministries?]</li> <li>• How collaborative were the PSC / Technical Committees?</li> <li>• The project document envisage collaboration with FAO in counties such as Mexico, India, Brazil and China. Did this happen and what were the benefits of this?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                      | A: Document review and interviews           |
|  | <p><b><u>Responsiveness to Human Rights and Gender Equality</u></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | A: Document review and interviews           |

<sup>71</sup> Environment TEEB Office were supposed to provide technical backstopping for the assessment 'comparison of with-intervention Vs BAU' – both directly and via experts hired in the TEEB team in Geneva/Nairobi and also via external consultants

|  | GUIDING QUESTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | APPROACH (A) / KEY DATA SOURCES (DS) |
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|  | <ul style="list-style-type: none"> <li>To what extent has the project applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People?</li> <li>To what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment?</li> <li>To what extent project implementation and monitoring taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.</li> <li>Is the project's effect on equality (i.e. promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) included within the TOC as a general driver or assumption?</li> </ul> |                                      |
|  | <p><b><u>Environmental and Social Safeguards</u></b></p> <ul style="list-style-type: none"> <li>Were UNEP requirements met, that is to: <i>review</i> risk ratings on a regular basis; <i>monitor</i> project implementation for possible safeguard issues; <i>respond</i> (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and <i>report</i> on the implementation of safeguard management measures taken?</li> <li>How and to what extent has the management of the project <u>minimized UNEP's environmental footprint</u>.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | A: Document review and interviews    |
|  | <p><b><u>Country ownership and driven-ness</u></b></p> <ul style="list-style-type: none"> <li>To what extent have government / public sector agencies been engaged in the project and how likely are they to ensure the forward momentum of the project's results post project completion.</li> <li>Is the cooperation of all official bodies needed for change evident? (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment).</li> <li>How much have the government institutions been able to influence country level planning, budgeting and implementation?</li> <li>To what extent does ownership extend to all gender and marginalized groups?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | A: Document review and interviews    |
|  | <p><b><u>Communication and public awareness</u></b></p> <ul style="list-style-type: none"> <li>How effective have public awareness activities been in communicating the project's objective, progress, outcomes and lessons?</li> <li>Did the project identify and make use of existing communication channels and networks used by key stakeholders?</li> <li>Did the project provide feedback channels?</li> </ul> <p><b><u>Additional questions</u></b></p> <ul style="list-style-type: none"> <li>Have lessons been adequately documented?</li> <li>How effective has the project website been as a communication and learning platform? How much attention did it attract?</li> <li>How many times did the project feature in TEEB newsletters / social briefing / presentations at global fora?</li> <li>Were materials developed in local languages?</li> <li>To what extend have project activities and the communication outputs produced been effective in broadening EU's outreach to wider audiences in partner countries?</li> <li>Was the communication between the project partners and stakeholders open and effective?</li> </ul>                                                   | A: Document review and interviews    |

## ANNEX III. PEOPLE CONSULTED DURING THE EVALUATION

People consulted during the Evaluation (face to face interviews shaded in green)

| Organization                                                                       | Name                         | m/f | Position                                                                      |
|------------------------------------------------------------------------------------|------------------------------|-----|-------------------------------------------------------------------------------|
| Agriculture and Rural Development (SADER), Mexico                                  | Dra. Sol Ortiz García        | f   | General Director of Policies, Prospecting and Climate Change                  |
| Capitals Coalition                                                                 | Martine van Weelden          | f   |                                                                               |
| Centre for Responsible Business, India                                             | Rijit Sengupta               | m   | Chief Executive Officer                                                       |
| Central Agroforestry Research Institute (CAFRI), India                             | A. Arunachalam               | m   | Head of CAFRI                                                                 |
| Consultant                                                                         | Rebecca Leonard              | f   | Consultant                                                                    |
|                                                                                    | Andrea Bassi                 | m   | Consultant                                                                    |
| European Commission                                                                | Humberto Delgado Rosa        | m   | Director, Natural Capital                                                     |
|                                                                                    | Hua WANG                     | f   | EUD, China                                                                    |
| Department of Employment and Income, Osasco, Brazil                                | Adair da Gama                | m   | Technical incubation                                                          |
|                                                                                    | Marco Antonio Vilela         | m   | Program coordinator                                                           |
|                                                                                    | Judite de Costa              | f   | Coordinator of community gardens                                              |
| Department of Food and Nutritional Security, Sustainability, and Social Innovation | João Pucciariello Perez      | m   | Executive Secretary                                                           |
| Department of Education, Osasco City Hall, Brazil                                  | Hesfrania Cruz de Carvalho   | f   | Program Coordinator                                                           |
| GPP, Brazil                                                                        | Giovani Gianetti             | m   | Research economist                                                            |
|                                                                                    | Alberto Barreto              | m   | Lead                                                                          |
|                                                                                    | Marcella Araujo              | f   | Project manager                                                               |
| FGV, Brazil                                                                        | Jessica Chryssafidis         | f   | Coordinator / Lead UPA                                                        |
| Future of Food, TCA Accelerator                                                    | Jenn Yates                   | f   |                                                                               |
| GAU Women, Urban Garden, Sao Paulo, Brazil                                         | Vilma Martins de Oliveira    | f   | Representative                                                                |
| G.B. Pant University of Agriculture and Technology (GBPUAT), India                 | Pankaj Kumar                 | m   | Associate Professor                                                           |
|                                                                                    | Anil K Sharma                | m   | Former Director, Extension Education                                          |
| Go4Fresh, India                                                                    | Sarang Vaidya                | m   | Cofounder                                                                     |
| Golden Bee – China                                                                 | Ms. XIANG Nan (Ellie)        | f   | Deputy Director International Cooperation Department                          |
| IKEA Foundation                                                                    | Julia Hug                    | f   |                                                                               |
|                                                                                    | Nic Vanderjagt               | m   |                                                                               |
| Indian Council of Agricultural Research                                            | Dr Rajbir Singh              | m   | Assistant Deputy Director (Agronomy, Agroforestry and Climate Change)         |
| Indian Institute of Farming Systems Research (IIFSR), ICAR, India                  | Sunil Kumar                  | m   | Director                                                                      |
|                                                                                    | Meraj Alam Ansari            | m   | Senior Scientist and Principal Investigator                                   |
|                                                                                    | N. Ravisankar                | m   | Principal Scientist and Co-Principal Investigator                             |
| Institute for Ecology (INECOL) - Mexico                                            | Dr. Robert Manson            | m   | Coordinator and Principal Investigator, TEEBAgriFood EUPI research consortium |
| Instituto de Pesquisa e Estatística do Distrito Federal (IPEDF), Brazil            | Aline Oliveira               | f   | Coordinator - Environment Studies                                             |
|                                                                                    | Rogério Vidal                | m   |                                                                               |
|                                                                                    | Werner Bessa                 | m   | Director                                                                      |
| Khon Kaen University, Thailand                                                     | Dr. Phumsith Mahasuweerachai | m   | Associate Professor, Faculty of Economics                                     |
| Municipal School, Osasco, Brazil                                                   | Daniela Colhado Cordeiro     | f   | Principle                                                                     |
|                                                                                    | Adriane Stella Este          | f   | Principle                                                                     |

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| Lumbrables School, Osasco, Brazil                                                      | Cristina de Almeida               | f | Pedagogical Coordinator                                                                                     |
|                                                                                        | Rosinei Dourado                   | f | Pedagogical Coordinator                                                                                     |
| Ministry of Agriculture (MAPA), Brazil                                                 | Andrea Gerk                       | f |                                                                                                             |
|                                                                                        | Jaao Nicanlido                    | m |                                                                                                             |
| Ministry of Ecology and Environment - China                                            | Mr. LIU Ning                      | m | Chair of National Project Steering Committee                                                                |
| Ministry of Environment and Climate Change, (Secretariat of Urban Environment), Brazil | Maurico Guerra                    | m | Director of Urban Environment                                                                               |
|                                                                                        | Ana Luisa Teixeira de Campos      | f | General Coordinator of Adaptation of Cities to Climate Change                                               |
| Ministry of Agriculture and Farmers Welfare (MoAFW) India                              | Franklin Khobung                  | m | Joint Secretary (Natural Resource Management/Rainfed Farming System)                                        |
| Ministry of Agrarian Development and Family Agriculture, Brazil                        | Regilane Fernandes                | f | General Coordinator Secretariat of Family Agriculture and Agroecology                                       |
| Ministry of Development and Social Assistance, Family and Fight Against Hunger, Brazil | Kelliane da Consolação Fuscaldi   | f | General coordination Urban and Peri-urban Agriculture, National Secretariat for Food and Nutrition Security |
| National Council of Urban Agriculture, Brazil                                          | André Biazotti                    | m | Member                                                                                                      |
| Nova Vida Urban Garden, Osasco, Brazil                                                 | Iracema                           | f | Urban farmer                                                                                                |
|                                                                                        | Dalvina                           | f | Urban farmer                                                                                                |
|                                                                                        | Edgard e Aliete                   | m | Urban farmer                                                                                                |
|                                                                                        | Edith e Ailton                    | f | Urban farmer                                                                                                |
| Office of Natural Resources and Environmental Policy and Planning (ONEP) – Thailand    | Dr. Benchamaporn Wattantongchai   | m | Biodiversity Management Division,                                                                           |
| Reforestamos – AMEBIN, Mexico                                                          | Daniel Sanchez y Sanchez          | m | UPA coordinator                                                                                             |
| Secretariat of Economic and Development Sao Paulo City Hall, Brazil                    | Lia Palm                          | f | Agriculture Coordinator                                                                                     |
|                                                                                        | Antonio Lima Barbosa de Carvalho  | m | Intern at the City Hall                                                                                     |
|                                                                                        | Clara Cerione Canellato           | f | Intern at the City Hall                                                                                     |
| Secretary of Environment and Natural Resources (SEMARNAT), Mexico                      | Leticia Manzanera Herrera y Cairo | f | Director of Integration of Sectoral Policies                                                                |
| UNEP                                                                                   | Salman Hussain                    | m | Project Manager / Head of Economics of Nature Unit                                                          |
|                                                                                        | Monica Lopez Conlon               | f | UNEP TEEB team. Country lead - Brazil                                                                       |
|                                                                                        | Khushboo Ugandamal                | f | UNEP TEEB team                                                                                              |
|                                                                                        | Jacob Salcone                     | m | UNEP TEEB team - Country lead - Malaysia, Indonesia, Mexico                                                 |
|                                                                                        | William Speller                   | m | UNEP TEEB team - Country lead - India, China, Thailand                                                      |
|                                                                                        | Martin Okun                       | m | Fund Management Officer                                                                                     |
|                                                                                        | Lucy Cockerell                    | f | UNEP (project team)                                                                                         |
|                                                                                        | Anna Hellge                       | f | Comms Specialist, TEEB                                                                                      |
|                                                                                        | Nico Barlev Marhehe               | m | UNEP Country Officer/Programme Management Officer, Indonesia                                                |
|                                                                                        | Dolores Barrientos Alemán         | f | Country director, Mexico                                                                                    |
|                                                                                        | Javier Alcantara Plazola          | m | National TEEBAgriFood project consultant, media, Mexico                                                     |
|                                                                                        | Daniela Borges                    | f | Nature Policy Lead, Brazil                                                                                  |
|                                                                                        | Marcia Brito                      | f | former UNEP/TEEBAgriFood consultant, Brazil                                                                 |

|                                                             |                      |   |                                                   |
|-------------------------------------------------------------|----------------------|---|---------------------------------------------------|
|                                                             | Jay van Amstel       | m | Consultant Brazil                                 |
|                                                             | Ebida Santos         | f | Communications consultant, Brazil                 |
|                                                             | Marcio Verde Selva   | m | TEEB-Brazil                                       |
|                                                             | Alka Bhargava        | f | Senior Policy Advisor, TEEB India                 |
|                                                             | Reuben Gergan        | m | Project Officer, TEEB, India                      |
|                                                             | Rhea Malhotra        | f | Consultant, TEEB, India                           |
|                                                             | Shivaini             | f | Consultant, TEEB, India                           |
| UNEP-International Ecosystem Management Partnership - China | Dr. Linxiu ZHANG     | f | Director                                          |
|                                                             | Dr. Jialin He        | f | Programme Officer                                 |
| UN Resident Coordinator's Office, India                     | Christopher Garroway | m | Development Coordination Officer/Senior Economist |

## ANNEX IV. KEY DOCUMENTS CONSULTED

- EUPI Annual Narrative Report Year 1 (January -December 2019)
- EUPI Annual Narrative Report Year 2 (January -December 2020)
- EUPI Annual Narrative Report Year 3 (January -December 2021)
- EUPI Project Update Reports – April 2019, May 2020, February 2021, October 2021
- EUPI – A background Review of Agriculture and Biodiversity (all EUPI countries – Draft Reports)
- EUPI Minutes of Donor meetings
  - Kick off Meeting January 2019
  - Update meetings – March 2019, April 2019, June 2019, September 2019, November 2019, May 2020, October 2020, February 2021, November 2021, October 2022
  - Annual SC meeting – March 2020, April 2021, April 2022
- EDF/2016/374-040. TEEBAgriFood in Africa: Assessing options to improve livelihoods – Annual Progress Report 2016-2019. Dated 2020
- EU Partnership Instrument. Promoting biodiversity and sustainability in the agriculture and food sector through economic valuation (January 2019- December 2023). Final Project Narrative Report, 2024
- European Union Partnership Instrument (EUPI) grant “The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector” Project document
- Donor Agreement between Government of Belgium and UNEP
- Gordon and Betty Moore Foundation ‘Support the Publication and Dissemination of the Interim Report of the Economics and Biodiversity for Agriculture and Food project’. Final Progress Report, 2012. Prepared by UN Environment.
- IKI Evaluating Agriculture for Land Management and Climate Change, undated. Status Report
- IKI 2016 project proposal –to the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB). TEEB Implementation: Supporting Biodiversity and Climate friendly Land Management in Agricultural Landscapes Submitted by United Nations Environment Programme - The Economics of Ecosystems and Biodiversity (TEEB) Office
- IKI Status report 2022 – Mainstreaming Biodiversity into the Mexican Agricultural Sector
- Indian Institute of Farming System Research, 2023. Synthesis Report: TEEBAgriFood Initiative in Uttar Pradesh.
- Mid-term Evaluation. The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector. February 2023
- Municipal agenda for Urban and Peri-Urban Agriculture: A guide to integrating agriculture into urban planning processes. July 2024
- RELISA Grant Agreement
- Small Scale Funding Agreement with WCMC February 2020 (and amendments)
- TEEB for agriculture and food: operational guidelines for business putting nature and people at the centre of food system transformation. Draft report for consultation August 2020. Capitals Coalition, UNEP and TEEB
- TEEB for Agriculture and Food – a Communications Strategy.
- TEEB, 2018. TEEB for Agriculture and Food Scientific and Economic Foundations. Geneva. UN Environment
- Organic Framing and Agro forestry in Uttar Pradesh and Uttarakhand – Fact Sheet
- UNEP TEEB for Agriculture and Food – Final Narrative Report – Grant ID: G-150-01664



- UN Environment TEEB, April 2019. The Economics of Ecosystems and Biodiversity (TEEBAgriFood) in National Policy making – Guidance Manual for national Implementation.
- Valuing the Essentials - PIMS ID 2026. Project document 2018
- Valuing the Essentials: 313.4 (PIMS number 02026) Operational Project Closure Template. Prepared for UN Environment Programme
- Work Plan for Year 2 (January 1 2020 – 31 December 2020).

## ANNEX V. EVALUATION ITINERARY

### TEEBAgriFood Terminal Evaluation – Brazil mission Plan October 7-11 2024

| Monday 7 <sup>th</sup>                                                                                                             | Tuesday 8 <sup>th</sup>                                                                                                                                                                                          | Wednesday 9 <sup>th</sup>                                                                                               | Thursday 10 <sup>th</sup>                                                                                                                                                        | Friday 11 <sup>th</sup>                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 08:00 Community garden "the New Life"<br>Talk to group and representatives from Government                                         | 09:30am-10:30am<br>Jessica, Lia Palm (SP city hall UPA Coordination, Secretariat of economic development of Work)<br>André Biazoti (member of the National Council of Urban Agriculture, civil society activist) | UNEP Brazil office – All day<br>Meetings with UNEP team and ABC+ consultants (mix of face to face and on-line meetings) | 9:30 – 11am<br>Kelliane da Consolação Fuscaldi - General Coordination of Support for Urban and Peri-urban Agriculture<br>Ministry of Social Development and Fight Against Hunger | 10 – 11am<br>Ministry of Agriculture (MAPA) - ABC+ workstream<br>Andrea Gerk - MAPA, focal point during – 2023 |
| 09:00 Pedagogical urban garden with education department<br>Coordinator of school and teacher                                      | Field visit to GAU Women project<br>11:30am – 14:30pm                                                                                                                                                            |                                                                                                                         | 11:30 – 12:30am<br>Ministry of Environment and Climate Changes (UPA)<br>Salomar Mafaldo (Secretariat of Urban Environment)                                                       | 11.30-12.30<br>Jaao Nicanllo<br>Ministry of Agriculture (MAPA) - ABC+ workstream                               |
| 14:00 – 16:00<br><u>Osasco pilot study</u><br>Secretariat for food and nutrition, education and Secretariat for solidarity economy | Guarulhos Airport by 15.45<br>Travel from SP to BSB (d17.45 /a19.25)                                                                                                                                             |                                                                                                                         | <u>14:00 – 15:00pm</u><br>Instituto de Pesquisa e Estatística do Distrito Federal (IPEDF)                                                                                        |                                                                                                                |
|                                                                                                                                    |                                                                                                                                                                                                                  |                                                                                                                         | <u>16:00 – 17:00pm</u><br>Ministry of Rural Development and Family Agriculture (UPA)<br>Regilane Fernandes (Coordinator at Secretariat of Family Agriculture and Agroecology)    |                                                                                                                |

## TEEBAgriFood Terminal Evaluation – India mission Plan October 20-26 2024

| Name                    | Title                                                                                | Organization/<br>Entity                                              | Location                                                                                  | Date                                  |
|-------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------|
| Reuben Gergan           | Project Officer                                                                      | UNEP-TEEB                                                            | New Delhi- UN India<br>Office Lodhi Estate                                                | 21 October                            |
| Rhea Malhotra           | Consultant                                                                           | UNEP-TEEB                                                            | New Delhi- UN India<br>Office Lodhi Estate                                                | 21 October                            |
| Shivani                 | Consultant                                                                           | UNEP-TEEB                                                            | New Delhi- UN India<br>Office Lodhi Estate                                                | 21 October                            |
| Sunil Kumar             | Director                                                                             | Indian Institute of<br>Farming Systems<br>Research (IIFSR)           | ICAR-IIFSR, Modipuram,<br>Siwaya-Jamalullapur,<br>Uttar Pradesh 250110                    | 22 October                            |
| Meraj Alam<br>Ansari    | Senior Scientist<br>and Principal<br>Investigator                                    |                                                                      |                                                                                           |                                       |
| N. Ravisankar           | Principal<br>Scientist and<br>Co-Principal<br>Investigator                           |                                                                      |                                                                                           |                                       |
| A. Arunachalam          | Director                                                                             | Central Agroforestry<br>Research Institute<br>(CAFRI)                | Telecon                                                                                   | 23 October<br>10.30 AM to<br>11.30 AM |
| Pankaj Kumar            | Associate<br>Professor & Co-<br>PI                                                   | G.B. Pant University<br>of Agriculture and<br>Technology<br>(GBPUAT) | Telecon                                                                                   | 23 October<br>12 noon to 1<br>pm      |
| Anil K Sharma           | Former Director,<br>Extension<br>Education                                           |                                                                      | Telecon                                                                                   |                                       |
| Alka Bhargava           | Senior Policy<br>Advisor                                                             | UNEP-TEEB                                                            | Telecon                                                                                   | 23 October<br>2-3 pm                  |
| Dr Rajbir Singh         | Deputy Director                                                                      | Indian Council of<br>Agricultural Research<br>ICAR                   | New Delhi- ICAR                                                                           | 24 October<br>10.00 AM to<br>11.00 AM |
| Franklin<br>Khobung     | Joint Secretary<br>(Natural<br>Resource<br>Management/<br>Rainfed Farming<br>System) | Ministry of<br>Agriculture and<br>Farmers Welfare<br>(MoAFW)         | New Delhi- Krishi<br>Bhawan, Ministry of<br>Agriculture and<br>Farmers Welfare<br>(MoAFW) | 24 October<br>12noon -1 PM            |
| Christopher<br>Garroway | Development<br>Coordination<br>Officer/Senior<br>Economist                           | UN Resident<br>Coordinator's Office,<br>India                        | New Delhi- UN India<br>Office Lodhi Estate                                                | 25 October<br><u>10-11 AM</u>         |
| Mr. Rijit<br>Sengupta   | Chief Executive<br>Officer                                                           | Centre for<br>Responsible Business                                   | Telecon                                                                                   | 25 October<br>12-1 PM                 |
| Sarang Vaidya           | Cofounder                                                                            | Go4Fresh                                                             | Telecon                                                                                   | 25 October<br>2PM -3 PM               |

## ANNEX VI. SUPPLEMENTARY ANNEX – VALUING THE ESSENTIALS PROJECT

### **INTRODUCTION**

The PIMS ID 2026 (Valuing the Essentials) had eleven grants. The UNEP Evaluation Office decided to conduct a Terminal Evaluation (TE) of the main grant, namely, the European Union Partnership Instrument (EUPI) "The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector" (TEEBAgrifood), which represents 52% of the PIMS ID 2026 project, instead of the overall PIMS project. This was decided as a result of an evaluability assessment conducted by the UNEP Evaluation Office of the PIMS ID 2026 vis-à-vis its main grants, i.e, TEEB Agrifood, IKI grant 'Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes' and NCAVES. In doing so, the Evaluation Office considered several parameters, such as funding envelope, timeframe, geographic scope and results framework of the PIMS ID 2026 and its grants. For instance, the implementation of the IKI grant and NCAVES started in January and June 2017, respectively, whereas the PIMS ID 2026 officially started in October 2018.

This supplementary volume addresses the following key strategic questions related to Valuing the Essentials (VtheE):

- To what extent did the other eleven grants implemented under the UNEP project "Valuing the Essentials" (PIMS ID 2026) contribute to the intervention strategy of the PIMS ID 2026?
- To what extent was the EUPI grant complementary with the other eleven grants of the UNEP project "Valuing the Essentials" (PIMS ID 2026), in particular, the IKI grant "Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes" and the EUPI grant (through UNDESA) "Natural Capital Accounting and Valuation of Ecosystem Services" (NCAVES)?
- How effective and efficient was the delivery of the PIMS ID 2026 considering the project structure, i.e., eleven grants implemented under it?

In addition, this supplementary volume includes a high-level assessment of the IKI grant 'Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes' - which was implemented under the PIMS ID 2026 and represents a further 22% of its value - against the following evaluation criteria: Project Design, Effectiveness, Efficiency and Sustainability.

### **VALUING THE ESSENTIALS – STRATEGIC REVIEW**

#### **1) CONTRIBUTION OF THE 11 GRANTS TO VALUING THE ESSENTIALS**

The purpose of VtheE project (October 2018 – December 2023) was to mainstream ecosystem services' economics into national decision-making through enhancing national capacity to value and account for ecosystem services. This objective was pursued with two main workstreams: natural capital accounting (especially SEEA-EA and Inclusive Wealth Index) and natural capital assessment (TEEB country studies, TEEBAgriFood, and TEEB for Coasts). Coordination of core project implementation was the responsibility of The Economics of Nature Unit (formerly the Ecosystem Services Economics Unit) within the UNEP Biodiversity and Land Branch. This Unit serves as the institutional home for the TEEB Initiative.

In June 2022, VtheE was extended by 18-months, and the targets of the outcome indicators were revised. The eleven grants under VtheE are summarized in Table A1.

Of note, the VtheE includes SIDA and NORAD\_funding as unsecured funding (around \$150k per year). SIDA/NFL funding is "flexible" funding received from the Corporate Services Division. It relates to the framework agreement that UNEP signs with SIDA/NORAD. Throughout the period of VtheE implementation, the allocation of this flexible funding enabled UNEP to pursue unfunded activities within VtheE, such as training for five African countries on the use of a specific geo-spatial platform (ARIES for SEEA) to provide a quick-start development of SEEA accounts, a joint collaboration between the TEEBAgriFood project and UNEP-WCMC led TADEHUB project in Brazil, an additional TEEBAgriFood Assessment in Uganda, and Inclusive Wealth Index implementation. These activities and funding were included in the project revision.

**Table A1: Summary of grants under VtheE – October 2018-December 2023**

|    | Title                                                                                                                       | Donor / Budget (USD)<br>4                                                               | Geographic scope                                            | Timeframe                      |
|----|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------|
| 1  | The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector (TEEBAgriFood)            | European Union Partnership Instrument (EUPI)<br>9,448,687.50 (52% of the PIMS ID 2026)  | Brazil, China, India, Indonesia, Malaysia, Mexico, Thailand | January 2019 – December 2023   |
| 2  | TEEB Implementation: Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes <sup>1</sup> . | German International Climate Initiative (IKI)<br>3,925,170.26 (22% of the PIMS ID 2026) | Colombia, Kenya, Tanzania, Thailand                         | January 2017 – June 2022       |
| 3  | Natural Capital Accounting and Valuation of Ecosystem Services (NCAVES)                                                     | EUPI (through UNDESA)<br>1,753,550.18 26 (9.5% of the PIMS ID 2026)                     | Brazil, China, India, Mexico, South Africa                  | June 2017 – October 2021       |
| 4  | 2021 Government of Belgium Contribution for Climate Action (PEA Activities)                                                 | Belgium funding<br>230,000 26 (1.25% of the PIMS ID 2026)                               | Unclear                                                     | Unclear                        |
| 5  | TEEB for Agriculture and Food                                                                                               | KR Foundation<br>52,147.91 (0.3% of the PIMS ID 2026)                                   | Global (Report)                                             | July 2015 – March 2020         |
| 6  | Mainstreaming Biodiversity into the Mexican Agricultural Sector                                                             | IKI – GIZ<br>598,530.28 (3% of the PIMS ID 2026)                                        | Mexico                                                      | December 2018 – December 2021  |
| 7  | Strengthening of External control in the Environmental Sector                                                               | GIZ<br>111,762.01 (0.6% of the PIMS ID 2026)                                            | Brazil                                                      | November 2019 – September 2020 |
| 8  | Restoring Landscapes in South Africa (ReLISA)                                                                               | IKI<br>465,379.36 (2.5% of the PIMS ID 2026)                                            | South Africa                                                | 2022-2023                      |
| 9  | The Economics of Ecosystems and Biodiversity for Agriculture and Food <sup>2</sup>                                          | MOORE Foundation<br>34,074.67 (0.2% of the PIMS ID 2026)                                | Global (Report)                                             | December 2014 – July 2019      |
| 10 | The Economics of Ecosystems and Biodiversity for Agriculture and Food (TEEBAgriFood) <sup>3</sup>                           | DEVCO<br>343,149.89 (2% of the PIMS ID 2026)                                            | Ghana, Tanzania, Ethiopia, Senegal                          | December 2016 – March 2019     |
| 11 | SIDA/NFL flexible funding                                                                                                   | SIDA / NFL<br>1,390,000 (7.5% of the PIMS ID 2026)                                      | Uganda, Brazil, 5 African countries                         | Unclear                        |

**Notes:** 1/ the title of the grant indicated in the Final report is "TEEB Implementation: Evaluation Agriculture for Land Management and Climate Change". 2/ The title of the grant indicated in the Contribution Agreement and Final Narrative report is: Support the Publication and Dissemination of the Interim Report of the Economic of Ecosystems and Biodiversity for Agriculture and Food Project; 3/ The title of the grant indicated in the Progress report is "TEEBAgriFood in Africa: assessing options to improve livelihoods"; 4/ Secured funding – see also Table A4 for detailed financial analysis.

The VtheE Theory of Change as presented in the project document is provided in Figure A2 below. The over-arching goal for the project was to make the economic case for decision-makers (public and private) to adopt policy scenarios and interventions to maintain and/or restore ecosystem functioning and the supply of ecosystem goods and services that contribute to human livelihoods. The project was organized around 3 outcomes:

- **Outcome 1:** Enhanced capacity and knowledge to integrate ecosystem-related measurements and valuation of ecosystems into decision-making (Target group: research community, private sector, and governments);
- **Outcome 2:** Countries have implemented measurements and valuations of ecosystem services at regional and/or national level (Target: Governments including National Statistics Agencies); and
- **Outcome 3:** Policies adopted and/or influenced in countries that have implemented ecosystem service measurements and valuations (Target: Policymakers).

Each of the VtheE outputs fell under three thematic workstreams (discussed further below): (i) Natural Capital Accounting and Inclusive Wealth; (ii) TEEBAgriFood; and, (iii) TEEB for Coasts. However, funding for TEEB for Coasts was not secured.

As indicated in Table A6 at the end of this Annex (which presents achievement of outcomes and outputs for Vthe E), numerous grants contributed to the achievement of the VtheE outcomes. This design was intentional, to illustrate how the VtheE grants contributed to the overall intervention strategy of the PIMS ID 2026. Of note, the main grants contributing to the VtheE targets were NCAVES, EUPI TEEBAgriFood, IKI funded projects and the NORAD funding of a rapid TEEBAgriFood Assessment in Uganda. This reflected the grants that were started under the VtheE, or the bulk of the work was undertaken under the VtheE (such as NCAVES and IKI TEEBAgriFood) (Figure A1). Based on the information available to the Evaluator, it is not clear if grants largely completed under TEEB II (but carried forward to VtheE to complete) contributed to the VtheE results framework, however, some of this work was foundational to VtheE. It is also not clear how some of the grants that started under VtheE contributed to the VtheE targets (e.g. Strengthening of External control in the Environmental Sector GIZ 2019-2020, Government of Belgium Contribution to Climate Action 2021, ReLISA - 2022-2023).

The project was successful in achieving the first two outcomes, with substantial progress made in enhancing capacities and implementing ecosystem service valuations and made notable progress toward achieving the third outcome (policy adoption) in some, but not all, countries.

Key challenges faced by VtheE include: (i) COVID-19 pandemic, which disrupted planned activities in 2020 and 2021; (ii) UNEP was not able to secure sufficient funding to implement all activities envisioned for the work streams on Inclusive Wealth and TEEB for Coasts; and, (iii) for some country applications it was difficult to find and/or retain project 'champions'.

## Figure A1: Timeline by grant start date (where available)

Note: Grants contributing to TEEBAgriFood in yellow text



### **Natural Capital Accounting (SEEA-EA and Inclusive Wealth Index) thematic workstream**

The **Natural Capital Accounting and Valuation of Ecosystem Services (NCAVES)** grant was the primary source of funding for UNEP to champion and support natural capital accounting. A key objective was to test the UN Statistics Commission- endorsed SEEA 2012 Experimental Ecosystem Accounting in biodiverse major economies and help transform the experimental approach into an internationally harmonized statistical standard. It also provided capacity development and stakeholder mobilization to the National Statistical Offices and Ministries of Environment in Brazil, China, India, Mexico, and South Africa. Key outputs include:

- A technical report on Monetary Valuation of Ecosystem Services and Assets for Ecosystem Accounting.<sup>72</sup> According to the VtheE Final Operations report, the content of the report was a critical input to the intergovernmental negotiation of SEEA-EA as an international statistical standard agreed by Members States in March 2021. The report has been translated into an [open access e-learning](https://seea.un.org/content/monetary-valuation-ecosystem-services-and-assets-ecosystem-accounting) (in English, French and Spanish).
- *All countries* – Brazil, China, India, Mexico and South Africa, produced reports on the valuation of ecosystem services piloting use of the SEEA-EA accounts and their application to policy scenario analysis. An overview of accounts produced is provided in Table A2.

<sup>72</sup> (<https://seea.un.org/content/monetary-valuation-ecosystem-services-and-assets-ecosystem-accounting>).



**Table A2: Overview of Natural Capital Account produced under NCAVES**

| Country      | Accounts produced                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Brazil       | <ul style="list-style-type: none"> <li>Ecosystem extent accounts showing the land use in Brazilian Biomes from 2000-2018</li> <li>Biodiversity Ecosystem Accounts which highlight the endangered species in Brazil 2014</li> <li>Environmental – economic accounts for water from 2013 to 2017</li> <li>Experimental statistics on the valuation of water and ecosystem condition accounts of water cover the period from 2013 to 2015</li> <li>Non timber forest accounts assessing the provisioning of ecosystem services in physical and monetary terms</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| China        | <ul style="list-style-type: none"> <li>National Natural Resource Balance Sheets (assets and liabilities) based on valuation of land, water and forest resources. ii.</li> <li>Guangxi Province – comprehensive set of ecosystem accounts for six ecosystem types which cover asset accounts for land, forest and water resources iii.</li> <li>Guizhou Province and Guangxi Province – ecosystem extent, ecosystem condition and ecosystem service accounts in physical and monetary terms.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| India        | <p>National-level accounts are issued through a new 'EnviStats' publication which releases new accounts on an annual basis and was launched through the NCAVES project</p> <ol style="list-style-type: none"> <li>ecosystem extent</li> <li>soil nutrient indices</li> <li>water quality accounts</li> <li>forest and cropland condition accounts</li> <li>selected ecosystem services accounts <ol style="list-style-type: none"> <li>provisioning of crops</li> <li>timber and non-forest timber products</li> <li>carbon retention</li> <li>nature-based tourism, and soil erosion prevention</li> </ol> </li> <li>species account</li> <li>protected area accounts</li> <li>biodiversity expenditure accounts</li> <li>accounts for individual environmental assets (forest, water) <ol style="list-style-type: none"> <li>Karnataka pilot accounts released by the Ministry of Environment, Forest, and Climate Change– ecosystem extent, ecosystem condition, full suite of ecosystem services in physical and monetary terms.</li> </ol> </li> </ol> |
| Mexico       | <ul style="list-style-type: none"> <li>Extent accounts for terrestrial ecosystems in Mexico from 2002 to 2014</li> <li>Condition accounts for terrestrial ecosystems in Mexico from 2004 to 2018. <b>Agricultural sector ecosystem service accounts for selected crops (rice, beans, corn, wheat, sorghum and soybeans).</b></li> <li>Specific ecosystem service accounts: 1. carbon capture and sequestration (in biomass and soil). 2. pollination of agricultural crops 3. provision and regulation of water supply. 4. Cultural services in the economy of nature tourism.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| South Africa | <ul style="list-style-type: none"> <li>National level – 1. Land and terrestrial ecosystem extent accounts 2. Protected Area accounts 3. Species accounts – rhinos and cycads 4. land accounts for metropolitan municipalities 5. ecosystem condition accounts – terrestrial ecosystem condition, and river and estuary ecosystem condition.</li> <li>Sub-national level, Kwa-Zulu Natal – full suite of ecosystem services in physical and monetary terms.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

- A technical report, "[Policy Scenario Analysis Using SEEA Ecosystem Accounting](#)" highlighting how use of the SEEA EA accounts in scenario analysis models can provide policymakers with a better understanding of the interconnections between society, economy and the environment, and hence lead to better decisions.
- A [database of case studies](#) to enable policy-makers to evidence the use of ecosystem accounts (and associated data) in environmental policy formation and evaluation, through deployment of the SEEA Ecosystem Accounting statistical framework and different types of modelling approaches. The report has been translated into an open access e-learning (in English, French and Spanish) hosted on the UN global training platform.
- UNEP hosted a regional Forum on NCA in Africa to disseminate these approaches to valuation and application of NCA in policy<sup>73</sup> as well as a range of side events and national workshops.
- The NCAVES project helped establish the **African Community of Practice on Natural Capital Accounting** In order to support the uptake of the SEEA EA by signatories to the Gaborone Declaration for Sustainability in Africa (GDSA), UNEP, the UN Statistics Division,

<sup>73</sup><https://seea.un.org/events/regional-training-workshop-seea-experimental-ecosystem-accounting-countries-africa>

UNDP, the Basque Centre for Climate Change (BC3), the GDSA Secretariat, and the Regional Hub of the UN Global Platform in Rwanda are partnering with countries in a [training programme for application of ARIES for SEEA in selected GDSA member countries](#).

- A number of funding proposals (12) were submitted that include ecosystem valuation and accounting.

**Inclusive Wealth** measures the assets that underpin human well-being: natural, human, social, produced and financial capital. Inclusive Wealth as a Measure of Sustainability and Equity in Ethiopia and Pakistan, consisted of three key outputs:

- Output 1.2. Training manual on Inclusive Wealth reporting developed
- Output 2.2. Inclusive Wealth Report developed for a maximum of nine countries
- Output 3.3. Policy briefs developed on key lessons for measuring and valuing natural capital in context of Inclusive Wealth approach.

It is unclear from the final operational report for VtheE to what extent these were achieved, the level of funding made available for this work and how it contributed to the VtheE results framework / targets.

#### **TEEB for Agriculture and Food (TEEBAgriFood) thematic workstream**

The German International Climate Initiative (IKI) and the European Partnership Instrument (EUPI) funded implementation of the TEEBAgriFood Framework in 11 countries (Brazil, China, Colombia, Kenya, India, Indonesia, Malaysia, Mexico, Tanzania, and Thailand). The German aid agency GIZ funded a second demonstration of TEEBAgriFood implementation in [Mexico](#), and the Norwegian Agency for Development Cooperation (NORAD) supported a rapid TEEBAgriFood assessment in [Uganda](#). This brings the total number of countries to 13. The outputs related to the economics of food-system transformation were achieved, as summarized in Table A6. Details on EUPI contributions are the focus of the main TE report. This sector provides some additional detail on IKI and NORAD funded initiatives.

**Mainstreaming Biodiversity into the Mexican Agricultural Sector – IKI.** The goal of this grant was to mainstream the value of biodiversity and ecosystem services in the agriculture sector in Mexico. An analytical study of the maize and milpa sectors in Mexico, following the TEEBAgriFood Framework was the primary activity. The study complemented a study of biodiversity in traditional maize farming systems conducted by the Mexico office of the FAO. A consortium was chosen to carry out the TEEBAgriFood study in Mexico led by Universidad Iberoamericana and FAO and including, the Universidad Autonoma del Estado de Yucatan, the University of Lincoln (UK) and an independent consultant. A communications strategy for the dissemination of maize/milpa issues was developed by UNEP. In terms of sustainability of the work, it was anticipated that the PSC, as an independent body of Mexican stakeholders would carry on the assessment of the maize sector and policy discourse, while the UNEP Mexico office would continue to support communications through its webpage, Twitter and workshops. The EUPI\_TEEB AgriFood project in Mexico focused on the coffee sector, could benefit from lessons learned in the Milpa and Maize study.

#### **TEEB for Agriculture and Food in Africa: Assessing options to improve livelihoods (DEVCO).**

The grant operated in Ghana, Tanzania, Ethiopia and Senegal. The original project timeline was from December 2016 until June 2018 (18 months). A 9.5-month no-cost project extension (until end March 2019) was requested in May 2018 and granted in July 2018. All project activities were implemented and its key objectives achieved, namely to: (i) raise awareness by developing a report on the principles of the TEEBAgriFood analytical framework and how it has been applied in assessments of agricultural sectors in the African countries; (ii)

disseminate and mainstream the TEEBAgriFood Framework and current methodologies that help to systematically understand agri-food systems and guide decision-makers in policy, business and farming contexts in Africa to make more sustainable choices; (iii) for particular sectors (rice, agro-forestry, livestock) develop recommendations for decision-makers in policy, business and farming contexts in Africa for better managing impacts and externalities.<sup>74</sup>; and, (iv) **establish a community of practice in Africa by ensuring that the region is well-represented in terms of project management, communications and outreach, technical contributions and peer review.** A community of practice of over 30 local, regional and international experts contributed to the development and review of the country case study reports, 24 of which attended a TEEBAgriFood Symposium and policy mainstreaming workshop in Nairobi.

The report developed under the DEVCO grant *the principles of the TEEBAgriFood analytical framework and how it has been applied in assessments of agricultural sectors in the African countries* was presented at the TEEBAgriFood Symposium (25-27 February 2019). The Symposium brought together researchers and policy makers from the DG DEVCO project as well as two other TEEBAgriFood European-funded projects – the EUPI project and a BMUB (Germany) funded project (which included 2 African countries - Kenya and Tanzania). By bringing together the three projects, the event provided an opportunity to share experiences and lessons learned, building on case studies being presented from Brazil, China, Colombia, Ethiopia, Ghana, India, Indonesia, Kenya, Malaysia, Mexico, Senegal, Tanzania and Thailand.

A no-cost extension was granted to accommodate the need to: (i) situate the DG DEVCO study within the wider TEEBAgriFood project and in particular the specific changes to the TEEBAgriFood Evaluation Framework which occurred during early 2018; and, (ii) coordinate the timing of the workshop with IKI project implementation in Kenya and Tanzania so that the DG DEVCO project could exchange/share lessons learned with other TEEBAgriFood Africa applications.

#### **SIDA/NFL funded activities included:**

- A joint collaboration between the TEEBAgriFood project and UNEP-WCMC led TADEHUB project in Brazil.
- Additional TEEBAgriFood Assessment in Uganda. UNEP received inquiries from additional Member States to implement the TEEBAgriFood Framework. Uganda was added to the project and targets in the log frame were increased accordingly. The TEEBAgriFood application in Uganda provided lessons in terms of how to develop and apply 'light'; version of the TEEBAgriFood country work with relatively limited time and financial resources. The application over six months with around one-fifth of the funding for a full country application developed a reasonably robust study built initial awareness of the framework in-country and connections with government stakeholders. This could serve as a platform to launch future funding applications.

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<sup>74</sup> For these three sectors, studies were completed that provide recommendations for decisions makers gro-forestry study was developed by the **World Agroforestry Centre**, a leading global authority and a research centre within the CGIAR network; livestock, the work was led by Wageningen University; and, Rice (report) the Principle Investigator was Dr Barbara Herren-Gemmill, formerly of FAO,

A couple of grants, largely completed under TEEB III, supported the development of key TEEBAgriFood reports, and thus to the TEEBAgriFood thematic workstream:

- **TEEB for Agriculture and Food – MOORE Foundation:** This grant was used for the development of the **Interim Report of the Economic of Ecosystems and Biodiversity for Agriculture and Food** (TEEBAgriFood) project,<sup>75</sup> which paved the way for the development of the full TEEBAgriFood Foundation Report. The report was translated into Spanish and Bahasa. The Interim Report introduces the key questions, issues and arguments to be addressed by TEEBAgriFood and presented interim results from five exploratory sector studies (on livestock, rice, agroforestry, inland fisheries and palm oil). The Interim Report was launched at the Global Landscapes Forum in December 2015, with the support of a panel comprising leading global figures in food systems<sup>76</sup>. The grant also contributed to the establishment and Secretariat support for the TEEBAgriFood Steering Committee, which helped UNEP to develop and then apply a strategy for the structure of TEEBAgriFood reports and dissemination/mainstreaming activities.
- **TEEB for Agriculture and Food – KR Foundation.** The overall objective was to develop a full Foundations Report, a Policies Report and a Synthesis Report for TEEB for Agriculture and Food ('TEEBAgriFood'), as well as to fund communications and outreach activities linked to the launch of the reports. The Foundations report and the Policies report were integrated into one overarching report<sup>77</sup> and launched on World Environment Day 2018 in Delhi. The core element of the Foundations report is the **TEEBAgriFood Evaluation Framework** (chapters 6 and 7), which was awarded the Vision Award by the World Future Council in 2018: (<https://www.worldfuturecouncil.org/p/agroecology/>) for its comprehensive approach providing opportunities to contribute to the majority of the SDGs and offering an effective system of 'true cost accounting', and its respect for the Future Just Lawmaking Principles and Elements of Agroecology. The prize was awarded by the World Future Council in partnership with FAO and IFOAM – Organics International. The TEEBAgriFood Synthesis report was also published and translated into all UN languages<sup>78</sup>:

**Box A1: TEEBAgriFood country engagement through global and regional symposiums**

- The first global TEEBAgriFood symposium in **February 2019** brought together nearly 100 participants from 23 countries, all directly and indirectly involved in applying the TEEBAgriFood Evaluation Framework to diverse "eco-agri-food systems" and policy interventions in different country contexts. Case studies were presented from Brazil, China, Colombia, Ethiopia, Ghana, India, Indonesia, Kenya, Malaysia, Mexico, Senegal, Tanzania and Thailand<sup>79</sup>.
- In **2022**, UNEP hosted **three TEEBAgriFood Regional Symposia** for Africa and Georgia (February), Asia (March), and Latin America and the Caribbean (April) regions, showcasing the lessons learned from applying the Evaluation Framework across national eco-agri-food systems and their resulting policy interventions. Over 420 participants joined across the three events to represent, engage with, and learn from the following TEEBAgriFood country project applications: Brazil, China, Colombia, Georgia, India, Indonesia, Kenya, Malaysia, Mexico, Tanzania, Thailand, and Uganda. Both IKI and EU-PI funded TEEBAgriFood country partners participated in a **Communications Workshop** during the 2022 TEEBAgriFood Regional Symposia. The workshop included (i) mapping out audiences, (ii) communication channels and

<sup>75</sup> [http://img.teebweb.org/wp-content/uploads/2016/01/TEEBAgriFood\\_Interim\\_Report\\_2015\\_web.pdf?utm\\_source=website&utm\\_medium=report&utm\\_campaign=TeEBAgriFoodInterimReport](http://img.teebweb.org/wp-content/uploads/2016/01/TEEBAgriFood_Interim_Report_2015_web.pdf?utm_source=website&utm_medium=report&utm_campaign=TeEBAgriFoodInterimReport)

<sup>76</sup> Alexander Mueller, TEEBAgriFood Study Lead and former Deputy Head of UN FAO; Pavan Sukhdev, TEEB Study Lead and President WWF; Achim Steiner, UNEP Executive Director; philanthropic sector (Guillermo Castilleja), civil society (Gustavo Junqueira, President Brazilian Rural Society) and Francesco Branca (WHO).

<sup>77</sup> <http://teebweb.org/our-work/agrifood/reports/scientific-economic-foundations/>

<sup>78</sup> <http://teebweb.org/our-work/agrifood/reports/measuring-what-matters-synthesis/>

<sup>79</sup> <http://teebweb.org/agrifood/home/meetings-events/symposium-feb2019/>

(iii) designing a short project pitch for dissemination Brazil, China, Colombia, India, Indonesia, Kenya, Malaysia, Mexico, Tanzania and Thailand

**Gender.** Gender specific targets were included in VtheE results framework under two outputs: (i) Output 1.2. Reports and guidelines on theoretical foundations and *opportunities for policy change in the agri-food sector developed and disseminated* - indicator (v) - Number of reports that consider impacts on Gender made available. The target of 7 reports was not achieved, with only 1 report with this focus. The Final Operational Report for VtheE notes that gender was not an explicit focus of any of the TEEBAgriFood studies, however, data collected for the Indonesia report was disaggregated by gender and that had an impact on two scenario assessment reports; and (ii) Number of country reports that have used gender disaggregated data – target of 3 achieved (under Outcome 3). The Thailand EUPI TEEBAgriFood assessment included results that highlighted the greater participation of women in organic rice producer organizations than in conventional rice farmers organizations. The two EUPI Indonesia studies (cacao and coffee) evaluated social capital with respect to differences in gender participation in agriculture. Again, gender was not an explicit focus of any of the sectoral studies.

### **TEEB for Coasts workstream**

*Output 1.5. Valuation framework for TEEB Oceans and Coasts developed.* Although UNEP did not secure funding for Output 2.4 (Scenario analysis reports developed for at least two case studies) and Output 3.5 (Recommendations and/or influence in policy change in the two case studies), Output 1.5, the development of a valuation framework, was advanced within the period of the Valuing the Essentials project. The [TEEB for Coasts Report](#) was developed within the Sustainable Blue Economy Decision Support Framework initiative led by the UNEP Marine Branch (see below on interlinkages with other UNEP and UN project). The TEEB for Coasts Report, an outline of the theoretical underpinnings for capitals-based assessment of anthropogenic impacts and dependencies in coastal zones, was developed in two phases: external stakeholder consultation roundtables followed by internal technical synthesis.

For the following grants it is not clear how they contributed to the VtheE targets/ Results framework

- [2021 Government of Belgium Contribution for Climate Action \(PEA Activities\)](#)
- [Strengthening of External control in the Environmental Sector – GLZ](#)
- [Restoring Landscapes in South Africa \(ReLISA\)](#). The objective of ReLISA was to address the landscape-wide degradation of key biomes (grasslands, savannas, thicket) and to make the economic case for restoration, while recognizing the socio-cultural, economic and land tenure context. Targeted capacity development and creating bankable investment opportunities for the private sector to unlock investment at scale. will support the upscaling of South Africa's restoration efforts, climate objectives, green. The grant had its own results framework.

## **2) EUPI TEEBAGRIFOOD COMPLEMENTARITY WITH OTHER VtheE GRANTS**

| Valuing the Essentials                                                                                                              | EUPI - The Economics of Ecosystems and Biodiversity:<br>Promoting a sustainable agriculture and food sector |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>Budget:</b> USD 20,316,385                                                                                                       | <b>Budget:</b> USD 9,448,687.50                                                                             |
| <b>Timeframe:</b> October 2018- December 2023                                                                                       | <b>Timeframe:</b> January 2019 - December 2023                                                              |
| <b>Countries (12):</b> Brazil, China, Colombia, India, Indonesia, Kenya, Malaysia, Mexico, South Africa, Tanzania, Thailand, Uganda | <b>Countries (7):</b> Brazil, China, India, Indonesia, Malaysia, Mexico, Thailand                           |

The EUPI grant complemented the grants of the UNEP project "Valuing the Essentials" (PIMS ID 2026) (Table A3). In particular, EUPI TEEBAgriFood built on the IKI funded project "Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes", specifically in **Thailand** and **Mexico**, and complemented the additional assessment in **Uganda** (funded by NORAD), which provided a second example (along with Indonesia) of the possibility of a rapid and lighter application of the TEEBAgriFood Framework. NCAVES and EUPI grants overlapped, and core team members were involved in both grants in the early years of EUPI TEEBAgriFood.<sup>80</sup> However, there was limited integration of the SEEA work in the TEEBAgriFood assessments - this is being addressed in the follow up IKEA's funded study in **India**.

**Table A3: Summary of grants under VtheE**

| Grant                                                                                                              | Links to EUPI TEEBAgriFood |
|--------------------------------------------------------------------------------------------------------------------|----------------------------|
| TEEB Implementation: Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes (IKI) | Yes                        |
| Natural Capital Accounting and Valuation of Ecosystem Services (NCAVES)                                            | Yes                        |
| 2021 Government of Belgium Contribution for Climate Action (PEA Activities)                                        |                            |
| TEEB for Agriculture and Food                                                                                      | Yes                        |
| Mainstreaming Biodiversity into the Mexican Agricultural Sector -IKI-GIZ                                           | Yes                        |
| Strengthening of External control in the Environmental Sector                                                      |                            |
| Restoring Landscapes in South Africa (ReLISA)                                                                      |                            |
| The Economics of Ecosystems and Biodiversity for Agriculture and Food - Moore Foundation                           | Yes                        |
| The Economics of Ecosystems and Biodiversity for Agriculture and Food - DEVCO                                      | Yes                        |
| SIDA/NFL (WCMC TRADEHUB                                                                                            | Yes                        |

[WCMC TRADEHUB project in Brazil and Indonesia. In **Brazil**, the TradeHub project had many synergies with the TEEBAgriFood project; for example, the analysis of the land use change in the "cerrado" due to livestock and agriculture and the increase of degraded pasture lands].

### **Synergies of EUPI TEEBAgrifood with IKI funded projects**

In Mexico and Thailand, there were on-going IKI projects using the TEEBAgriFood Evaluation Framework, which the EUPI grant was able to leverage.

In **Thailand** the EUPI TEEBAgriFood built on the previous assessment under the IKI funded 'Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes' grant on organic rice. Furthermore, Khon Kaen University who led on the IKI-funded research on organic rice led the EUPI research on the application of Sustainable Rice Platform management practices, building on the skills they gained during the first study to carry forward a second study with greater autonomy.

In 2017, GIZ, in collaboration with UNEP **Mexico**, started IKI funded grant on "Mainstreaming biodiversity into the Mexican agriculture sector", with the objective of integrating the value of biodiversity and ecosystem services into the decision-making and planning instruments of key change agents in the public and private sector in the Mexican agricultural sector. UNEP Mexico was the implementing partner for the TEEB component of this project (approximate value 500.000 EUR), and the TEEB Office provided technical support. The project evaluated the ability of traditional maize systems to support biodiversity, and the threats that trends in

<sup>80</sup> As set out in the EUPI project (grant) document); (i) EUPI Country lead for China and India was the staff member NCAVES and would be- 20% on EUPI until August 2020, then 100% from September 2020; (ii) The Country lead for Brazil and Mexico was at the start of the EUPI project an Environment Fund staff leading NCAVES in Brazil and Mexico



industrial maize production pose to sustainable, traditional systems. The economic case for protecting native maize production was presented by the Ministry of Agriculture at a UN Food Systems Summit side event, and in 2023 UNEP presented a policy brief to the Mexican Legislative Committee on Rural Development and Conservation, Agriculture, and Food Security, which contributed to high level government support for sustainable native maize production. The analysis encouraged funding of the Secretariat of Agriculture and Rural Development (SADER) program 'maíces nativos'. A Scientific National Committee on maize was established and the Federal Law on Maize was reportedly strengthened. EUPI went on to implement the second TEEB project in Mexico to mainstreaming biodiversity conservation in the coffee sector, which benefited from lessons learned in the Milpa and Maize study and shared the same PSC.

### **Synergies of EUPI TEEBAgrifood with NCAVES**

UNEP sought to advance the case for SEEA EA accounts, in particular monetary accounts, and to demonstrate their usefulness for policy through valuation and scenario analysis studies, guidance documents and capacity building. EUPI TEEBAgrifood was expected to create momentum for a deeper operationalization of TEEB in Brazil, China, India and Mexico where the Natural Capital Accounting and Valuation of Ecosystem Services (NCAVES) grant was already ongoing. The EUPI TEEBAgrifood project (grant) document highlighted numerous opportunities for synergies with NCAVES, including:

- **Mainstreaming the outcomes of the statistical analysis of System of Environmental-Economic Accounting - Experimental Ecosystem Accounting (SEEA-EEA)** was a key component of the UNEP/TEEB inputs to the NCAVES grant. The potential co-benefits/synergies between the SEEA-EEA project and EUPI TEEBAgrifood related to the mainstreaming those outputs of the SEEA-EEA project relevant to the agricultural sector.
- **The opportunities for data provision provided by macro accounting.** It was noted that the SEEA-EEA could potentially contribute to the TEEBAgrifood Assessments through: (i) the development of ecosystems extent and use tables (providing improved data for InVEST, SWAT and/or CROPWAT) and ecosystem condition accounts; and (ii) biodiversity and carbon accounts.
- The EUPI TEEBAgrifood project (grant) document includes Natural Capital Accounting as one of the ten 'actions' to address unsustainable agricultural practices.
- A sub-activity within Activity 4.5<sup>81</sup> was supporting landscape-scale applications of natural capital assessment through the NCC's 'Combining Forces'<sup>82</sup> work stream. One work stream within the NCAVES project was on the links between business accounting and macro-level national accounting, viz. the theme of 'Combining Forces'. This link was to be developed further under the EUPI grant, particularly in Brazil, India and China. For example, discussing the usefulness of data in SEEA on ecosystems extent and condition as an input to business natural capital accounting. There is no evidence this happened.

### **VtheE/NCAVES raised awareness on the potential use of accounts, which is needed to create demand for accounts and push statistical offices to increase efforts to supply them.**

However, in reality the links with EUPI TEEBAgrifood and NCAVES are fairly limited and did not meet the expectations set out in the EUPI project document.

- During the implementation of the NCAVES grant, UNEP built relationships with data analysts and accountants responsible with providing key standardized information to national ministries and agencies and hosted a range of capacity building events which brought statistical offices and the Ministry of Environment and other ministries together.

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<sup>81</sup> Activity 4.5. Gather practical cases of NCC/TEEBAgriFood application within the food and beverage sector that demonstrate clear progress towards the TEEBAgrifood objectives.

<sup>82</sup> <https://naturalcapitalcoalition.org/projects/combining-forces-on-natural-capital/>



The engagement with the Statistics offices (who are normally responsible for developing the accounts) was not generally maintained post NCAVES through the EUPI grant, and this is considered to be key to the integration of accounts into TEEBAgriFood assessments. This is being addressed through the IKEA follow on project in India, where MoSPI are on the Steering Committee and are being linked to research partners.

- While the intention was for NCAVES to focus on the development of accounts and data sets that could be used in scenario analysis, the accounts produced at the national, state and provincial level pilots (see Table A2), the data were not at the required granularity for the scenario analysis under EUPI. In [China](#), the accounts developed under NCAVES were not used at all for TEEBAgriFood. In [India](#), there is the exception of Soil Health Cards, which were supported under NCAVES and factored into the TEEBAgriFood analysis, but otherwise the links limited.

### Challenges

- The Geographical scope of NCAVES and EUPI assessments were different making it hard to share data / link the work. In most cases for NCAVES, ecosystem service accounts (the key accounts to link to TEEBAgriFood) were piloted at the state level. The states for NCAVES and EUPI TEEB Agri Food were both chosen by different political partners and were not the same. For example, in India - Karnataka under NCAVES and Uttar Pradesh and Uttarakhand for TEEBAgriFood. In China - Guangxi and Guizhou for NCAVES and Yunnan and Heilongjiang for TEEBAgriFood.
- Different research institutes and political partners (both individuals and organizations) were engaged in NCAVES and EUPI grants at country level. For example, in NCAVES India the Indian Institute of Science produce accounts for Karnataka, which had a different scope to the EUPI assessments. Turnover of key focal person in MoSPI (India), was also cited a reason for limited links between NCAVES and the EUPI grant.
- The overall difficulty in developing accounts / implementing the SEEA-EA meant that it was ambitious to expect accounts to be available the EUPI TEEBAgriFood Assessments.

A key lesson is that while it would be better to have NC accounts, they are not essential for Natural Capital Assessment / TEEBAgriFood Assessments which can be undertaken without them, based on available data sources. Ideally, countries would produce SEEA accounts and update them regularly to provide valuable information on trends and to inform natural capital assessments (e.g., TEEBAgriFood) and policymaking in general, but the development of complete sets of accounts is a lengthy process and long-term objective.

### Synergies of EUPI TEEBAgrifood with other grants

- **The Gordon and Betty Moore Foundation funding TEEB for Agriculture and Food and the KR Foundation** both supported the production of key reports, which were central to EUPI implementation. TEEBAgriFood Framework (embedded in the Foundation Report) has now being applied in more than a dozen countries (including the 8 EUPI countries) and is having policy impact.
- **The Economics of Ecosystems and Biodiversity for Agriculture and Food (TEEBAgriFood) / TEEBAgriFood Africa - DEVCO**: The methods developed under this grant were shared with other on-going TEEBAgriFood grants, including the EUPI and IKI, the latter having Kenya and Tanzania as two of its four countries in scope. The researchers and policy makers from the DG DEVCO grant as well as EUPI and IKI were brought together at the TEEBAgriFood Symposium (25-27 February 2019), when the EUPI project which was just commencing enabling EUPI country participants to learn about the entire project cycle. It also allowed economies of scale, e.g. the funding of comprehensive live streaming and reporting via IISD. The report developed under the DEVCO grant the

principles of the TEEBAgriFood analytical framework and how it has been applied in assessments of agricultural sectors in the African countries was presented at the TEEBAgriFood Symposium. The event provided an opportunity to share experiences and lessons learned, building on case studies presented from Brazil, China, Colombia, Ethiopia, Ghana, India, Indonesia, Kenya, Malaysia, Mexico, Senegal, Tanzania and Thailand.

- **Synergies with Wealth Accounting.** The project (grant) document for EUPI noted that the Inclusive Wealth approach also presents an opportunity for information-provision. It is not clear what Inclusive Wealth Reporting work was undertaken under VtheE and how this linked with the EUPI grant.
- **SIDA/NFL funded activities included:** (i) A joint collaboration between the TEEBAgriFood project and UNEP-WCMC led TADEHUB project in Brazil; (ii) The TEEBAgriFood application in **Uganda** looked at the valuation of ecosystem services in the context of wetland restoration in Mabamba Bay and was carried by Nile Basin Initiative. The Ministry of Environment of Uganda expressed a wish for further such analysis in the country. The application in Uganda provided lessons on how to develop and apply a 'light' version of the TEEBAgriFood country work with relatively limited time and financial resources. The application over six months with around one-fifth of the funding for a full country application developed a reasonably robust study and built initial awareness of the framework in-country and connections with government stakeholders.

### 3) IMPACT OF PROJECT STRUCTURE ON EFFECTIVENESS & DELIVERY OF VALUING THE ESSENTIALS

VtheE clearly builds on TEEBIII. The ability to include / carry forward unfinished grants under TEEBIII in VtheE ensured continuity and strong links to grants starting under VtheE, as discussed above, especially across the TEEBAgriFood workstream for which a solid body of work now exists. The structure accommodated a diverse group of donors and continuity of positive in that we had activities. However, no funding for coastal workstream was secured.

The VtheE logical framework is intentionally designed with grants' activities / outputs feeding into the three Outcomes, rather than separate outcomes per grant, to reflect the interconnectedness of the programme and to facilitate coherence in implementation.

Several of the grants had their own logical framework (targets and indicators) which did not transparently map across to the VtheE logical framework. This is understandable for grants which preceded the start of the VtheE and were carried forward with limited time to run. However, for the core VtheE grants, such as EUPI TEEBAgriFood and NCAVES, greater compatibility would have aided an understanding of how all the grants were working together under VtheE. As an example, an assessment of the alignment between the VtheE and EUPI TEEBAgriFood project / grant documents highlights several inconsistencies (Box A2).

#### **Box A2: EUPI Complementarity with Valuing the Essentials (VtheE) (PIMS ID 2026).**

- There are inconsistencies in terms of terminology and mapping of outcomes and indicators between the overall project VtheE and EUPI TEEBAgriFood project document / Logical framework.
- The VtheE Theory of Change includes three intermediate states, that need to be realized for the project outcomes to achieve the stated impact. The EUPI TEEBAgriFood project document does not include intermediate states, but two of the VtheE's intermediate states are implicit in its logical framework as discussed in Table 1 and Section 5. The VtheE intermediate states have been taken into consideration in the construction of the TOC at evaluation for EUPI TEEBAgriFood (Section 5).
- VtheE has three outcomes, EUPI TEEBAgriFood has two. Outcome 1 of VtheE – 'enhanced capacity and knowledge to integrate ecosystems related measures and valuation into decision making' - is a core factor in EUPI TEEBAgriFood, dispersed across its outputs and activities. It is

not clear why EUPI TEEBAgriFood's outcomes are not aligned with VtheE, given that specific outputs are identified as targeted at TEEBAgriFood in the VtheE logical framework. For each VtheE outcome, the outputs fall under thematic workstreams (i.e. System of Environmental Economic Accounting – Experimental Ecosystem Accounting (SEEA-EEA), Inclusive Wealth, TEEBAgriFood, and TEEB for Oceans and Coasts). The following VtheE **outputs** are related to EUPI TEEBAgriFood: 1.3 Reports and guidelines on theoretical foundation and opportunities for policies and opportunities in the agri-food sector developed; 2.3 TEEBAgriFood scenario analysis by country; and, 4.3 Policy recommendation and influence for agricultural management in 10 countries.

From a **financial management point** of view, the project was not considered to be a particularly complex or complicated to coordinate. Points to note include (see also Tables A4 and A5):

- TEEB III had various donors and when VtheE started unfinished grants were continued under VtheE, allowing continuity within the new follow-on programme of work. However, it was not clear how much money would be going into VtheE, because TEEB phase III was not yet closed, so there was uncertainty over budgeting. Donor agreements and final certified financial statements for grants which started under TEEB III and were carried over to VtheE do not always match the amount in VtheE.
- There was no co-financing. While not many projects have cash co-finance, in-country and other cash and in-kind co-financing would be a way to upscale TEEBAgriFood approach in the future.
- The grants were audited annually by the UN Board of Auditors and no concerns were raised. As noted in the main report, the EUPI grant had one financial audit organized by the donor, which resulted in a minor correction.

**Table A4: VtheE funding and Expenditure (Operational Financial Closure)**

| Funding by source                                                 | Planned funding              | Secured funding              | Expended                      |
|-------------------------------------------------------------------|------------------------------|------------------------------|-------------------------------|
| Funds from the Environment Fund <sup>1</sup>                      | 117,130                      | 207,250.00                   | 107,584.43                    |
| Funds from the Regular Budget                                     | -                            | -                            | -                             |
| Extra-budgetary funding (listed per donor):                       |                              |                              |                               |
| 1/European Union Partnership Instrument (EUPI)                    | 9,666,200                    | 9,448,687.50                 | 9,384,082.66                  |
| 2/IKI <sup>2</sup>                                                | 3,935,399.00                 | 3,925,170.26                 | 3,936,147.51                  |
| 3/EUPI (through UNDESA)                                           | 1,753,550                    | 1,753,550.18                 | 1,753,550.18                  |
| 4/ Belgium funding <sup>3</sup>                                   | 230,000                      | 230,000                      | 185,803.90                    |
| 5/KR Foundation                                                   | 52,003                       | 52,147.91                    | 51,975.78                     |
| 6/IKI – GIZ- Mexico                                               | 598,526                      | 598,530.28                   | 598,529.28                    |
| 7/GIZ- Brazil                                                     | 108,027                      | 111,762.01                   | 104,861.31                    |
| 8/ IKI- ReLISA <sup>4</sup>                                       | 310,632                      | 465,379.36                   | 352,950.43                    |
| 9/ MOORE Foundation <sup>5</sup>                                  | 34,176                       | 34,074.67                    | 34,175.23                     |
| 10/ DEVCO <sup>6</sup>                                            | 341,714                      | 343,149.89                   | 343,149.89                    |
| 11/ SIDA/NFL                                                      | 1,493,624                    | 1,390,000                    | 1,390,732.34                  |
| <i>Sub-total: Project Funding</i>                                 | <i>18,523,851.00</i>         | <i>18,352,452.06</i>         | <i>18,243,542.94</i>          |
| <b>Co-financing<sup>83</sup> (Cash and in-kind contributions)</b> | <b>Planned contributions</b> | <b>Secured contributions</b> | <b>Verified contributions</b> |
| Co-financing cash contribution                                    | -                            | -                            | -                             |
| <i>Sub-total: co-financing contributions</i>                      | -                            | -                            | -                             |
| Co-financing in-kind contribution                                 | -                            | -                            | -                             |
| <i>Sub-total: in kind contributions</i>                           | -                            | -                            | -                             |

<sup>83</sup> Co-financing is understood as funding from a donor to a partner which is not received into UN Environment accounts but is used by a UN Environment partner or collaborating centre to deliver the results in a UN Environment – approved project.

| <b>Staffing (Total throughout the project)</b><br><i>All figures as Full Time Equivalents</i>                                                                        | <b>Planned posts</b><br><b>(% against</b><br><b>secured budget)</b> | <b>Filled posts</b><br><b>(% of expenditure))</b> | - |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------|---|
| Environment Fund staff-post costs<br>(Funds used to cover the costs of a D1 (Geneva), D1(Nairobi), P5 (Nairobi), P3 (Nairobi), G5 (Nairobi), and P4 (Nairobi) Staff. | 1,729,533                                                           | 1,792,533                                         |   |
| Regular Budget staff-post costs                                                                                                                                      | -                                                                   | -                                                 | - |
| Extra-budgetary funding for staff-posts<br>(listed per donor)                                                                                                        |                                                                     |                                                   |   |
| 1/ European Union Partnership Instrument (EUPI) <sup>7</sup>                                                                                                         | 2,851,443<br>(30%)                                                  | 1,730,247.64<br>(18.5%)                           |   |
| 2/ IKI                                                                                                                                                               | 672,343<br>(17%)                                                    | 1,494,890.48<br>(39%)                             |   |
| 3/ EUPI (through UNDESA)                                                                                                                                             | 532,371<br>(30%)                                                    | 458,405.89<br>(26%)                               |   |
| 4/ Belgium funding                                                                                                                                                   | 66,979<br>(29%)                                                     | 56,328.34<br>(30%)                                |   |
| 5/ KR Foundation                                                                                                                                                     | 10,296.27<br>(20%)                                                  | 10,296.27<br>(20%)                                |   |
| 6/ IKI – GIZ- Mexico <sup>8</sup>                                                                                                                                    | 227,283<br>(48%)                                                    | 93,510.40<br>(16%)                                |   |
| 7/ GIZ- Brazil                                                                                                                                                       | 40,534<br>(11%)                                                     | -                                                 |   |
| 8/ IKI- ReLISA                                                                                                                                                       | -                                                                   | -                                                 | - |
| 9/ MOORE Foundation                                                                                                                                                  | -                                                                   | -                                                 | - |
| 10/ DEVCO                                                                                                                                                            | 26,260<br>(7.65%)                                                   | 77,041.61<br>(22%)                                |   |
| 11/ SIDA/NFL                                                                                                                                                         |                                                                     | -                                                 |   |
| <b>Grand Total</b>                                                                                                                                                   | <b>6,157,042</b>                                                    | <b>5,713,254</b>                                  |   |

**Notes:** 1/ Expenditure below secured funding as money was redirected to other activities within the division; 2/ The Final Certified financial statement indicates total expenditure of USD4,645,341.48. This is because some of the funding was already spent under TEEB III. Then balance was carried forward to VtheE; 3/ There was an underspend against this grant. The difference will be returned to the donor 4/ When the Valuing the Essentials amendment was submitted, USD 310,632 was estimated. However, during the budget submission process, a higher expenditure had been planned, which accounts for the discrepancy between the planned and secured amounts. The Agreement between UNEP and Germany indicates that the value of the grant is EUR 444,867. There was an underspend as less funds were spent on staff and missions than anticipated. It was not possible to transfer the surplus to the main phase, which began on November 1, 2024, and the donor has since confirmed that a refund needs to be processed instead; 5/ The final certified financial statement indicates a total expenditure of USD500,019.56. This discrepancy is due to the balance of funds carried forward from TEEBIII; 6/ The Final certified statement indicates that total expenditures were USD525,763.88. The balance was transferred from TEEB Phase III to VtheE; 7/ Discrepancy between planned and actual due to reduced total funding received from the donor due to EUR-USD conversion; 8/ Funds were reportedly reduced by the donor and some of the staff budget was reallocated to other activities. e.g., funding to implementing partners to carry out the activities in Mexico; and, 9/ Funding was allotted to the Brazil Office. GIZ abruptly terminated the grant before it had begun. The reasons for this are unclear.

**Table 5: Expenditure by Component, Outcome or Output (depending on financial system capabilities <sup>1)</sup> of VtheE**

| <b>Component/sub-component/output</b><br><b>All figures as USD</b>                                                                     | <b>Estimated cost at design</b> | <b>Actual Expenditure</b> | <b>Expenditure ratio (actual/planned)</b> |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------|-------------------------------------------|
| Outcome 1 Enhanced capacity and knowledge to integrate ecosystem-related measurements and valuation of ecosystems into decision-making | 3,190,617                       | 3,687,787                 | 1.16                                      |
| Outcome 2: Countries have implemented measurements and valuations of ecosystem services at regional and/or national level              | 6,219,706                       | 8,201,757                 | 1.32                                      |

|                                                                                                                                |            |            |      |
|--------------------------------------------------------------------------------------------------------------------------------|------------|------------|------|
| Outcome 3: Policies adopted and/or influenced in countries that have implemented ecosystem service measurements and valuations | 3,543,972  | 2,433,278  | 0.69 |
| Staff Costs                                                                                                                    | 5,569,556  | 3,920,721  | 0.70 |
| TOTAL                                                                                                                          | 18,523,852 | 18,243,543 |      |

**Note:** 1/ That is financial system in place at the time. UNEP initially used IMIS, then switched to UMOJA, and is now using IPMR. IPMR, adheres to the RBM approach, making it easier to track spending per outcome/output. VtheE started before IPMR.

## ASSESSMENT OF THE IKI GRANT 'SUPPORTING BIODIVERSITY AND CLIMATE FRIENDLY LAND MANAGEMENT IN AGRICULTURAL LANDSCAPES' IMPLEMENTED UNDER VTHE

### **Project Design - rated as Satisfactory.**

The project proposal recognizes the agricultural sector as a leading driver of ecosystem degradation, health externalities, and greenhouse gas (GHG) emissions, while also providing positive benefits such as food for humans, feed for animals, fibers, raw materials, employment and cultural cohesion.

The four countries in scope – Colombia, Kenya, Thailand and Tanzania, had seen large-scale changes in the use of natural resources such as land, water and energy, partly attributed to fact that natural capital stocks and the flow of ecosystem services in agriculture landscapes are economically invisible, hence unaccounted for in public and private decision making. Although drivers of change and threats to ecosystems vary across the four countries, common factors included issues such as land tenure arrangements, demographics, high social and private discount rates, and fiscal incentives for unsustainable production practices. These drivers and threats impact livelihood opportunities and resilience to climate change in the agricultural sector, propagating a vicious circle of ecosystem degradation and poverty. A large part of the population in the four countries in scope, especially smallholder, subsistence, and landless farmers, depend on degraded ecosystems to sustain their livelihoods and income-generation opportunities. As basic agricultural inputs such as soil, nutrients, land, and water are becoming increasingly scarce, this raises serious concerns with regards to the sustainability of the agricultural production system. Furthermore, an ineffective governance framework coupled with insufficient funding of law enforcement agencies aggravate the inevitable trade-offs among competing land-use sectors such as agriculture, industry, urbanization, and tourism.

The grant aimed to catalyze policy reforms that mainstream biodiversity conservation and sustainable use into agricultural landscapes and seascapes. By following the TEEB approach, the grant was to bring stakeholders together to identify agricultural land use decisions that would benefit from valuation of ecosystem services and biodiversity. This would be followed by modelling impacts of land use, assessing subsequent changes in ecosystem services provisioning, and valuing them so they can be part of the economic calculus of policy makers. A core part of the analysis was to assess distributional impacts of land use decisions, the income-poor in particular, and provide policy recommendations.

Unlike EUPI TEEBAgriFood, the IKI grant proposal identified partner institutions and focal points. The Partner institutions were: (i) **Colombia** - Ministry of Environment and Sustainable Development (MADS) – Department of Green Business; (ii) **Kenya** - National Museums of Kenya (Herbarium Department) on behalf of the Ministry of Environment, Natural Resources and Regional Development Authorities; (iii) **Tanzania** - Vice President's Office, Environment Division; and, (iv) Thailand: Ministry of Natural Resources and Environment, Office of Natural

Resources and Environmental Policy and Planning. The role of the focal Ministry was to chair the Steering Committee, and coordinate TEEB activities across ministries to ensure national ownership and 'buy-in', appropriate scoping, and final uptake of study recommendations.

The grant at design had strong synergies with: (i) TEEB for Agriculture & Food (TEEBAgriFood) building on the Interim Report, launched in December 2015. The IKI study will also be reviewed by the TEEBAgriFood Steering Committee; (ii) at the time of IKI grant design, TEEB was engaged with the United Nations Statistics Division (UNSD) on a NORAD-funded project entitled *Advancing Natural Capital Accounting* (ANCA) and a follow-up has been initiated in September 2016, with funding from the EC Partnership Instrument (NCAVES). The project (grant) document notes that natural capital accounting links to IKI grant as it provides a formalized, globally-consistent and harmonized protocol for measuring the stocks and flows and natural capital assets. The System of Environmental Economic Accounts (SEEA) Experimental Ecosystem Accounting (EEA) provides metrics, data and methods for assessing natural capital in agricultural landscapes.

### **Effectiveness – Rated as Satisfactory**

The grant had an independent set of indicators and targets as well as contributing to the VtheE results framework (see Table A6). The grant proposal did not include a Theory of Change.

Key strengths of the grant include: (i) a good range of countries with a diversity of ecological, economic and social baselines, and differing levels of data availability and institutional capacity; (ii) importantly the grant allowed the trialing of TEEBAgriFood approach. However, this also meant that there was a significant amount of learning on-the-job as the Framework was only fully launched in 2018; and (iii) good buy-in and interest from Kenya and Thailand

The grant achieved all of its targets, as discussed below.

**Outcome:** Biodiversity conservation and sustainable land use are mainstreamed into agricultural landscapes and seascapes. At the outcome level there were two indicators against which one achieved its target and the other exceeded its target.

- **Outcome Indicator 0.1:** *Number of policy instruments formally reviewed by governments at national level and/or implemented that capture the positive and negative externalities and impacts associated with land use decisions in agricultural landscapes, based on the TEEBAgriFood Framework used in this project.*

The target of 4 was achieved. For all four countries, UNEP has submitted scenario analysis reports to Steering Committees which are chaired by national-level Ministries in Kenya, Tanzania and Thailand, and by Humboldt – a national-level parastatal linked to the Ministry of Environment – in Colombia

- **Outcome Indicator 0.2:** *Number of governmental (e.g. regional or local) and private sector entities (e.g. industry bodies) in the four countries in scope that apply recommendations from the TEEB landscapes assessments in their decision-making or at least officially document the need to apply the results of the project.*

The target of 8 was overachieved at 10. The Steering committees, two of which are co-chaired by national-level Ministries, have validated the recommendations of the TEEBAgriFood assessments, i.e. six in total. These have not to date been officially documented in non-project specific documentation, but the intent to apply recommendations has been agreed across all Steering committees. In addition, four counties (i.e. sub-national, local government) have adopted TEEBAgriFood recommendations in Kenya.

**Output 1: TEEB Country study scope identified and validated through participatory approaches**

- **Output Indicator 1.1:** *Land-use trade-offs that would be better informed by valuation of ecosystems and biodiversity identified, and proposals for those trade-offs that are to be selected for assessment identified and agreed upon in a participatory process.* The target of 4 was achieved.
- **Output Indicator 1.2:** *Number of stakeholders that engage in TEEB Country Study scope identification and validation, and identification of the behavior/actions that the study might influence across stakeholders.* The target was 20 per country with at least two representatives from agri-business and one representative from the Agriculture Ministry. The target was exceeded in three of the countries - Colombia – 30; Kenya – 46; Thailand – 38 and fell slightly short in Tanzania – 17. It was noted that while the Ministry of Agriculture were invited, they did not attend the Colombia workshop but were consulted post-workshop. While in Tanzania while attendance was <20 at initial workshop but there were additional subsequent consultations

**Output 2: Assessment of biophysical and valuation data availability and gap analysis conducted**

- **Output Indicator 2.1:** *Number of research proposals submitted, reviewed by the focal Ministry, Project Steering Committee and TEEB, amended as required, and commissioned.* The final target of 8 (i.e. 2 per country – one on biophysical assessment, one on valuation data assessment) was attained.
- **Output Indicator 2.2 and 2.3:** *Number of biophysical and valuation assessment reports submitted and reviewed by the Steering Committee.* The final target of 2 (i.e. 2 per country), was attained.

**Output 3: Scenario analysis conducted: Proposed changes in policy modelled with respect to ecosystem service changes relative to Business As Usual (BAU)**

- **Output Indicator 3.1:** *Number of research proposals submitted, reviewed by the focal Ministry, Project Steering Committee and TEEB, amended as required, and commissioned. The target of 8 (2 per country) was attained.* In Colombia, the Humboldt Institute was selected for the work in Putumayo Department. A second study was also commissioned by UNEP with Fundación Natura. In Kenya, contracts were established with National Museums of Kenya and BIEA. In Tanzania, a RfQ was sent to two universities and two research institutes: (i) IRA Uni Dar es Salaam; (ii) Sokoine Agricultural University; (iii) Research on Poverty Alleviation (RE-POA) and (iv) Economic and Social Research Foundation (ESRF). UNEP-TEEB only received one formal proposal by multiple institutes and a collaboration was encouraged by the Vice President's Office. In Thailand, the ONEP encouraged a collaborative bid, and a contract was issued to Khon Kaen University. The six contracts were supplemented with other research. For instance, in 2021, a second research proposal was submitted and commissioned to inform and support COVID green recovery measures. Further, UNEP-WCMC provided support to scenario analyses in Thailand.
- **Output Indicator 3.2:** *Number of scenario assessment reports submitted, reviewed by the Steering Committee, and completed. The target of 8 (2 per country) was exceeded reaching 18.* in Colombia, 7 land use policy scenarios were validated by the Steering Committee; In Kenya, the BIEA modelled the provision of ecosystem services in 4 scenarios; In Tanzania, agro-ecological impacts of land use change were considered under 3 scenarios. In Thailand, 4 scenarios were analyzed.

**Output 4: Policy assessment and Theory of Change completed as an input to changes in policy and regulatory frameworks, land use planning, finance policies and production practices**



- **Output Indicator 4.1:** *Scenario assessment results presented to stakeholders, modifications to the reports suggested and applied (where agreed), and Theory of Change discussed and agreed upon in a participatory process. The target of 4 was achieved.*
- **Output Indicator 4.2:** *Consultation exercise conducted, post-workshop and change conditions/options outlined, including changes in governance, institutional capacity and fiscal incentives that would be required to create policy change, and linking these to change agents and their views/constraints/incentives to adopt change. The target of 4 was achieved.* In Colombia, a spatially explicit implementation plan to support land-use planning decision making was developed based on the analysis and cross-sectoral engagement process, and recommendations discussed with project stakeholders. In Kenya the TEEBAgriFood team held a meeting with the Council of Governors to discuss how the TEEBAgriFood results can inform the development of the **County Integrated Development Plans**. The main aspects that were considered were creating mechanisms to include the point of view of the communities and the possibility to replicate the assessment carried out in the Mau Forest Complex to the other counties. CIDPs are developed every 4 years, and they determine how the funds are transferred from the central government to the counties. In Tanzania consultation was conducted as part of the final national workshop. Agencies recommended sharing the study results with the district executive directors (DEDs) in the Southern Highlands to demonstrate the economic trade-offs of irrigation water management, as these regional governance authorities would need included in any policies or regulations. The research institute (IRA) has disseminated the results more widely following this discussion. In Thailand, follow up discussions were held with the Ministry of Agriculture and Cooperatives (MOAC), the Permanent Representative to FAO, and the government owned Bank of Agriculture and Cooperatives on the potential for adoption of the study results. **EUPI TEEBAgriFood** was adopted by the national focal point as a follow up project and initiated under a new steering committee structure, in an implicit endorsement of both the method and the outcomes of the Organic rice assessment. The EUPI TEEBAgriFood assessment expanded the analysis to sustainable rice more broadly to encourage and work towards systemic adjustment of the rice sector in up to 80% of the rice area in the country. On the back of the successes of the organic rice analysis, the new steering committee was successful in recruiting representatives of the Ministry of Public Health, the Ministry of Finance, and the Ministry of Commerce, as well as the Ministry of Agriculture and Cooperatives and Ministry of Natural Resources and the Environment as well as the National Economic and Social Development Council.

**Output 5:** Dissemination and capacity-building activities carried out so as to enhance engagement, credibility and uptake.

- **Output Indicator 5.1:** *Number of outreach contributions to sub-national, national, and international events to raise awareness, mobilize and consult with stakeholders. The target of 20 international and 11 national was exceeded reaching 27 international and 25 national.*
- **Output Indicator 5.2:** *Number of communication materials reaching different target groups. The target of 15 international, 40 nationals, was exceeded reaching 17 international and 91 nationals (+ 32 web/newspaper articles for a global audience)*
- **Output Indicator 5.3:** *Number of stakeholders trained on scenario development, biophysical modelling (using software platforms such as InVEST) and outreach at the first international workshop. The target of 32 was met. At the TEEBAgriFood Global Symposium in Nairobi from 25-27 February 2019, two trainings were provided to IKI*

country stakeholders. First, a training on scenario development and modeling (including for human and social capital) was delivered by TEEB that provided support in thinking about what to measure and how, determining what metrics will influence outcomes, and generating scenarios and utilizing models to answer the questions that policymakers are likely to have.

The grant fulfilled its overarching goal to *catalyze policy reforms that mainstream biodiversity conservation and sustainable use into agricultural landscapes and seascapes* in all four countries through the completion TEEBAgriFood assessments. The assessments provided economic evidence for policy change across heterogeneous policy questions and in divergent socio-political and economic environments across then four counties (as summarized below) and can serve as catalyst for policy reform, but concrete policy uptake is still pending in each of country.

In **Colombia**, the analysis of a biodiversity-centered value chain of **native palm species** provided evidence on the effectiveness of different bioeconomy policy pathways to achieve the country's targets included in its Green Growth Policy<sup>84</sup>. The analysis was expected to have lasting impacts - the government renewed its commitments related to bioeconomy, and new projects were expected to be financed. The study focused on the Putumayo Department, a biodiversity hotspot with a high percentage of indigenous land threatened by unsustainable livestock and illicit crop activities. The analysis and stakeholder engagement process contributed to policy in Putumayo Valle del Sibundoy vis-à-vis land use planning instruments (River Basin Management and governance Plans or POMCAs).

In **Kenya** the study site was the Greater Mau Forest Ecosystem, the main water tower to 12 main rivers and wetlands of global significance such as Lake Victoria, Rift Valley lakes and Mara River, which is under pressure from deforestation and forest land conversion for agricultural expansion and human habitation. The study provides a good example of the strengthening of social capital through capacity building and consultations with local communities. Following the recommendations from one of the TEEB scenarios - in which 20% of their land is used for indigenous trees, with the carbon sequestered by the trees sold to other companies in order to offset emissions, community members from four counties established the Mau Mara Natural Capital company, which is creating partnerships for the landowners to receive funding for their soil and tree carbon. The TEEBAgriFood project also aided the creation of the Intersectional Forum on Agroecology and Agrobiodiversity (ISFAA) which brings together civil society, researchers and government stakeholders towards the development of cross sectoral practices. The next steps after the project were discussed at the final project workshop and included using the project results to: (i) provide inputs to the Kenyan approach to the Global Biodiversity Framework; (ii) the development of the agroecology strategy in the Mid Term Planning 4 (2023-2027); (iii) inputs to the Intersectional Forum on Agro ecology and Agrobiodiversity (ISFAA); and, (iv) the development of the County Integrated development Plans (CIDP 2023 – 2027).

In **Tanzania**, the TEEBAgriFood study informed government of some risks and limitations of agricultural expansion, supported through the Government's 'Big Results Now' policy, in the face of water scarcity in the Southern Highlands. The study provided evidence of the trade-offs between water use, agricultural development, and farmer incomes across different crop

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<sup>84</sup> The policy recommendations were based on the assessment of the following policy pathways: i) good agricultural practices, ii) better technology at stages of the agricultural value chain, iii) better construction and road infrastructure, iv) Incentives for product transformation, v) Incentives for restoration, vi) conservation incentives, and vii) strengthening of indigenous practices.

and crop irrigation scenarios in the Southern Highlands. During the final workshop (May 2022), Ministry representatives engaged in discussions about the landscape-scale implications of potential crop changes and how this should influence policy decisions, in particular related to the downstream costs of upstream agriculture. It was noted that in Tanzania, the TEEB assessment assessed a flagship project and there was some reluctance to accept any criticism of or recommendations to adapt current proposed interventions notwithstanding the evidence UNEP generated.

In **Thailand**, the TEEBAgriFood assessment compared organic rice and conventional rice production systems in Buriram and Surin provinces. Key impacts from unsustainable land use include nutrient and pesticide loads, sedimentation, flooding, soil fertility and air pollution. The final National Workshop in May 2022 was attended by 110 participants representing 39 institutions, mostly Thai. The Office of Natural Resources and Environmental Policy (ONEP) noted that analysis of the impacts of agriculture on biodiversity is relatively new, but that the research gives evidence to other policy agencies outside ONEP to work together synergistically on environmental policies. The results were endorsed by the Secretary General of ONEP.<sup>85</sup> Further, The IKI-funded Thai study was presented at a SOFA meeting convening of experts in October 2022 and the FAO flagship State of Food and Agriculture (SOFA) report 2023 was on TCA. SOFA is sent to Agriculture Ministries across the world, and thus TCA will very much elevated in policy discourses as a viable and credible tool.

### **Efficiency**

Efficiency is rated as **Satisfactory**.

No changes were applied to the general conditions of the grant concept or the intervention logic. However, two no-cost extensions were granted. In November 2019, a 18-month no-cost extension was granted to the project until 30<sup>th</sup> June 2021 to accommodate for: (i) developments in the TEEBAgriFood framework; (ii) more time needed for in country consultations with the Ministerial focal points; and, (iii) issues in the engagement and political environment, specifically in Tanzania. A further no-cost extension was approved in 2021 extending the grant duration to 30<sup>th</sup> June 2022, in main owing to the COVID-19 pandemic which caused lengthy restrictions on travel/meetings and home working leading to significant delays in UNEP's and partners' work programmes and the implementation of activities.

The IKI grant allowed the first full application of the TEEBAgriFood Evaluation Framework to assess, via a food systems approach, the impacts, externalities and dependencies that occur across the agri-food value chain, and in so doing provide the economic evidence to support food systems transformations. The specific policy scenarios assessed were not pre-determined, and varied markedly, e.g. a landscape-wide application in Tanzania across multiple agricultural sectors and agro-ecological zones and a single commodity-focused analysis in Thailand. This in turn meant that a range of methodologies were required to conduct the Framework assessments.

In terms of project management, examples of adaptive management included:

- In Colombia, the Humboldt institute produced excellent modelling outcomes but failed to translate these into substantive policy proposals. This task was therefore picked up by the TEEB team.
- There was a relatively low level of institutional capacity (research entities) in Tanzania, which was addressed through the TEEB team driving inter-Univ collaboration via a consortium structure.

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<sup>85</sup> (<https://youtu.be/EwOMCZX4aHY?t=1381>).

### **Sustainability**

Sustainability is rated as **Moderately Likely**, but varies across the four countries. It is stronger in Thailand and Kenya, where there is concrete evidence of sustainability through follow-on projects and /or institutions established, but uncertain in Tanzania where political support is considered weak.

**Socio-political sustainability.** The integrated approach adopted by the grant is more likely to result in sustainable policy outcomes than traditional siloed policy making. A fundamental aspect of implementation across all four countries has been to bring stakeholders together, from various ministries, secretariats, civil society organizations, research institutions, academia, the private sector as well as local farmers and others at the national, regional and municipal level.

The IKI grant brought together Agriculture and Environment Ministries to work together to discuss trade-offs and negotiate effective, coherent policy solutions. During implementation it became evident that it was critical to widen this political support to include the active involvement of Planning and Finance (IKI Final Report).

TEEBAgriFood **Kenya** has been part of the creation of the Intersectional Forum on Agro ecology and Agrobiodiversity (ISFAA) which brings together civil society, researchers and government stakeholders towards the development of cross sectoral practices. It also led to the establishment of the Mau Mara Natural Capital company by local communities (as discussed above). The Ministries of Agriculture and of Environment in **Kenya** have sent UNEP an official letter stating their support for the project outcomes and on the project achieving its goals.

In **Thailand** TEEB implementation has contributed results, lessons learned, methodological developments etc. linked to IPBES objectives including Objectives 2, 3a, 3b, 3c among others. The Secretary General of ONEP in Thailand has contributed a Foreword to the final project report that also states ONEP's support for project outcome.

**Financial sustainability.** IKI funding for TEEBAgriFood workstream provided proof-of-concept and leveraged other applications of the approach. An 8.5 million EUR contract on TEEBAgriFood in seven countries (including Thailand) was signed between UNEP and the EU in 2018 – EUPI TEEBAgriFood the focus of the TE. Further, UNEP received USD 500,000 in funding from GIZ to implement TEEBAgriFood in the analysis of native maize in a GIZ-led project entitled 'Mainstreaming Biodiversity into the Mexican Agricultural Sector'.

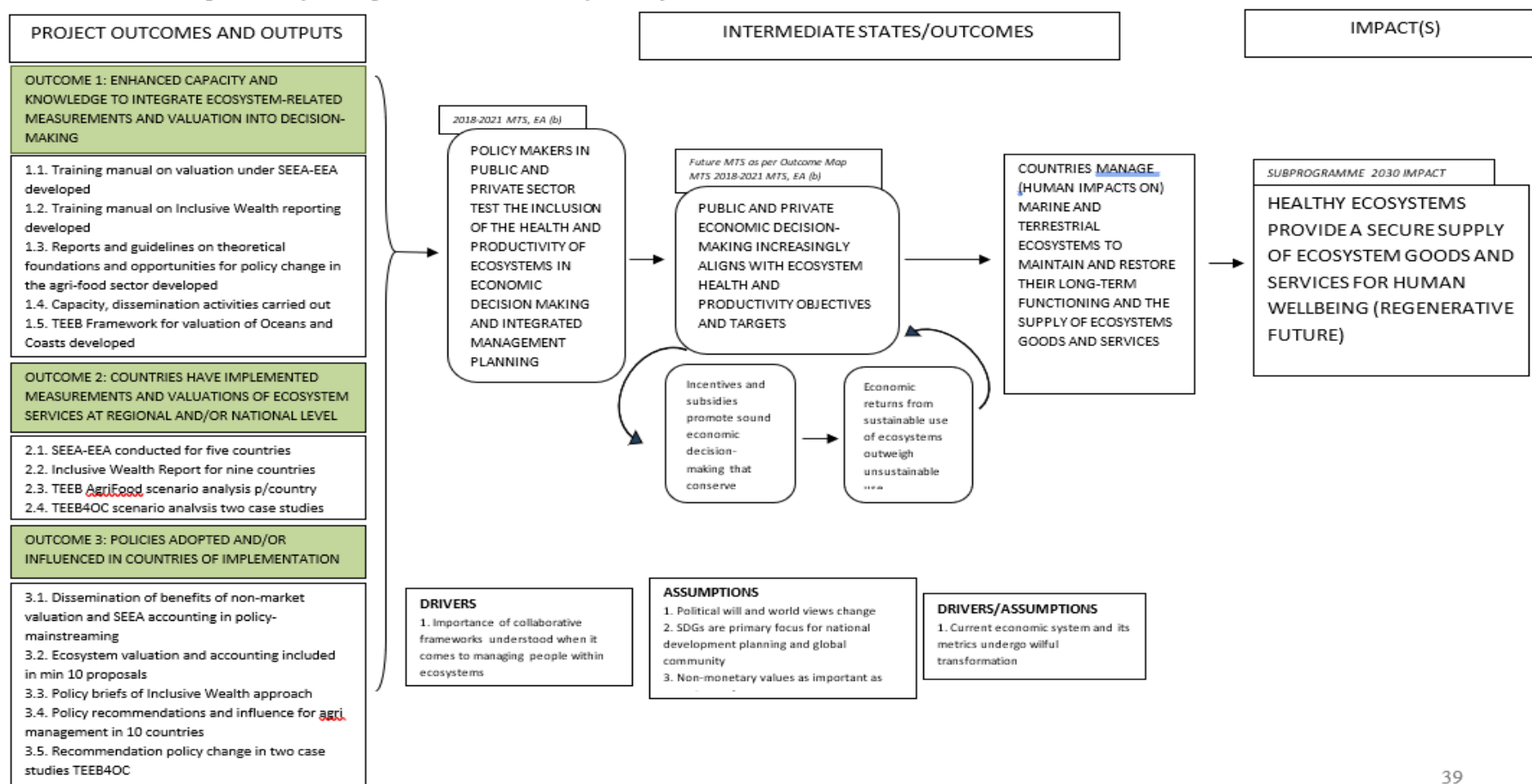
**Institutional sustainability.** The grant provided training and capacity-building of in-country research teams who consequently became better-equipped to apply the integrated TEEBAgriFood analyses. In **Thailand**, the same entity (Khon Kaen University) that led on the IKI research on organic rice also led the EU-funded research on the application of Sustainable Rice Platform management practices. In **Tanzania**, the IKI grant brought together research partners from the University of Dar es Salaam and Sokoine University, via The Institute for Resource Assessment (IRA) to apply the TEEBAgriFood approach, and this consortium can apply the TEEBAgriFood approach to other policy questions. In **Colombia**, the Humboldt themselves have developed work on valuation and are actively involved in IPBES, where TEEBAgriFood expertise could potentially be applied.

## VtheE (PIMS ID 02026)– SUPPORTING INFORMATION

### Figure A2: VtheE Theory of Change

Source: VtheE project document

Figure 4. Theory of Change for the Economics and Ecosystems Project



## VtheE (PIMS ID 02026) - LOGICAL FRAMEWORK AND REVIEW OF ACHIEVMENT

**Table A6: Achievement of outcomes and outputs – Vthe E**

Source: Final VtheE operational report and Evaluators assessment of contribution grants

| Outcomes / outputs                                                                                                                                                                       | Indicator(s)                                                                                                                                                                                | Base-line | Target | Achievement        | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Contributing Grant                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| <b>OUTCOME 1</b><br>COUNTRIES DEMONSTRATE COMMITMENT AND ENHANCED CAPACITY TO INTEGRATE ECOSYSTEM-RELATED MEASUREMENTS AND VALUATION OF ECOSYSTEMS INTO DECISION-MAKING                  | i. Number of countries that demonstrate enhanced knowledge of the value and role of ecosystem services by applying valuation in the <b>development of accounts</b> and for decision making. | 0         | 5      | Achieved (6)       | The <b>Natural Capital Accounting and Valuation of Ecosystem Services (NCAVES)</b> project developed the ARIES for SEEA (Artificial Intelligence for Ecosystem Services for the System of Environmental Economic Accounting). This method helps to address the barriers facing the development of environmental Economic accounts. The 6 countries who participated in the NORAD funded workshop are committed to developing ecosystem accounts to inform decision making. The accounts developed from the workshop are the first step to achieve that. | NCAVES, NORAD                                |
|                                                                                                                                                                                          | ii. Number of countries that demonstrate understanding of the <b>importance of ecosystem service valuation</b> through country commitments made for the implementation                      | 0         | 13     | Achieved (13)      | Thirteen countries implemented some type of ecosystem service valuation during VtheE, including countries that conducted TEEBAgriFood Studies (Brazil, China, Colombia, India, Indonesia, Kenya, Malaysia, Mexico, Tanzania, Thailand, Uganda), countries that implemented SEEA Ecosystem Accounts (Brazil, China, India, Mexico, South Africa), and Georgia, during a GEF funded assessment of sustainable land management. These applications trained national research partners to conduct ecosystem service valuation.                              | NCAVES<br>TEEBAgriFood-EUPI, IKI, GIZ, NORAD |
|                                                                                                                                                                                          | iii. Number of countries that demonstrate understanding of the <b>Inclusive Wealth Index</b>                                                                                                | 0         | 2      | Over-achieved (6)  | The following six countries participated - Pakistan, Ethiopia, Indonesia, Trinidad and Tobago, Thailand and China in the NORAD workshop                                                                                                                                                                                                                                                                                                                                                                                                                 | NORAD                                        |
| <b>Output 1.1.</b> Training manual on valuation under SEEA Experimental Ecosystem Accounting and Inclusive Wealth developed and made available and capacities of practitioners developed | i. Number of training manuals on natural capital accounting (SEEA and IWI) developed and made available to practitioners.                                                                   | 0         | 2      | Achieved (2)       | The guidelines on Monetary Valuation of Ecosystem Services and Assets for Ecosystem Accounting have been published and disseminated.                                                                                                                                                                                                                                                                                                                                                                                                                    | NCAVES                                       |
|                                                                                                                                                                                          | ii. Number of capacity development events conducted in each region on the application of SEEA in participating countries                                                                    | 0         | 7      | Over-Achieved (14) | In April 2022, UNEP, UNSD and BC3 jointly organized a webinar with the African Natural Capital Accounting Community of Practice on ARIES for SEEA. As a follow up, an in person training was organized from 18-22 July with 6 African countries on the compilation of ecosystem accounts.                                                                                                                                                                                                                                                               | NCAVES                                       |
|                                                                                                                                                                                          | iii. Number of practitioners that participated in SEEA EEA training                                                                                                                         | 0         | 60     | Achieved (60)      | Training sessions in each NCAVES country took place in October 2017 in Asia, November 2018 in Latin America and November 2019 in Africa. This was a new indicator from the project revision.                                                                                                                                                                                                                                                                                                                                                            | NCAVES                                       |
|                                                                                                                                                                                          | i.v. Number of knowledge products on natural capital accounting (SEEA and IWI)                                                                                                              | 0         | 2      | Achieved (2)       | The SEEA EA guidance document entitled Policy Scenario Analysis using SEEA EA Accounts contained discussion of how the findings                                                                                                                                                                                                                                                                                                                                                                                                                         | NCAVES                                       |



| Outcomes / outputs                                                                                                                                                 | Indicator(s)                                                                                                                           | Base-line | Target | Achievement                                          | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Contributing Grant                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------|--------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
|                                                                                                                                                                    | disseminated that incorporate the gender considerations                                                                                |           |        |                                                      | from scenario analysis can incorporate gender considerations when developing policy recommendations.<br>The report "Guidelines on Valuation of Ecosystem Services and Ecosystem Assets in the Context of the SEEA-EA" also received a gender review to ensure consideration of gender.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                       |
| <b>Output 1.2.</b> Reports and <b>guidance on theoretical foundations</b> and opportunities for policy change in the agri-food sector developed and made available | i. Number of reports and guidelines prepared and made available globally                                                               | 0         | 12     | Over-Achieved (21)                                   | Three flagship guidance reports were developed to implement TEEBAgriFood: i) A guidance manual for applying the TEEBAgriFood Evaluation Framework was developed in collaboration with the Global Alliance for the Future of Food, ii) Operational TEEBAgriFood Guidelines for Business were developed in collaboration with Capitals Coalition, iii) Food system modeling guide for policy makers (for the FAO State of Food and Agriculture Report).<br>Eighteen synthesis reports on agri-food scenarios were published in TEEBAgriFood countries: Brazil (2), China (2), Colombia (1), India (3) Indonesia (2), Kenya (1), Mexico (2), Malaysia (1), Tanzania (1), Thailand (2), and Uganda (1).<br>Three additional reports are also noted - the <i>Scientific and Economic Foundation Report</i> , <i>Measuring What Matters: Synthesis Report</i> , and <i>Applying the TEEBAgriFood Evaluation Framework</i> —were funded by the KR and MOORE Foundations | TEEBAgriFood - EUPI, IKI, GIZ, NORAD, KR Foundation, MOORE Foundation |
|                                                                                                                                                                    | ii. Number of opportunities for policy change documented and discussed in each country                                                 | 0         | 12     | Achieved (12)                                        | At least 12 of the 18 TEEBAgriFood applications culminated in discussion of policy applications. Policy debates were especially rich in the TEEBAgriFood <b>Brazil</b> project supporting the ABC+ (low carbon agriculture plan) and city guidance for Urban and Periurban Agriculture; Options for organic rice promotion in <b>Thailand</b> ; and support for Agroforestry cacao and coffee in <b>Indonesia</b> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | TEEBAgriFood EUPI, IKI, GIZ, NORAD                                    |
|                                                                                                                                                                    | iii. Number of countries that participated in workshops to discuss opportunities for policy change, best practices and lessons learned | 0         | 7      | Over- Achieved (13)                                  | Thirteen countries hosted some form of national workshop to discuss the policy relevance of TEEB study results. Although participation varied by country, in each instance these workshops facilitated inter-ministry discussions about tradeoffs between economic, social, and environmental objectives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | NCAVES TEEBAgriFood - EUPI, IKI, GIZ, NORAD                           |
|                                                                                                                                                                    | iv. Number of reports that proposed actions to improve sustainability as a response to COVID made available                            | 0         | 3      | Achieved (3)<br>Duplicate indicator - See output 2.3 | In November 2020, UNEP TEEB developed recommendations for policy makers based on the observed impacts of COVID-19 pandemic in four eco-agri-food systems to strengthen both the resilience and the sustainability of the food and agricultural sectors, as a contribution to the IKI-funded project "Supporting Biodiversity and Climate-Friendly Land Management in Agricultural Landscapes". Three of those studies were disseminated: Kenya, Colombia and Thailand                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | TEEBAgriFood IKI funded project                                       |
|                                                                                                                                                                    | v. Number of reports that consider impacts on Gender made available                                                                    | 0         | 7      | Not achieved (1)                                     | Gender was not an explicit focus of any of the TEEBAgriFood studies, however, data collected for the Indonesia report was disaggregated by gender and that had an impact on two scenario assessment reports.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | TEEBAgriFood EUPI                                                     |



| Outcomes / outputs                                                                                                                 | Indicator(s)                                                                                                                                 | Base-line | Target | Achievement        | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Contributing Grant                             |
|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <b>Output 1.3.</b><br>Dissemination and capacity building activities carried out                                                   | i. Number of national capacity building strategies prepared collaboratively with countries                                                   | 0         | 5      | Achieved (5)       | UNEP /the TEEB Office has contributed directly to the National UN Food Systems Summit Dialogues in <b>Malaysia</b> and <b>Thailand</b> as well as via <b>Indonesia</b> national research partner (Bogor University) in the Indonesian dialogue. These dialogues set out national aspirations and needs for capacity development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | TEEBAgriFood EUPI                              |
|                                                                                                                                    | ii. Number of countries who have enhanced knowledge on scenario analysis application                                                         | 0         | 11     | Over-Achieved (18) | All countries for which The Economics of Nature facilitated studies practiced analysis of hypothetical future scenarios of land use and resource management. This benefited both the researchers and the project steering committees who oversaw the studies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | NCAVES<br>TEEBAgriFood - EUPI, IKI, GIZ, NORAD |
| <b>OUTCOME 2</b><br>COUNTRIES HAVE IMPLEMENTED MEASUREMENTS AND VALUATIONS OF ECOSYSTEM SERVICES AT REGIONAL AND/OR NATIONAL LEVEL | i. Number of public sector institutions that test the incorporation of the health and productivity of ecosystems in economic decision-making | 0         | 5      | Achieved (5)       | Each of the five countries that participated in the NCAVES project (Brazil, China, India, Mexico, and South Africa) quantified the extent and condition of ecosystems under the SEEA-EA and tested using these measures in scenario analysis. This demonstration benefited national statistical offices' understanding of the value of ecosystem accounting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | NCAVES                                         |
|                                                                                                                                    | ii. Number of countries testing ecosystem indicators and possibilities of integrating them into decision-making                              | 0         | 5      | Achieved (5)       | Each of the five countries that participated in the NCAVES project also tested measuring unique ecosystem indicators under the SEEA-EA and tested using these measures in scenario analysis.<br>For TEEBAgriFood, all implementing countries evaluated a unique set of ecosystem indicators, for example:<br>In Brazil, the ABC workstream assessed soil retention and landscape fragmentation measures, to explore synergies and trade-offs on low carbon agriculture technologies; Colombia (IKI) measured 9 indicators, including food security and pollination; Indonesia evaluated a range of water and soil indicators, including groundwater recharge, leached nitrogen and phosphorus, and sediment yield; Malaysia (EUPI) evaluated the presence of beneficial insects in agriculture under different production practices;<br>Thailand (EUPI) evaluated rice productivity, greenhouse gas emissions, biodiversity, and human health benefits related to expanding the adoption of organic rice cultivation. This helped build the capacity of national research institutes and national statistical offices.<br>Additionally, Workstream 3 of the NCAVES project was to develop a set of sustainable development indicators based on SEEA EA modules. This workstream was led by WCMC. | NCAVES<br>TEEBAgriFood – EUPI, IKI, GIZ        |
|                                                                                                                                    | iii. Number of countries reporting on the environmental dimension of sustainable development through shared environmental information        | 0         | 6      | Achieved (6)       | In 2022, a training workshop funded by NORAD on ARIES for SEEA organized by UNEP brought together government stakeholders from 6 African countries, national datasets were used as well as global earth observation, to develop ecosystem accounts.<br>In all five NCAVES countries (Brazil, China, India, Mexico, South Africa) national-level NCA SEEA accounts have been released, i.e. shared (public                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | NCAVES<br>TEEBAgriFood – IKI, NORAD            |

| Outcomes / outputs                                                                                                           | Indicator(s)                                                                                | Base-line | Target | Achievement   | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Contributing Grant                   |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------|--------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
|                                                                                                                              | systems with country-level data made discoverable through UNEP                              |           |        |               | domain) environmental information under the SEEA EA statistical standard<br>Additionally, the TEEBAgriFood initiative in Kenya used national data and regional data from the data cube earth observation programme to model scenarios.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                      |
|                                                                                                                              | iv. Number of ecosystem valuations of vital ecosystem services implemented for food systems | 0         | 29     | Achieved (29) | Each TEEBAgriFood application evaluated multiple ecosystem services, summing to at least 29 services in the 18 food system assessments between 11 countries. For example, 4 services were valued in <b>Indonesia</b> (biodiversity, carbon sequestration, soil erosion and water pollution), 8 in Colombia (food provisioning (including food security), carbon sequestration, erosion control, water quality and quantity, pollination, habitat provisioning, tourism), 5 in Brazil Urban and Periurban Agriculture (EUPI) (water yield, flood mitigation, heat mitigation, erosion regulation and food supply). China used InVEST software to estimate the value of water quality purification, sediment delivery ratio, and Carbon Storage in both study sites. In Kenya researchers estimated the value of carbon sequestration for the four scenarios. In Malaysia, the economic value of beneficial insects was evaluated in detail. | TEEBAgriFood – EUOI, IKI, GIZ, NORAD |
| <b>Output 2.1.</b><br>Valuation of ecosystem services developed based on SEEA accounts/ SEEA-EA conducted for five countries | i. No of countries with SEEA-EA accounts developed                                          | 0         | 5      | Achieved (5)  | Countries produced reports on the valuation of ecosystem services using SEEA-EA accounts and their application to policy scenario analysis. Number / types of accounts per country: Brazil (5), China (national and provincial), India (9 national level accounts and pilot accounts for Karnataka), Mexico and South Africa                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | NCAVES                               |
| <b>Output 2.2.</b> Inclusive Wealth Reports developed and disseminated to decision-makers                                    | i. No of countries with Inclusive Wealth Report developed and disseminated                  | 0         | 5      | tbd           | Inclusive Wealth projects have reportedly been motivated in three countries; (i) Ethiopia, <i>Mekele University</i> ; (ii) Indonesia, <i>Universitas Indonesia</i> ; (iii) Trinidad & Tobago - <i>The University of the West Indies at St. Augustin</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Not specified                        |
| <b>Output 2.3.</b><br>TEEB Agri-Food scenario analysis study reports developed and disseminated for each country             | i. Number of valuation reports per country prepared and disseminated                        | 0         | 12     | Achieved (12) | 17 TEEBAgriFood valuation reports have been prepared. 12 had been published and disseminated according to Final Operational Report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | TEEBAgriFood - EUPI, IKI, GIZ NORAD  |
|                                                                                                                              | ii. Number of country reports that have used gender disaggregated data                      | 0         | 3      | Achieved (3)  | The Thailand EUPI TEEBAgriFood assessment included results that highlighted the greater participation of women in organic rice producer organisations than in conventional rice farmers organisations. The two EUPI Indonesia studies (cacao and coffee) evaluated social capital with respect to differences in gender participation in agriculture.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | TEEBAgriFood EUPI                    |

| Outcomes / outputs                                                                      | Indicator(s)                                                                                                                                         | Base-line | Target | Achievement                                                                                                                                  | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Contributing Grant     |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>OUTCOME 3</b><br>POLICIES ADOPTED AND/OR INFLUENCED IN COUNTRIES OF IMPLEMENTATION   | i. Number of countries adopted policies based on scenario analysis recommendations (favouring ecosystem service conservation/preservation)           | 0         | 2      | Achieved (2)                                                                                                                                 | In Brazil (EUPI), the Ministry of Citizenship adopted a guide based on TEEBAgriFood, as the main tool of the National Plan for Food Security for mainstreaming UPA into municipal decision making. This guided pathways to strengthen the governance among federal and sub-national levels, ensuring that food and nutritional security is promoted on sustainable basis. The Ministry aims to introduce the methodology to cities in three regions: Northeast, South, and Southeast. Indonesia (EUPI) added agroforestry to the Five Year Mid Term Development Plan based in part on the TEEBAgriFood evidence.                                      | TEEBAgriFood EUPI      |
|                                                                                         | ii Number of private sector entities state that they are in the process of adjusting their business models to reduce their ecosystem risk and impact | 0         | 10     | Over- Achieved (21) as reported. However, there is limited evidence of actual adjustments to business models as discussed in the main report | Currently, 21 pilot applications are featured on the Capitals Coalition pilot application page <a href="https://capitalscoalition.org/pilot-applications/">https://capitalscoalition.org/pilot-applications/</a> . These pilot applications are the result of capital assessments conducted by businesses themselves. In Brazil 5, China 2, Indonesia 3, India 4, Mexico 5, and Thailand 2 (EUPI) pilot applications were conducted. Additionally, the Mara Mau Natural Capital Company in Kenya was created as a follow up from the TEEBAgriFood in Kenya project. Currently, 67 areas of land are measuring the carbon and obtaining funds from it. | TEEBAgriFood EUPI, IKI |
|                                                                                         | iv. Number of reports that proposed actions to improve sustainability as a response to COVID made available                                          | 0         | 3      | Achieved (3)                                                                                                                                 | In November 2020, UNEP TEEB developed recommendations for policy makers based on the observed impacts of COVID-19 pandemic in four eco-agri-food systems to strengthen both the resilience and the sustainability of the food and agricultural sectors, as a contribution to the IKI-funded project "Supporting Biodiversity and Climate-Friendly Land Management in Agricultural Landscapes". Three of those studies were disseminated: Kenya, Colombia and Thailand                                                                                                                                                                                 | TEEBAgriFood IKI       |
|                                                                                         | vi. Number of reports that consider impacts on Gender made available                                                                                 | 0         | 7      | Not achieved (1)                                                                                                                             | Gender was not an explicit focus of any of the TEEBAgriFood studies, however, data collected for the Indonesia report was disaggregated by gender and that had an impact on two scenario assessment reports.                                                                                                                                                                                                                                                                                                                                                                                                                                          | TEEBAgriFood EUPI      |
|                                                                                         | ii. Number of country reports that have used gender disaggregated data                                                                               | 0         | 3      | Achieved (3)<br>[Duplicate indicator with Output 1.2 (iv)]                                                                                   | The Thailand TEEBAgriFood assessment included results that highlighted the greater participation of women in organic rice producer organizations than in conventional rice farmers organizations. The two Indonesia studies (cacao and coffee) evaluated social capital with respect to differences in gender participation in agriculture. Again, gender was not an explicit focus of any of the sectoral studies.                                                                                                                                                                                                                                   | TEEBAgriFood EUPI      |
| <b>Output 3.1.</b><br>Preparation and dissemination of benefits of non-market valuation | i. Number of country specific policy recommendations prepared for valuation mainstreaming                                                            | 0         | 1      | Over- Achieved (5)                                                                                                                           | That is one per NCAVES project countries. All scenario analyses and their links to policy have been completed have reportedly completed, although this is not evident from the Final Operational Report.                                                                                                                                                                                                                                                                                                                                                                                                                                              | NCAVES                 |
|                                                                                         | ii. Number of events held to discuss and disseminate the benefit of non-market                                                                       | 0         | 6      | Over- Achieved (7)                                                                                                                           | National workshops were held in all NCAVES countries. ARIES for SEEA meeting was held in <b>Rwanda</b> and all countries were provided training on the benefits of valuation                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | NCAVES                 |

| Outcomes / outputs                                                                                                         | Indicator(s)                                                                                                                                                                              | Base-line | Target | Achievement         | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Contributing Grant                      |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| and of SEEA Accounting in policy-mainstreaming                                                                             | valuation for mainstreaming                                                                                                                                                               |           |        |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                         |
| <b>Output 3.2.</b><br>Countries supported to include Ecosystem valuation and accounting in funding proposals for countries | i. Number of funding proposals submitted that include ecosystem valuation and accounting                                                                                                  | 0         | 10     | Over- Achieved (12) | The Economics of Nature (TEN) Unit in Ecosystems Division supported the incorporation of Natural Capital Accounting (NCA) into funding applications for GEF project proposals (Madagascar) and GCF projects (Mozambique, Eswatini, Djibouti). (n=2)<br>TEEBAgriFood: SIDA funding request for: (i) extension of Brazil work on Urban and Peri- urban agriculture [EUPI]; (ii) GDSA countries to work on valuation through the application of ecosystem accounting, and (iii) on TEEBAgriFood capacity building in Indonesia; GEF project proposal prepared for conservation of native maize in Mexico [EUPI] based on TEEBAgriFood results. (n=4)<br>SIDA funding request for Malaysia TEEB4Coasts (n=1) | NCAVES<br>TEEBAgriFood-<br>EUPI<br>SIDA |
|                                                                                                                            | ii. Number of policy briefs jointly developed with country stakeholders and disseminated on key lessons for measuring and valuing natural capital in context of Inclusive Wealth approach | 0         | 2      | 4                   | Policy briefs include: (i) a summary for the CBD in Montreal; (ii) Out-r Common Agenda Policy Brief; (iii) T20 Policy Brief.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                         |
|                                                                                                                            | iii. Number of results presented in digitalized form and using earth observation data                                                                                                     | 0         | 2      | Achieved (2)        | In Colombia project, TEN tested using a new UNEP geospatial platform called MapX to present project results. In Mexico, spatial land use trend analysis for the coffee study was presented in a digital platform by national geospatial experts at CentroGeo, based on satellite images of land cover.                                                                                                                                                                                                                                                                                                                                                                                                   | TEEBAgriFood-<br>EUPI. IKI              |
|                                                                                                                            | iv. Number of products developed jointly with country stakeholders to assist in sustainable agricultural practices in urban and peri urban settings.                                      | 0         | 2      | Achieved (2)        | Policy guidance for urban and peri urban agriculture was jointly developed with stakeholders in Brazil<br>A Policy Brief was developed for the TEEBAgriFood China application on green food production in Yunnan Province.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | TEEBAgriFood-<br>EUPI                   |

## ANNEX VII.COMMUNICATION AND OUTREACH TOOLS

The Annual reports provide links to communication and outreach tools used by the project to disseminate results. For example, the following links are provided in the Final Operational Report for the EUPI grant.

### Brazil

- August 2023, Video of ABC + Event:  
[https://www.facebook.com/watch/?v=1315724436009936&extid=WA-UNK-UNK-UNK-AN\\_GK0T-GK1C&mibextid=9R9pXO&ref=sharing](https://www.facebook.com/watch/?v=1315724436009936&extid=WA-UNK-UNK-UNK-AN_GK0T-GK1C&mibextid=9R9pXO&ref=sharing)

### UPA/Guidelines/Launch Coverage:

- November 2022, UPA Coverage:  
<https://www.nexojornal.com.br/expresso/2022/11/25/Como-o-poder-p%C3%BAblico-pode-incentivar-a-agricultura-urbana>
- September 2023, UNEP webstories:
- <https://www.unep.org/pt-br/noticias-e-reportagens/reportagem/com-articulacao-do-pnuma-governo-brasileiro-institui-programa>
- <https://www.unep.org/pt-br/noticias-e-reportagens/comunicado-de-imprensa/governo-federal-e-pnuma-promovem-seminario-sobre-o>

### June 2023, Press Coverage:

- <https://www.acritica.com/manuel/pesquisa-da-fgv-inclui-manuel-na-agenda-da-agricultura-urbana-e-periurbana-1.308200>

### September 2023, Press Coverage:

- <https://www.estadao.com.br/opinioao/espaco-aberto/a-promissora-agricultura-urbana-e-periurbana/>
- <https://diplomatie.org.br/agricultura-nas-cidades-pode-ser-forte-aliada-no-combate-a-fome/>
- <https://www1.folha.uol.com.br/ambiente/2023/09/agricultura-urbana-ainda-engatinha-mas-pandemia-trouxe-municipios-para-a-agenda.shtml>
- <https://www.gov.br/mds/pt-br/noticias-e-conteudos/desenvolvimento-social/noticias-desenvolvimento-social/seminario-debate-o-papel-da-agricultura-urbana-e-periurbana-como-solucao-para-cidades-mais-sustentaveis>
- <https://www.gov.br/mda/pt-br/noticias/2023/09/governo-federal-cria-o-programa-nacional-de-agricultura-urbana-e-periurbana>
- <https://agenciabrasil.ebc.com.br/geral/noticia/2023-09/programa-estimulara-producao-sustentavel-de-alimentos-em-areas-urbanas>
- <https://amazonasatual.com.br/cidades-das-regioes-sul-e-sudeste-concentram-a-agricultura-urbana/>
- <https://istoedinheiro.com.br/programa-estimulara-producao-sustentavel-de-alimentos-em-areas-urbanas/>
- <https://www.youtube.com/watch?v=DAhO0cl5oJo>
- <https://midianinja.org/governo-lanca-programa-nacional-de-agricultura-urbana-e-periurbana/>
- <https://www.natal.rn.gov.br/news/post2/39839>

October 2023, Press coverage: <https://brasilpopular.com/frente-parlamentar-ministerios-e-onu-realizam-debate-sobre-politica-nacional-de-agricultura-urbana-e-periurbana/>

November 2023, TEEBAgriFood Global Symposium Coverage:

- <https://infformadf.com.br/pesquisa-do-ipedf-em-destaque-em-simposio-internacional-na-tailandia/>
- <https://tribunalivrebrasil.com.br/estudo-sobre-agricultura-urbana-realizado-em-brasilia-ganha-destaque-na-tailandia/>
- <https://www.unep.org/pt-br/noticias-e-reportagens/reportagem/brasil-apresenta-programa-nacional-de-agricultura-urbana-e-plano>
- <https://www.gov.br/mda/pt-br/noticias/2023/11/mda-participa-do-teeb-for-agriculture-food-global-symposium-2023>
- <https://www.agenciabrasilia.df.gov.br/2023/11/15/pesquisa-brasiliense-sobre-agricultura-urbana-e-destaque-na-tailandia/>

#### China:

- December 2022, press coverage of the China CBD COP15 side event (9):  
<https://yn.chinadaily.com.cn/a/202212/17/WS639d14b5a3102ada8b227122.html>
- <https://www.chinanews.com.cn/gn/2022/12-15/9915306.shtml>
- [https://m.thepaper.cn/newsDetail\\_forward\\_21225124](https://m.thepaper.cn/newsDetail_forward_21225124)
- <https://news.sina.com.cn/sx/2022-12-19/detail-imxxepne3913345.shtml>
- <https://news.sciencenet.cn/htmlnews/2022/12/491167.shtm>
- <http://www.eedu.org.cn/news/envir/homenews/202212/108599.html>
- [https://www.eco.gov.cn/index.php/news\\_info/60726.html](https://www.eco.gov.cn/index.php/news_info/60726.html)
- [https://k.sina.cn/article\\_1784473157\\_6a5ce64502002nggd.html?from=news&subch=onews](https://k.sina.cn/article_1784473157_6a5ce64502002nggd.html?from=news&subch=onews)
- [https://ishare.ifeng.com/c/s/v002c--pQC4hxeHgjp5vlpXdYOKE7ONRpyXAvCZhTglPHz0\\_\\_](https://ishare.ifeng.com/c/s/v002c--pQC4hxeHgjp5vlpXdYOKE7ONRpyXAvCZhTglPHz0__)

October 2023, China High Level Closing Forum (3):

- <https://bm.cnfic.com.cn/sharing/share/articleDetail/173338398/1>
- <https://res.cenews.com.cn/h5/news.html?id=1088504>
- <https://mp.weixin.qq.com/s/u2kTKziA8whUNiH9qbkcSg>

#### India

- Article published in digital media- August 2023, Second state stakeholder consultation in Uttar Pradesh: [https://www.kisantak.in/farming-techniques/story/farmers-doing-eco-friendly-farming-will-get-the-benefit-of-carbon-credit-625347-2023-08-02?utm\\_source=ktakweb\\_story\\_share](https://www.kisantak.in/farming-techniques/story/farmers-doing-eco-friendly-farming-will-get-the-benefit-of-carbon-credit-625347-2023-08-02?utm_source=ktakweb_story_share)

#### Indonesia:

- National workshop article in national newspaper: <https://kumparan.com/news-release-ipb/ipb-bersama-unep-dan-bappenas-ri-gelar-high-levelmeeting-teebagrifood-indonesia-21jCy6hRECW/1> Figure 31. Project Result Publication on National Newspaper
- News Article, July 2023: <https://kumparan.com/news-release-ipb/ipb-university-dan-unep-bappenas-gelar-kerjasama-proyek-teeb-agrifood-indonesia-20m>

## ANNEX VIII. BRIEF CV OF THE EVALUATOR

**Name: Camille Bann**

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Profession</b>            | Environmental economics and policy consultant                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Nationality</b>           | British                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>In-country experience</b> | <ul style="list-style-type: none"> <li>Europe: UK, Romania, Lithuania, Croatia, Armenia, Slovakia, Ireland, Germany</li> <li>Africa: Mauritius, Mozambique, Malawi, Kenya, Senegal, Cote d'Ivoire, South Africa, Seychelles, Tanzania, South Sudan</li> <li>Americas: Bahamas, Brazil, Chile, Trinidad and Tobago, Jamaica</li> <li>Asia and Pacific: Cambodia, Vietnam, Malaysia, Singapore, Philippines, Bangladesh, India, Fiji, Nepal, Turkey, Tajikistan, Lao PDR, China, Myanmar, Thailand, Mongolia, Lebanon, Pakistan, Papua New Guinea</li> </ul> |
| <b>Education</b>             | <ul style="list-style-type: none"> <li>2003: PhD, Economics, University College London</li> <li>1991: MSc Environmental Economics and Natural Resource Management, University College London</li> <li>1988: BA (Hons) 2.1 Economics and Philosophy, University College London</li> </ul>                                                                                                                                                                                                                                                                   |

### Short biography

Ms Bann is an independent consultant with thirty-five years of experience working with national and local Governments, private sector and civil society on sustainable development. She has worked across multiple sectors and policy areas including agriculture, forestry, industry, marine and coastal, tourism, climate change, protected areas and water management in over 40 countries. Prior to becoming a freelance consultant in June 2009, she was Head of Environmental Economics at Jacobs UK Ltd. Before this she was Principal Economist at the Environment Agency for England and Wales leading on Water Framework Directive economic appraisal. From 1993 to 2003 she worked as an independent consultant with a focus on Southeast Asia for a range of private, public, academic and third sector clients. At the start of her career, she worked for several years for a policy research group – The Centre for Social and Economic Research on the Global Environment at University College London, whose remit covered climate change and biodiversity.

Key specialties and capabilities cover: valuation of ecosystem services, project and policy appraisal, design of policy instruments and financing mechanisms, integrated planning and strategic reviews and project and programme evaluations.

### Selected assignments and experiences - Independent evaluations:

- Terminal Evaluation of the UNEP project 'Enhanced Co-ordination and Implementation of the 10YFP and its programme'. UNEP. Lead Evaluator.
- Final Programme Evaluation of Joint UNDP-UN Environment Poverty Environment Initiative (PEI) 2013-2018.
- Midterm Evaluation (MTE) of the UNEP-ILO-UNDP-UNIDO-UNITAR Project 'Partnership for Action on Green Economy (PAGE)'
- Lebanon – Independent Country Programme Evaluation (ICPE). UNDP. Inclusive Growth and Environment and Energy.
- Independent Terminal Evaluation of GEF Project – Expanding the Protected Area System to Incorporate Important Aquatic Ecosystems (Dolphin – EPASIIAE).
- Independent Terminal Evaluation of the GEF Project Expansion and Strengthening of the Protected Area Subsystem of the Outer islands of Seychelles and its integration into the Broader Land and Seascape.
- Midterm Review of GEF project – Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex, Thailand (PIMS 5436).



- Midterm Review of the GEF funded Seychelles Protected Areas Finance Project.
- Midterm Evaluation of the UNEP/GEF project 'Project for Ecosystem Services' (South Africa, Lesotho, Trinidad and Tobago, Viet Nam and Chile).
- Terminal Evaluation of Project: Strengthening National Institutional Capacities for Mainstreaming Environmental Agreements (MEAs) into National Poverty Reduction Strategies in South Sudan and Lao PDR.
- Terminal Evaluation of the UNEP GEF project: International Commission on Land Use Change and Ecosystems.
- Independent Expert Review of the Strategic Plan for Climate Resilience under the Pilot Program for Climate Resilience for The Gambia, Madagascar and the Kyrgyz Republic.

## ANNEX IX. EVALUATION TORS (WITHOUT ANNEXES)

### TERMS OF REFERENCE

**Terminal Evaluation of the EUPI grant "The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector" (which contributed to the UNEP project "Valuing the Essentials" - PIMS ID 2026)<sup>86</sup>**

#### Section 1: PROJECT BACKGROUND AND OVERVIEW

##### 1. Project General Information

**Table 1. Project summary**

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                    |                                                                             |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------|
| <b>UNEP PIMS ID:</b>                     | 2026 (see footnote 1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                    |                                                                             |
| <b>Implementing Partners</b>             | <b>Brazil:</b> FGVagro; FGVces; Fundação de Estudos Agrários Luiz de Queiroz (FEALQ); Instituto Escolhas; GPP/FEALQ.<br><b>China:</b> UNEP-International Ecosystem Management Partnership<br><b>India:</b> Indian Institute of Farming Systems Research - ICAR; Central Agroforestry Research Institute (CAFRI) - ICAR; G.B. Pant University of Agriculture and Technology<br><b>Indonesia:</b> IPB University (Bogor Agricultural Institute); IPB Center for transdisciplinary and sustainability sciences<br><b>Malaysia:</b> Malaysian Agricultural Research and Development Institute (MARDI)<br><b>Mexico:</b> Institute for Ecology (INECOL)<br><b>Thailand:</b> Khon Kaen University; Scholars of Sustenance |                                    |                                                                             |
| <b>Relevant SDG(s) and indicator(s):</b> | SDG 1 (1.4, 1.5), SDG 2 (2.1, 2.2, 2.3, 2.4, 2.5, 2.a, 2.b, 2.c), SDG 3 (3.4, 3.9), SDG 4 (4.7), SDG 5 (5.a), SDG 6 (6.1, 6.3, 6.4, 6.5, 6.6, 6.a, 6.b), SDG 7 (7.2, 7.a, 7.b), SDG 8 (8.4, 8.5), SDG 9 (9.3, 9.4), SDG 10 (10.1), SDG 11 (11.4, 11.a), SDG 12 (12.2, 12.3, 12.4, 12.6, 12.8, 12.a, 12.c), SDG 13 (13.1, 13.2, 13.a, 13.b), SDG 14 (14.1, 14.2, 14.5, 14.6, 14.7, 14.a, 14.b, 14.c), SDG 15 (15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.9), SDG 16 (16.6, 16.7, 16.8), SDG 17                                                                                                                                                                                                                           |                                    |                                                                             |
| <b>Sub-programme:</b>                    | Healthy and Productive Ecosystems (2018 – 2021) and Nature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Expected Accomplishment(s):</b> | MTS 2018-2021: EA(a): The health and productivity of marine, freshwater and |

<sup>86</sup> The PIMS ID 2026 had ten grants. The UNEP Evaluation Office decided to conduct a Terminal Evaluation (TE) of the main grant, namely, the European Union Partnership Instrument (EUPI) grant "The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector", instead of a TE of the overall PIMS ID 2026. The other nine grants implemented under the PIMS ID 2026 will produce an Operational Completion Report or a Final report based on the donor requirements. The TE of the EUPI grant will include strategic evaluation questions to assess the contribution of the grant to the intervention strategy of the PIMS ID 2026.

In addition to the evaluation report, the Evaluation Consultant (EC) will produce a separate supplementary volume to assess the IKI grant 'Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes' - which was implemented under the PIMS ID 2026 - against the following evaluation criteria: Project Design, Effectiveness (availability of outputs, achievement of outcomes and likelihood of impacts), Efficiency and Sustainability (socio-political, financial and institutional). In the supplementary volume, the EC will also address the following key strategic questions:

- To what extent did the other nine grants implemented under the UNEP project "Valuing the Essentials" (PIMS ID 2026) contribute to the intervention strategy of the PIMS ID 2026?
- To what extent was the EUPI grant complementary with the other nine grants of the UNEP project "Valuing the Essentials" (PIMS ID 2026), in particular, the IKI grant "Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes" and the EUPI grant (through UNDESA) "Natural Capital Accounting and Valuation of Ecosystem Services" (NCAVES)?
- How effective and efficient was the delivery of the PIMS ID 2026 considering the project structure, i.e., ten grants implemented under it?

|                     |                          |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------|--------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | Action (MTS 2022 – 2025) |                              | <p>terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels.</p> <p>EA(b): Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making.</p> <p>MTS 2022-2025:</p> <p>Outcome (2A): Economically and socially sustainable pathway to halt and reverse the loss of biodiversity and ecosystem integrity established</p> <p>Outcome (2C): Nature conservation and restoration are enhanced</p>                                                                                                     |
| UNEP approval date: | 17 December 2018         | Programme of Work Output(s): | <p><b>MTS 2018-2021</b></p> <p>EA(a):</p> <p>4. Support to countries and/or transboundary frameworks to conduct valuation and accounting of ecosystem services.</p> <p>5. Advocacy and support to private sector and national institutions to conduct and deliver valuation and accounting of ecosystem services.</p> <p>EA(b):</p> <p>1. Support to public institutions to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making.</p> <p>2. Development and dissemination of tools and methodologies to incorporate ecosystem related goals and resource sufficiency and the impact of ecosystem health and resource availability on</p> |

|                                                  |                  |                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------|------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  |                  |                                                               | <p>socioeconomic outcomes.</p> <p>3. Awareness-raising of the role of economic decision-making in achieving ecosystem related goals and resource sufficiency and the impact of ecosystem health and resource availability on socioeconomic outcomes.</p> <p>4. Support to private-sector entities to pilot the inclusion of ecosystem health and resource availability considerations in economic decision-making.</p> <p>5. Development and dissemination of tools and methodologies to incorporate ecosystem health and resource availability in private sector economic decision-making.</p> <p>6. Awareness-raising of the role of financial decision-making in achieving ecosystem related goals and resource availability and the impact of ecosystem health and resource availability on economic outcomes.</p> <p><b>MTS 2022-2025:</b><br/> <u>PoW Direct Outcomes:</u><br/>         2.2 Public and Private sector financial flows contribute to improved ecosystem management<br/>         2.6 Full costs and benefits of human activity are accounted for and internalized in decision making<br/>         2.7 Natural assets valued, monitored and sustainably managed</p> |
| <b>Expected start date:</b>                      | 1 January 2019   | <b>Actual start date:</b>                                     | 1 January 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Planned operational completion date:</b>      | December 2022    | <b>Actual operational completion date:</b>                    | December 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Planned total project budget at approval:</b> | USD 9,666,200.00 | <b>Actual total expenditures reported as of January 2024:</b> | USD 9,117,008.52                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Planned Environment Fund allocation:</b>      | USD 382,500      | <b>Actual Environment Fund expenditures</b>                   | USD 382,500                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                   |                                                                                                                                                                                  |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>reported as of January 2024:</b>                                               |                                                                                                                                                                                  |
| <b>Planned Extra-Budgetary Financing:</b>                       | USD 9,666,200.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Secured Extra-Budgetary Financing:</b>                                         | USD 9,448,687.50                                                                                                                                                                 |
|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Actual Extra-Budgetary Financing expenditures reported as of January 2024:</b> | <b>USD 8,734,508.52</b>                                                                                                                                                          |
| <b>First disbursement:</b>                                      | USD 3,201,036                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Planned date of financial closure:</b>                                         | 31.12.2024                                                                                                                                                                       |
| <b>No. of formal project revisions:</b>                         | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Date of last approved project revision:</b>                                    | July 2021                                                                                                                                                                        |
| <b>No. of Steering Committee meetings:</b>                      | 16 project update meetings took place 2019-2023 between the TEEB Office and EU funders. In addition, 27 Steering Committee meetings took place in each of the 7 project countries which were chaired by in-country ministries.<br>Brazil: March, May, June, Aug, Oct 2022<br>China: 3 July 2020, 9 Oct 2020, 2 Feb 2021, May 2022, 11 April and 26 Sep 2023<br>India: 10 Nov 2022, 27 Oct 2023<br>Indonesia: 20 May 2021, July 2022, 16 Oct 2023<br>Malaysia: 5 April 2022, 22 June 2023<br>Mexico: May 2019, April 2020, April, Aug and Dec 2021, Sep 2022, 14 Nov 2023<br>Thailand: July 2022, Sep 2023 | <b>Date of last/next Steering Committee meeting:</b>                              | Last: A final TEEB Advisory Board meeting was held virtually 26 Oct 2023 with the participation of the donor (EU).<br>Next: NA                                                   |
| <b>Mid-term Review/ Evaluation<sup>87</sup> (planned date):</b> | December 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Mid-term Review/ Evaluation (actual date):</b>                                 | February 2023                                                                                                                                                                    |
| <b>Terminal Evaluation (planned date):</b>                      | December 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Terminal Evaluation (actual date):</b>                                         | July 2024                                                                                                                                                                        |
| <b>Coverage - Country(ies):</b>                                 | Brazil, China, India, Indonesia, Malaysia, Mexico and Thailand                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Coverage - Region(s):</b>                                                      | Global                                                                                                                                                                           |
| <b>Dates of previous project phases:</b>                        | 'The Economics of Ecosystems and Biodiversity (TEEB)': Phase I (2007-2008), Phase II (2008-2013) – PIMS ID 0179, Phase III (2014-2018) – PIMS ID 1692.                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Status of future project phases:</b>                                           | "TEEBAgrifood: making the economic case for a food systems transformation" – started in Dec. 2023 (IKEA Foundation).<br>"Making the economic case for enhancing agrobiodiversity |

<sup>87</sup> UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

|  |                                                                                                                                             |  |                                                                                                                    |
|--|---------------------------------------------------------------------------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------|
|  | 'Strengthening decision making through Valuation and Accounting of Natural Capital for Green Economy (VANTAGE)" (2015 – 2017) PIMS ID 1902. |  | governance through the promotion of agroecological farming practices" – currently under development (EC DG INTPA). |
|--|---------------------------------------------------------------------------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------|

## 2. Project Rationale

- 1) Globally, food systems are the source of 60% of terrestrial biodiversity loss, 24% of greenhouse gas emissions, 33% of soil degradation, overfishing of 2% commercial fish populations and over-exploitation of 20% of the world's aquifers<sup>88</sup>.
- 2) The production and processing methods of the agri-food sector and the agricultural raw materials sector have a significant impact on the environment and biodiversity. These sectors depend on well-functioning ecosystems that can provide such services as pollination, biological plant protection and pest control, water regulation, soil formation, erosion prevention etc. However, the biodiversity and habitats that provide these critical ecosystem services are being depleted and degraded at unprecedented rates, partly by the agricultural sector. Not only is global sustainability at stake partly due to a non-sustainable agricultural sector, but the latter is itself at risk in business terms because of the progressive degradation of the environment and the adverse effects of climate change. The reason this risk is often not attended to and mitigated is because of (i) a lack of awareness of the dependencies of agri-business on ecosystems functions and biodiversity, and (ii) the fact that the natural environment is often a 'public good' implying that, although environmental stewardship has a social net benefit, individual private agents (such as farmers and agri-businesses) are not incentivized to conserve nature.
- 3) The objective of the European Union Partnership Instrument (EUPI) grant "The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector" (TEEBAgriFood) was to enhance biodiversity conservation and ecosystem service provisioning for agricultural landscapes for the seven countries in scope (Brazil, China, India, Indonesia, Malaysia, Mexico and Thailand). The grant aimed to protect biodiversity and contribute to a more sustainable agriculture and food sector with a view to moving towards a level playing field by avoiding unfair competition through low environmental standards.
- 4) UNEP has been at the forefront of this work since 2007 when the first phase of 'The Economics of Ecosystem Services and Biodiversity' (TEEB) project was conceived. Three phases were concluded, and a foundation of work has been laid globally, with a large number of national case studies. The work conducted by TEEB and many related initiatives has created an effective bridge between ecological and economic approaches. However, there is still a long way to go, especially since policy debates in most countries continue to be dominated by mainstream and unsustainable economic policies. The global transformation of the 2030 Agenda necessitates continued integration of ecosystems and economics, and as a result a new economic paradigm that puts nature at the core.
- 5) The TEEB initiative developed an Evaluation Framework that provides a comprehensive and universal approach to capture all the positive and negative impacts and externalities across the entire agri-food value chain. It represents a frame

<sup>88</sup> Giullietti, A. M., Harley, R. M., De Queiroz, L. P., Wanderley, M. D. G. L. and Van Den Berg, C. 2005. Biodiversity and Conservation of Plants in Brazil. *Conservation Biology*, (19): 632-639.

of reference that can enable us to answer the question “what should we value, and why?” It can be used to evaluate a policy question, a business question or an accounting question. It also can pinpoint to tradeoffs. The Framework was used to test interventions that were already applied or proposed in the seven countries in scope that claim to stimulate positive livelihood and biodiversity benefits, and specifically whether they produce any hidden or unaccounted for outcomes on natural, human, social and humanmade capitals.

- 6) The focus of the EUPI grant was justified owing to (i) the size of the areas of natural ecosystems in these partner countries, (ii) the cumulative pressures (e.g. agricultural encroachment onto native forests) that affect changes in both their extent and condition, and (iii) the local-level and global-level dependence on the ecosystem services provided by these ecosystems.
- 7) The EUPI grant aimed to bring together governments, business and other key actors (stakeholders) from civil society to implement activities with a view to influencing decisions and behaviors in partner countries. For the first time, the methodological framework developed by TEEB was intended to be applied to an industrial sector across its entire value chain, assessing scenarios with a view to promote informed change.

### 3. Project Results Framework<sup>89</sup>

- 8) The ultimate Impact of the EUPI grant was “Public and private economic decision-making and business practices in partner countries increasingly address the health and productivity of ecosystem services across the life cycle in the agri-food sector and supply chains of EU businesses adopt sustainability standards” (Project Document, 2018).
- 9) Table 2 below summarizes the project outcomes and outputs as presented in the Logical Framework of the approved Project Document (2018). This evaluation will assess the project’s performance based on the latest formal revision of the project’s intended results<sup>90</sup>.

**Table 2. Logical Framework (source: Project Revision 1)**

|                  | <b>Project Document</b>                                                                                                                                                                                                                                                                                                                |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Outcome 1</b> | Businesses and non-business stakeholders and change agents (such as civil society, academia, consumers, trade unions, regulators, local and national government etc.) use data and methods generated in the project                                                                                                                    |
| Output 1.1       | Scope of European policies, best practices and lessons learned in the application of various interventions in the agri-business sector and/or by private companies in the sector are reviewed by the EU partner countries                                                                                                              |
| Output 1.2       | Increased visibility of the EU as a global actor promoting biodiversity is highlighted in international fora and to the global community by means of outreach                                                                                                                                                                          |
| <b>Outcome 2</b> | Uptake of intervention options by the agri-business community via increased understanding and knowledge of the values of biodiversity and ecosystem services to achieve resilient, secure supply from the agri-food sector and subsequent adoption of the Natural Capital Protocol, leading to changes in the dominant business model. |
| Output 2.1       | Assessments and recommendations provided for land use change and shifts in agricultural production systems and supply chains to increase agricultural                                                                                                                                                                                  |

<sup>89</sup> Note: the project’s effect on equality (i.e. promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document, then the driver/assumption should also be specific to the described intentions.

<sup>90</sup>Annex 2 presents the results (outputs and outcomes) of the PIMS ID 2026 and of its three main grants, including the EUPI grant.



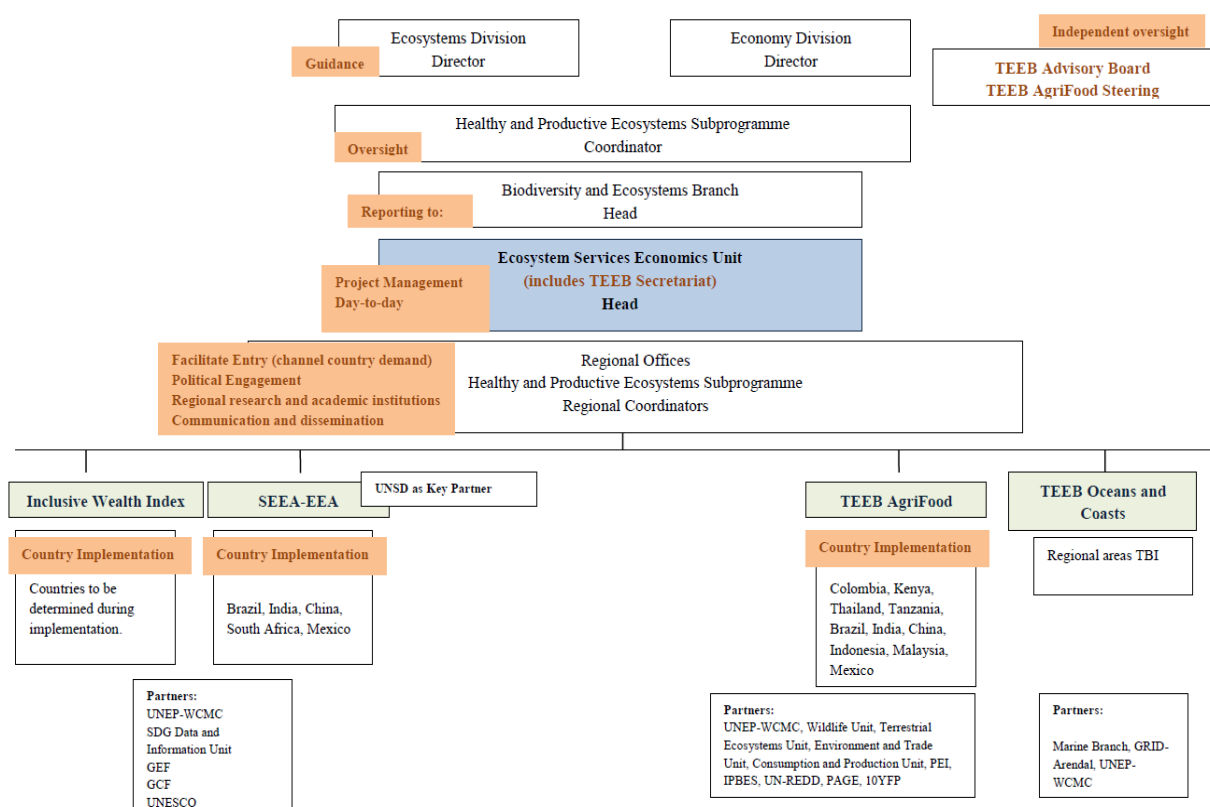
|            |                                                                                                                                                                                                                                                                                                                 |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | resilience, reduce supply chain risks for private companies in the sector, and improve human health and reduce greenhouse gas production.                                                                                                                                                                       |
| Output 2.2 | Theory of change implemented, leading to a more level playing field between the agri-business sector of the EU and partner countries. This theory of change includes the promotion of natural capital and biodiversity accounting applying through the testing and application of the Natural Capital Protocol. |

#### 4. Executing Arrangements

- 10) The UNEP Economics of Nature Unit (formerly known as Ecosystem Services Economics Unit), part of the Biodiversity and Land Branch of the Ecosystems Division, was responsible for the implementation and execution of the EUPI grant and the overall PIMS ID 2026. The Head of the UNEP Economics of Nature Unit was the project manager and reported to the Head of the Biodiversity and Land Branch of the Ecosystems Division. A diagrammatic representation of the governance structure of the PIMS ID 2026 and its implementation arrangements is given in Figure 1.
- 11) The UNEP Economics of Nature Unit included the TEEB Secretariat. The TEEB Initiative has two governance entities. On the one hand, at the highest level, the TEEB Advisory Board (chaired by the UNEP Executive Director). The TEEB Advisory Board had an independent oversight role of the PIMS ID 2026. On the other hand, the EUPI grant (TEEBAgriFood) with its own project Steering Committee, which fed into the TEEB Advisory Board.
- 12) The PIMS ID 2026 was implemented through a collaborative effort between UNEP Divisions (primarily but not exclusively the Ecosystems Division and Industry and Economy Division), Regional Offices and other out-posted collaborative centres, such as WCMC. Regional coordination and country-level implementation was a key part of the PIMS ID 2026. UNEP-WCMC and UN-REDD collaborated, as well as the Wildlife Unit, Terrestrial Ecosystems Unit, Environment and Trade Unit, Consumption and Production Unit, PEI, IPBES, PAGE, and 10YFP.

**Figure 1. Organisational diagram of the implementation of the 'Valuing the Essentials' project (PIMS ID 2026), which included the EUPI grant (TEEBAgriFood)<sup>91</sup>.**

<sup>91</sup> TEEBAgriFood ended up being implemented in seven countries (Brazil, China, India, Indonesia, Malaysia, Mexico and Thailand).



## 5. Project Cost and Financing

13) TEEB AgriFood received USD 9,448,687.50 from the European Union. As illustrated in Table 3 below, the total expenditure was USD 9,117,008.52, of which USD 8,734,508.52 of Extra Budgetary (XB) funding from the EU and USD 382,500 of in-kind contribution from the Environment Fund.

Table 3: budget summary (USD)

| Type of funding | Source of funding                                                              | Details | Total                   |
|-----------------|--------------------------------------------------------------------------------|---------|-------------------------|
| <b>Cash</b>     | Environment Fund (EF) activity budget                                          | -       | -                       |
|                 | Regular Budget (RB) activity budget                                            | -       | -                       |
|                 | <b>TOTAL EF/RB BUDGET</b>                                                      |         | -                       |
|                 | Extra Budgetary Funding (XB) (posts + non-post + Programme Support Cost (PSC)) | EU      | USD 8,734,508.52        |
|                 | <b>TOTAL XB BUDGET</b>                                                         |         | <b>USD 8,734,508.52</b> |
| <b>In Kind</b>  | Environment Fund post costs                                                    |         | USD 382,500             |
|                 | Regular Budget post costs                                                      |         | 0                       |
|                 | <b>TOTAL IN-KIND BUDGET</b>                                                    |         | <b>USD 382,500</b>      |

## 6. Implementation Issues

- 14) A Mid-Term Evaluation (MTE) of the EUPI grant was conducted in 2022 (completed in 2023). The MTE suggested an extension of six months to achieve the desired result and provided several recommendations. These included: increase focus on agrobiodiversity and linked indigenous knowledge; simplify the TEEB approach for the private sector; completion of ongoing activities and preparation of two case studies per country, amongst many others.
- 15) The EUPI grant received a one-year no cost extension until December 2023. The donor (EU) agreed to extend the grant due to the delays in implementation primarily due to COVID-19. As a result, the PIMS ID 2026 was also extended through a project Revision approved in July 2022 by 18 months.

## Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

### 7. Objective of the Evaluation

In line with the UNEP Evaluation Policy<sup>92</sup> and the UNEP Programme Manual<sup>93</sup>, the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

### 8. Key Evaluation Principles

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

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

**Attribution, Contribution and Credible Association:** In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made

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<sup>92</sup> <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

<sup>93</sup> <https://wecollaborate.unep.org>

by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

**Communicating evaluation results.** A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

## 9. Key Strategic Questions<sup>94</sup>

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

- (h) To what extent did the EUPI grant (TEEBAgriFood) contribute to the intervention strategy of the UNEP project "Valuing the Essentials" (PIMS ID 2026)?
- (i) To what extent did the other grants implemented under the UNEP project "Valuing the Essentials" (PIMS ID 2026) contribute to the intervention strategy of the PIMS ID 2026?
- (j) To what extent was the EUPI grant complementary with the other nine grants of the UNEP project "Valuing the Essentials" (PIMS ID 2026), in particular, the IKI grant "Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes" and the EUPI grant (through UNDESA) "Natural Capital Accounting and Valuation of Ecosystem Services" (NCAVES)?
- (k) How effective and efficient was the delivery of the PIMS ID 2026 considering the project structure, i.e., ten grants implemented under it?
- (l) In what ways, and to what extent, were the recommendations from the Mid-Term Evaluation of the EUPI grant actioned upon?
- (m) In what ways, and to what extent, have the needs and interests of differentiated groups been considered in the implementation and monitoring of the grant?
- (n) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

## 10. Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager

<sup>94</sup> Note: In addition to the evaluation report, the Evaluation Consultant (EC) will produce a separate supplementary volume to assess the key strategic questions b), c) and d). Moreover, in the supplementary volume the EC will assess the IKI grant 'Supporting Biodiversity and Climate-friendly Land Management in Agricultural Landscapes' - which was implemented under the PIMS ID 2026 - against the following evaluation criteria: Project Design, Effectiveness (availability of outputs, achievement of outcomes and likelihood of impacts), Efficiency and Sustainability (socio-political, financial and institutional).

to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

### **A. Strategic Relevance**

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

Alignment to the UNEP Medium Term Strategy<sup>95</sup> (MTS), Programme of Work (POW) and Strategic Priorities.

The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building<sup>96</sup> (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

#### **Alignment to EU Strategic Priorities**

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

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

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

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<sup>95</sup> UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

<sup>96</sup> <http://www.unep.fr/ozonaction/about/bsp.htm>

### Complementarity with Relevant Existing Interventions/Coherence<sup>97</sup>

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization<sup>98</sup>, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include: Stakeholders' participation and cooperation, Responsiveness to human rights and gender equality. Country ownership and driven-ness.

### **B. Quality of Project Design**

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating<sup>99</sup> should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

Factors affecting this criterion may include (at the design stage): Stakeholders participation and cooperation. Responsiveness to human rights and gender equality.

### **C. Nature of External Context**

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval<sup>100</sup>). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

### **D. Effectiveness**

#### Availability of Outputs<sup>101</sup>

The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may

<sup>97</sup> This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

<sup>98</sup> A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

<sup>99</sup> In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

<sup>100</sup> Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.

<sup>101</sup> Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

Preparation and readiness

Quality of project management and supervision<sup>102</sup>

#### Achievement of Project Outcomes<sup>103</sup>

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed<sup>104</sup> Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include: Quality of project management and supervision, Stakeholders' participation and cooperation, Responsiveness to human rights and gender equality, Communication and public awareness.

#### Likelihood of Impact

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

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

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<sup>102</sup> 'Project management and supervision' refers to the supervision and guidance provided by UNEP to implementing partners and national governments.

<sup>103</sup> Outcomes are the use (*i.e.* uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

<sup>104</sup> All submitted UNEP project documents are required to present a Theory of Change. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.



The Evaluation will consider the extent to which the project has played a catalytic role<sup>105</sup> or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

Factors affecting this criterion may include:

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

### **E. Financial Management**

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

Factors affecting this criterion may include: Preparation and readiness. Quality of project management and supervision.

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<sup>105</sup> The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

## **F. Efficiency**

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

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

The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities<sup>106</sup> with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include: Preparation and readiness (e.g. timeliness). Quality of project management and supervision. Stakeholders participation and cooperation.

## **G. Monitoring and Reporting**

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

### **Monitoring Design and Budgeting**

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART<sup>107</sup> results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

### **Monitoring of Project Implementation**

The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of

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<sup>106</sup> Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

<sup>107</sup> SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity.

#### Project Reporting

UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include: Quality of project management and supervision. Responsiveness to human rights and gender equality (e.g disaggregated indicators and data)

#### **H. Sustainability**

Sustainability<sup>108</sup> is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

#### Socio-political Sustainability

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

#### Financial Sustainability

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

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

### Institutional Sustainability

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

Factors affecting this criterion may include: Stakeholders participation and cooperation. Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined). Communication and public awareness. Country ownership and driven-ness

### **I. Factors Affecting Project Performance and Cross-Cutting Issues**

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

### Preparation and Readiness

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

### Quality of Project Management and Supervision

In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, it may refer to the project management performance of an implementing partner and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

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

### Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the implementing partner(s). The assessment will consider the quality and effectiveness of all forms of communication

and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

#### Responsiveness to Human Rights and Gender Equality

The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment<sup>109</sup>.

In particular the Evaluation will consider to what extent project implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

Note that the project's effect on equality (i.e. promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document then the driver/assumption should also be specific to the described intentions.

#### Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements<sup>110</sup> were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are evaluated above under Quality of Project Design).

The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

#### Country Ownership and Driven-ness

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<sup>109</sup> The Evaluation Office notes that Gender Equality was first introduced in the Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. [https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender\\_equality\\_and\\_the\\_environment\\_Policy\\_and\\_strategy-2015Gender\\_equality\\_and\\_the\\_environment\\_policy\\_and\\_strategy.pdf.pdf?sequence=3&isAllowed=y](https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y)

<sup>110</sup> For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project design since 2011.

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

#### Communication and Public Awareness

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

### **Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES**

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

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

(o) A **desk review** of:

Relevant background documentation, inter alia, technical reports, publications, tools, etc.

Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;

Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;

Project deliverables;

Mid-Term Review or Mid-Term Evaluation of the project;

Evaluations/reviews of similar projects.

(p) **Interviews** (individual or in group) with:  
UNEP Project Manager (PM);

Project management team, where appropriate;  
UNEP Fund Management Officer (FMO);  
Project partners, including [list];  
Sub-Programme Coordinator;  
Relevant resource persons;  
Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

- (q) **Surveys:** as will be deemed appropriate by the evaluator.
- (r) **Field visits:** to be determined during the evaluation inception phase.
- (s) **Other data collection tools:** as will be deemed appropriate by the evaluator.

## **11. Evaluation Deliverables and Review Procedures**

The Evaluation Consultant will prepare:

**Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.

**Preliminary Findings:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.

**Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

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

**Review of the Draft Evaluation Report.** The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Project Manager/Implementing Partner, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

Based on a careful review of the evidence collated by the Evaluation Consultant(s) and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final Main Evaluation Report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Project Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

## **12. The Evaluation Consultant**

For this Evaluation, the Evaluation Consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager [Fabio Fisicaro], in consultation with the UNEP Project Manager [Salman Hussain], Fund Management Officer [Martin Okun] and the Subprogramme Coordinator [Marieta Sakalian] of the Nature for Action Subprogramme (formerly known as Healthy and Productive Ecosystems). The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

The Evaluation Consultant will be hired over a period of 9 months (July 2024 to March 2025) and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 7 years of technical/evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; a good/broad understanding of biodiversity and sustainable resource management is required; a good/broad understanding of food systems is desirable. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Evaluation Consultant will be responsible, in close consultation with the Evaluation Office of UNEP for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables, above. The Evaluation Consultant will ensure together that all evaluation criteria and questions are adequately covered.

### **FOR SINGLE CONSULTANTS**

In close consultation with the Evaluation Manager, the Evaluation Consultant will be responsible for the overall management of the Evaluation and timely provision of its outputs, data collection and analysis and report-writing. More specifically:

Inception phase of the Evaluation, including: preliminary desk review and introductory interviews with project staff; draft the reconstructed Theory of Change of the project; prepare the evaluation framework; develop the desk review and interview protocols; draft the survey protocols (if relevant); develop and present criteria for country and/or site selection for the evaluation mission; plan the evaluation schedule; prepare the Inception Report, incorporating comments until approved by the Evaluation Manager.



Data collection and analysis phase of the Evaluation, including: conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders; (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews; regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and; keep the Project Manager informed of the evaluation progress.

Reporting phase, including: draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style; liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager; prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including: maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence; communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

### 13. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

**Table 3. Tentative schedule for the Evaluation**

| Milestone                                                                                         | Tentative Dates            |
|---------------------------------------------------------------------------------------------------|----------------------------|
| Evaluation Initiation Meeting                                                                     | July 2024                  |
| Inception Report                                                                                  | August 2024                |
| Evaluation Mission                                                                                | September/October 2024     |
| E-based interviews, surveys etc.                                                                  | August 2024 – January 2025 |
| Powerpoint/presentation on preliminary findings and recommendations                               | October/November 2024      |
| Draft report (including the supplementary volume/Annex) to Evaluation Manager (and Peer Reviewer) | December 2024              |
| Draft Report shared with UNEP Project Manager and team                                            | January 2025               |
| Draft Report shared with wider group of stakeholders                                              | February 2025              |
| Final Report                                                                                      | March 2025                 |
| Final Report shared with all respondents                                                          | March 2025                 |

### 14. Contractual Arrangements

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

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

**Schedule of Payment for the [Evaluation Consultant/Principal Evaluator]:**

| <b>Deliverable</b>                                                                                           | <b>Percentage Payment</b> |
|--------------------------------------------------------------------------------------------------------------|---------------------------|
| Approved Inception Report (as per annex document #9)                                                         | 30%                       |
| Approved Draft Main Evaluation Report (as per annex document #10), including the supplementary volume/Annex. | 30%                       |
| Approved Final Main Evaluation Report (including the supplementary volume/Annex)                             | 40%                       |

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

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

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant(s) fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard<sup>111</sup>.

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<sup>111</sup> This may include contract cancellation in-line with prevailing UN Secretariat rules.

## ANNEX X. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Terminal Evaluation of the of European Union Partnership Instrument (EUPI) grant "The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector".

Evaluator: Camille Bann

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | UNEP Evaluation Office Comments                                                                                                                                                                                                                                                                                               | Final Report Rating |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>Report Quality Criteria</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                               |                     |
| <p><b>Quality of the Executive Summary</b><br/> <b>Purpose:</b> acts as a stand alone and accurate <u>summary</u> of the main evaluation product, especially for senior management.<br/> <b>To include:</b></p> <ul style="list-style-type: none"> <li>• concise overview of the evaluation object</li> <li>• clear summary of the evaluation objectives and scope</li> <li>• overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria</li> <li>• reference to where the evaluation ratings table can be found within the report</li> <li>• summary response to key strategic evaluation questions</li> <li>• summary of the main findings of the exercise/synthesis of main conclusions</li> <li>• summary of lessons learned and recommendations.</li> </ul>                                                                                                                                                                     | <p><b>Final report (coverage/omissions):</b></p> <p>All required elements are well addressed. A summary response to the key strategic questions is also included.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The Executive Summary represents a stand-alone and accurate summary of the evaluation report.</p> | 5.5                 |
| <p><b>Quality of the 'Introduction' Section</b><br/> <b>Purpose:</b> introduces/<u>situates</u> the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the evaluation itself.<br/> <b>To include:</b></p> <ul style="list-style-type: none"> <li>• institutional context of the project (sub-programme, Division, Branch etc)</li> <li>• date of PRC approval, project duration and start/end dates</li> <li>• number of project phases (where appropriate)</li> <li>• results frameworks to which it contributes (e.g. POW Direct Outcome)</li> <li>• coverage of the evaluation (regions/countries where implemented)</li> <li>• implementing and funding partners</li> <li>• total secured budget</li> <li>• whether the project has been evaluated in the past (e.g. mid-term, external agency etc.)</li> <li>• concise statement of the purpose of the evaluation and the key intended audience for the findings.</li> </ul> | <p><b>Final report (coverage/omissions):</b></p> <p>All elements are well addressed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The Introduction well situates the evaluand identifying the main parameters.</p>                                                                                               | 5.5                 |

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| <p><b>Quality of the 'Evaluation Methods' Section</b></p> <p><b>Purpose:</b> provides reader with clear and comprehensive description of evaluation methods, demonstrates the <u>credibility</u> of the findings and performance ratings.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• description of evaluation data collection methods and information sources</li> <li>• justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face)</li> <li>• number and type of respondents (see <i>table template</i>)</li> <li>• selection criteria used to identify respondents, case studies or sites/countries visited</li> <li>• strategies used to increase stakeholder engagement and consultation</li> <li>• methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc)</li> <li>• details of how data were verified (e.g. triangulation, review by stakeholders etc.)</li> <li>• methods used to analyse data (scoring, coding, thematic analysis etc)</li> <li>• evaluation limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc)</li> <li>• ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. <i>'Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.'</i></li> </ul> | <p><b>Final report (coverage/omissions):</b></p> <p>All required elements are well addressed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The section provides a clear description of the evaluation methods.</p>                          | <p>5</p> |
| <p><b>Quality of the 'Project' Section</b></p> <p><b>Purpose:</b> describes and <u>verifies</u> key dimensions of the evaluand relevant to assessing its performance.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• <i>Context:</i> overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses)</li> <li>• <i>Results framework:</i> summary of the project's results hierarchy as stated in the ProDoc (or as officially revised)</li> <li>• <i>Stakeholders:</i> description of groups of targeted stakeholders organised according to relevant common characteristics</li> <li>• <i>Project implementation structure and partners:</i> description of the implementation structure with diagram and a list of key project partners</li> <li>• <i>Changes in design during implementation:</i> any key events that affected the project's scope or parameters should be described in brief in chronological order</li> <li>• <i>Project financing:</i> completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                              | <p><b>Final report (coverage/omissions):</b></p> <p>All required elements are well addressed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The report presents a comprehensive analysis of the key dimensions of the evaluand required.</p> | <p>5</p> |

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| <p><b>Quality of the Theory of Change</b></p> <p><u>Purpose:</u> to set out the TOC at Evaluation in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• description of how the <i>TOC at Evaluation</i><sup>112</sup> was designed (who was involved etc)</li> <li>• confirmation/reconstruction of results in accordance with UNEP definitions</li> <li>• articulation of causal pathways</li> <li>• identification of drivers and assumptions</li> <li>• identification of key actors in the change process</li> <li>• summary of the reconstruction/results re-formulation in tabular form. <i>The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Evaluation report.</i></li> </ul> | <p><b>Final report (coverage/omissions):</b></p> <p>All elements well addressed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The ToC at Evaluation is well presented both in narrative and diagrammatic forms. The causal pathways are articulated, and the drivers and assumptions presented.</p>                                         | <p>5.5</p> |
| <p><b>Quality of Key Findings within the Report</b></p> <p><u>Presentation of evidence:</u> nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source.</p> <p><u>Consistency within the report:</u> all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix.</p> <p><u>Findings Statements (where applicable):</u> The frame of reference for a finding should be an individual evaluation criterion or a strategic question from the TOR. <b>A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.</b> In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.</p>                                                                                                                                                                                                           | <p><b>Final report (coverage/omissions):</b></p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Although the report does not contain specifically labelled 'Findings Statements' it does provide considerable feedback and insights into the challenges faced by the project and verifies its achievements. Nature of evidence is also clear.</p> | <p>5</p>   |

<sup>112</sup> During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

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| <p><b>Quality of 'Strategic Relevance' Section</b></p> <p><u>Purpose:</u> to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval.</p> <p>To include:</p> <p>Assessment of the evaluand's relevance vis-à-vis:</p> <ul style="list-style-type: none"> <li>• Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities</li> <li>• Alignment to Donor/GEF/Partners Strategic Priorities</li> <li>• Relevance to Regional, Sub-regional and National Environmental Priorities</li> <li>• Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation<sup>113</sup>), with other interventions addressing the needs of the same target groups.</li> </ul> | <p><b>Final report (coverage/omissions):</b></p> <p><b>Final report (strengths/weaknesses):</b></p> <p>All elements are covered to a satisfactory level.</p>                                                                                  | <p>5.5</p> |
| <p><b>Quality of the 'Quality of Project Design' Section</b></p> <p><u>Purpose:</u> to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><b>Final report (coverage/omissions):</b></p> <p>All elements well addressed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The section presents a comprehensive summary of the project design's strengths and weaknesses.</p> | <p>5.5</p> |
| <p><b>Quality of the 'Nature of the External Context' Section</b></p> <p><u>Purpose:</u> to describe and recognise, when appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval<sup>114</sup>), and how they affected performance.</p> <p>While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.</p>                                                                                                                                                                                                                                                                   | <p><b>Final report (coverage/omissions):</b></p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The section well describes the events that affected the project implementation.</p>                                                    | <p>5</p>   |
| <p><b>Quality of 'Effectiveness' Section</b></p> <p><b>(i) Availability of Outputs:</b></p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the outputs made</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p><b>Final report (coverage/omissions):</b></p> <p>All elements adequately addressed.</p>                                                                                                                                                    | <p>5</p>   |

<sup>113</sup> A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

<sup>114</sup> Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

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| <p>available to the intended beneficiaries.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget</li> <li>• assessment of the nature and scale of outputs versus the project indicators and targets</li> <li>• assessment of the timeliness, quality and utility of outputs to intended beneficiaries</li> <li>• identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).</li> </ul>                                                                                                                                                                                                                                                                                                                                            | <p><b>Final report (strengths/weaknesses):</b></p> <p>This section includes an assessment of the level of achievement of the project outputs.</p>                                                                                                                                                                                                                                   |     |
| <p><b>ii) Achievement of Project Outcomes:</b></p> <p><u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries</li> <li>• assessment of the nature, depth and scale of outcomes versus the project indicators and targets</li> <li>• discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself</li> <li>• any constraints to attributing effects to the projects' work</li> <li>• identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).</li> </ul> | <p><b>Final report (coverage/omissions):</b></p> <p>All elements are well addressed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>A detailed evidence-based assessment of the achievement of the outcome indicators is presented, including tables and boxes that elaborate on the degree of achievement of the targets.</p>                                           | 5.5 |
| <p><b>(iii) Likelihood of Impact:</b></p> <p><u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• an explanation of how causal pathways emerged and change processes can be shown</li> <li>• an explanation of the roles played by key actors and change agents</li> <li>• explicit discussion of how drivers and assumptions played out</li> <li>• identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).</li> </ul>                                                                                                                                              | <p><b>Final report (coverage/omissions):</b></p> <p>All elements are well addressed. A discussion/assessment of the extent to which the drivers and assumptions presented in the ToC at Evaluation are expected to hold is also presented.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The section presents an integrated analysis following the causal pathways.</p> | 6   |

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| <p><b>Quality of 'Financial Management' Section</b></p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> <li>• <i>adherence</i> to UNEP's financial policies and procedures</li> <li>• <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used</li> <li>• <i>communication</i> between financial and project management staff</li> </ul>                                                                                                                                                                 | <p><b>Final report (coverage/omissions):</b></p> <p>All elements are well addressed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The section presents a concise analysis of the dimensions evaluated under financial management.</p>                                                                                 | <p>5.5</p> |
| <p><b>Quality of 'Efficiency' Section</b></p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness).</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• time-saving measures put in place to maximise results within the secured budget and agreed project timeframe</li> <li>• discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc.</li> <li>• implications of any delays and no cost extensions</li> <li>• the extent to which the management of the project minimised UNEP's environmental footprint.</li> </ul> | <p><b>Final report (coverage/omissions):</b></p> <p>Elements addressed to a satisfactory manner.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The section discusses aspects related to timeliness, cost-effectiveness of project execution and the use of pre-existing institutions, agreements and partnerships.</p> | <p>5.5</p> |
| <p><b>Quality of 'Monitoring and Reporting' Section</b></p> <p><u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> <li>• quality of the monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>)</li> <li>• quality of monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>)</li> <li>• quality of project reporting (e.g. <i>PIMS and donor reports</i>) \</li> </ul>                                                                                                                                                             | <p><b>Final report (coverage/omissions):</b></p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The three sub-criteria are adequately discussed.</p>                                                                                                                                                                        | <p>5</p>   |
| <p><b>Quality of 'Sustainability' Section</b></p> <p><u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level).</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> <li>• socio-political sustainability</li> <li>• financial sustainability</li> <li>• institutional sustainability</li> </ul>                                                                                                                                                                                                                                                                                                                                                                           | <p><b>Final report (coverage/omissions):</b></p> <p>All elements are well addressed.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>An integrated analysis of the three dimensions under sustainability is provided with adequate evidence.</p>                                                                         | <p>5.5</p> |



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| <p><b>Quality of Factors Affecting Performance Section</b></p> <p><u>Purpose:</u> These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors.</p> <p>Consider how well the evaluation report, either in this section or in cross-referenced sections, covers the following cross-cutting themes:</p> <ul style="list-style-type: none"> <li>• preparation and readiness</li> <li>• quality of project management and supervision<sup>115</sup></li> <li>• stakeholder participation and co-operation</li> <li>• responsiveness to human rights and gender equality</li> <li>• environmental and social safeguards</li> <li>• country ownership and driven-ness</li> <li>• communication and public awareness</li> </ul> | <p><b>Final report (coverage/omissions):</b></p> <p><b>Final report (strengths/weaknesses):</b></p> <p>A complete assessment of all the factors affecting performance is presented as a stand-alone section within the report.</p>                                                                                                             | <p>6</p>   |
| <p><b>Quality of the Conclusions Section</b></p> <p><b>(i) Conclusions Narrative:</b></p> <p><u>Purpose:</u> to present summative statements reflecting on prominent aspects of the <u>performance of the evaluand as a whole</u>, they should be derived from the synthesized analysis of evidence gathered during the evaluation process.</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project</li> <li>• clear and succinct response to the key strategic questions</li> <li>• human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)</li> </ul>                                                                                                                                                                                        | <p><b>Final report (coverage/omissions):</b></p> <p>A succinct response to the key strategic questions is included in this section.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Well-structured conclusions. The section presents a good and adequate summary of the project strengths and weaknesses, findings and ratings.</p> | <p>5.5</p> |
| <p><b>ii) Utility of the Lessons:</b></p> <p><u>Purpose:</u> to present both positive and negative lessons that have potential for wider application and use (replication and generalization)</p> <p>Consider how well the lessons achieve the following:</p> <ul style="list-style-type: none"> <li>• are rooted in real project experiences (i.e. derived from explicit evaluation findings or from problems encountered and mistakes made that should be avoided in the future)</li> <li>• briefly describe the context from which they are derived and those contexts in which they may be useful</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   | <p><b>Final report (coverage/omissions):</b></p> <p>Ten lessons learned identified.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The lessons learned are derived from project experiences and challenges identified.</p>                                                                                                          | <p>5.5</p> |

<sup>115</sup> In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <ul style="list-style-type: none"> <li>do not duplicate recommendations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                         |            |
| <p><b>(iii) Utility and Actionability of the Recommendations:</b></p> <p><b>Purpose:</b> to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results.</p> <p>Consider how well the recommendations achieve the following:</p> <ul style="list-style-type: none"> <li>are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when</li> <li>include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions</li> <li>represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</li> </ul> <p><b>NOTES:</b></p> <p><b>(i)</b> In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p><b>(ii)</b> Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p> | <p><b>Final report (coverage/omissions):</b></p> <p>Ten recommendations are presented. A recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions is also included.</p> <p><b>Final report (strengths/weaknesses):</b></p> <p>Recommendations provided aim to resolve concrete problems that affected the grant and the sustainability of its results.</p> | 5.5        |
| <p><b>Quality of Report Structure and Presentation</b></p> <p><b>(i) Structure and completeness of the report:</b></p> <p>To what extent does the report follow the Evaluation Office structure and formatting guidelines?</p> <p>Are all requested Annexes included and complete?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><b>Final report (coverage/omissions):</b></p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The report is complete and follows the Evaluation Office guidelines.</p>                                                                                                                                                                                                                         | 6          |
| <p><b>(ii) Writing and formatting:</b></p> <p>Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document?</p> <p>Do visual aids, such as maps and graphs convey key information?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><b>Final report (coverage/omissions):</b></p> <p><b>Final report (strengths/weaknesses):</b></p> <p>The report is clear and well written. The tone is adequate. Acronyms are spelled at first use.</p>                                                                                                                                                                                               | 5.5        |
| <b>OVERALL REPORT QUALITY RATING</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                         | <b>5.4</b> |

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

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

| Evaluation Process Quality Criteria                                                                                                                                                                                                                               | Compliance |    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----|
|                                                                                                                                                                                                                                                                   | Yes        | No |
| <b>Independence:</b>                                                                                                                                                                                                                                              |            |    |
| 1. Were the Terms of Reference drafted and finalised by the Evaluation Office?                                                                                                                                                                                    | x          |    |
| 2. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?                                                                                                                                       | x          |    |
| 3. Was the final selection of the Evaluation Consultant(s) made by the Evaluation Office?                                                                                                                                                                         | x          |    |
| 4. Was the evaluator contracted directly by the Evaluation Office?                                                                                                                                                                                                | x          |    |
| 5. Was the Evaluation Consultant given direct access to identified external stakeholders in order to adequately present and discuss the findings, as appropriate?                                                                                                 | x          |    |
| 6. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?                                                                                     |            | x  |
| 7. If Yes to Q6: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?                                                                                                                            |            |    |
| <b>Financial Management:</b>                                                                                                                                                                                                                                      |            |    |
| 8. Was the evaluation budget approved at project design available for the evaluation?                                                                                                                                                                             | x          |    |
| 9. Was the final evaluation budget agreed and approved by the Evaluation Office?                                                                                                                                                                                  | x          |    |
| 10. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process?                                                                                                                          | x          |    |
| <b>Timeliness:</b>                                                                                                                                                                                                                                                |            |    |
| 11. If a Terminal Evaluation: Was the evaluation initiated within the period of six months before or after project operational completion? Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point? |            | x  |
| 12. Were all deadlines set in the Terms of Reference respected, as far as unforeseen circumstances allowed?                                                                                                                                                       | x          |    |
| 13. Was the inception report delivered and reviewed/approved prior to commencing any travel?                                                                                                                                                                      | x          |    |
| <b>Project's engagement and support:</b>                                                                                                                                                                                                                          |            |    |
| 14. Were the project team, Sub-Programme Coordinator and identified project stakeholders given an opportunity to provide comments on the evaluation Terms of Reference?                                                                                           | x          |    |
| 15. Did the project make available all required/requested documents?                                                                                                                                                                                              | x          |    |
| 16. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?                                                                                                     | x          |    |
| 17. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?                                                                                                                                              | x          |    |
| 18. Was close communication between the Evaluation Consultant, Evaluation Office and project team maintained throughout the evaluation?                                                                                                                           | x          |    |
| 19. Were evaluation findings, lessons and recommendations adequately discussed with the project team for ownership to be established?                                                                                                                             | x          |    |
| 20. Were the project team, Sub-Programme Coordinator and any identified project stakeholders given an opportunity to provide comments on the draft evaluation report?                                                                                             | x          |    |

|                                                                                                                                                                                                                                                                   |          |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--|
| <b>Quality assurance:</b>                                                                                                                                                                                                                                         |          |  |
| 21. Were the evaluation Terms of Reference, including the key evaluation questions, peer-reviewed?                                                                                                                                                                | <b>x</b> |  |
| 22. Was the TOC in the inception report peer-reviewed?                                                                                                                                                                                                            | <b>x</b> |  |
| 23. Was the quality of the draft/cleared report checked by the Evaluation Manager and Peer Reviewer prior to dissemination to stakeholders for comments?                                                                                                          | <b>x</b> |  |
| 24. Did the Evaluation Office complete an assessment of the quality of both the draft and final reports?                                                                                                                                                          | <b>x</b> |  |
| <b>Transparency:</b>                                                                                                                                                                                                                                              |          |  |
| 25. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?                                                                                                                                                          | <b>x</b> |  |
| 26. Did the Evaluation Manager disseminate (or authorize dissemination) of the cleared draft report to the project team, Sub-Programme Coordinator and other key internal personnel (including the Reference Group where appropriate) to solicit formal comments? | <b>x</b> |  |
| 27. Did the Evaluation Manager disseminate (or authorize dissemination) appropriate drafts of the report to identified external stakeholders, including key partners and funders, to solicit formal comments?                                                     | <b>x</b> |  |
| 28. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office                                                                                                                                                           | <b>x</b> |  |
| 29. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?                                                                                                                                                                  | <b>x</b> |  |
| 30. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?                                                                                                                            | <b>x</b> |  |