

ProTerra Foundation

Theory of Change and Monitoring and Evaluation Framework

About ProTerra Foundation

ProTerra Foundation is a non-for-profit organisation that envisages a world where all businesses contribute to the protection of biodiversity by switching to sustainable production, conserving natural resources and ensuring that workers and local communities are treated with dignity and respect.

The ProTerra Foundation's mission is to be a global network of businesses supporting more sustainable agricultural practices, in the food and feed supply chains, where relevant the conversion to non-GMOs and full respect of workers and communities' dignity.

ProTerra long-term goals

- Promote that workers and communities be treated with dignity and respect.
- Protect the environment, environmental services, and biodiversity.
- Foster good agricultural practices.
- Secure and increase the supply of sustainably produced, fully traceable, non-GMO ingredients for feed and food.

Theory of Change

Theory of Change is essentially a description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out what a program or change initiative does, i.e., its activities or interventions, and how these lead to desired goals being achieved¹. ProTerra has developed its theory of change by using a stepwise approach as follows:

1. Identifying mid- and long-term goals.
2. Identifying stakeholders and areas it can influence (trails).
3. Identifying the interventions that our initiative will perform to create the desired change.
4. Developing indicators to measure performance and to assess outcomes.

The mapping, made possible by the application of the theory of change model, will permit an understanding of the changes desired in the agricultural sector and food feed processing industry over time, will permit to achieve protection of biodiversity, conservation of natural resources, and to ensure that workers and local communities are treated with dignity and respect. Mapping will also demonstrate how the ProTerra scheme implementation by these sector/industries can lead to proposed outcomes delivering positive impacts. Outcomes relate to the changes in behaviour, practices, relationships, or activities

¹ <https://www.theoryofchange.org/what-is-theory-of-change/>

of the stakeholders as a result of implementing ProTerra requirements and participating in ProTerra Network.

The Theory of Change forms the basis for the ProTerra Monitoring and Evaluation framework, keeping track on progress and ensuring continuous learning and improvement. ProTerra's Theory of Change is embedded in the concept of continuous improvement of the social, economic, environmental performance of farmers, traders, transporters, and processors as well as in the improvement of ProTerra's operations overtime.

Delivering the Change

ProTerra has identified the following main trails to impact stakeholder and move towards it goals:

1. Engaging farmers, including small holders, into performance improvement associated to social, environmental, agricultural practices and economic aspects of their activities, (farmer impact trail);
2. Improved ability of traders, dealer and transported of the food/feed supply chain to enhance social, environmental and economic performance (dealer and transporters impact trail);
3. Improved ability of food/feed processors to enhance social, environmental and economic performance (processor impact trail);
4. Drive supply chain improved performance creating mechanisms for supply chain actors to support their suppliers (buyer impact trail) and
5. Secure the supply of traceable, healthy and non-GMO ingredients/ products delivered to society (consumer impact trail).

ProTerra seeks to add value to its stakeholders, through the following activities that are considered necessary and sufficient, to positively impact the different trails converging to the desired changes:

- A Global Standard: the implementation of ProTerra Standard with all of its requirements leads to performance improvement in areas such as good addition of agricultural practices, environmental protection and respect to human rights, which, combined with a gradual internalization and continuous improvement logic of the Standard requirements within companies and farms, leads towards ProTerra Long term goals.
- Certification and Verification: ProTerra's standards certification and verification systems allow validated sustainable products and supply chain and leads towards a reliable, traceable and sustainable supply chain ensuring healthy and non-GMO ingredients/ products delivered to Society.
- Labelling and claims guidelines: the implementation of ProTerra Standards Labelling and Claims Guidelines transparently communicate to society in general and to end consumers in special, the sustainably aspects of a products, contributing to a clear decision making on consumption patterns, emphasizing healthy and non-GMO ingredients/ products.

- **Training and publications:** ProTerra training platform, webinars and newsletters are ways to educate stakeholder on the ProTerra requirements and in this way support them in changes in behaviour, practices, and relationships with the different actors of their reality. Combined with the continuous improvement logic of the Standard requirements applicable to organizations implementing ProTerra Standard knowledge on best sustainability practices will leads towards ProTerra Long term goals.
- **Community Network:** ProTerra congregates stakeholders from different location and cultural realities. This contributes to forming a network of practice and support that allows actors of the food and feed supply chain to participate in discussions that help to created and transferred knowledge. This improved knowledge leads to a better understanding of gaps, opportunities to improve, risks, where to direct investments and effort and therefore to continuously improve.
- **Member recruitment and retention:** activities to increase the scope and reach of ProTerra’s membership, building a stronger community to support change aligned with the Community Network objectives explained above.
- **Benchmark and Partnership:** ProTerra has standardized benchmarking practices for peer standards that permit to assess the level of alignment with the ProTerra standard (and the other way around). This leads to recognition agreements reducing audit burden² to stakeholders serving as stimulus towards the implementation of different / complementary certification alternatives. This supports the improvement of sustainability practices of stakeholders. The promotion of alignment between different Standards sends a common message to supply chain actors, around the relevance of sustainability practices by the different players of the market. This also supports continuous improvements of Standards (including ProTerra Standard), as an outcome of the benchmarking results.
- **Smallholder interpretation**³: Seeks to recognize the reality of smallholders taking it in consideration to strive improvements and to scale up best practice practices according to the cultural and economic context. This leads to performance improvement in areas such as good addition of agricultural practices, environmental protection, and respect to human rights. Additionally, ProTerra Foundations understand that any effort in implementing sustainable agricultural practices contributes to smallholder livelihood and life quality.
- **Country and regional interpretations**⁴: In many parts of the world there is a significant gap between the reality and sustainable agricultural practices and food/feed production, therefore regional interpretations are necessary to help businesses engage and ultimately implement over time a sustainable approach to their activities. The concept of continuous improvement is an essential aspect of any regional interpretation. Again, by taking in consideration a regional reality. ProTerra fosters the gradual implementation of sustainable practices what leads towards ProTerra long-term goals.

² Reduction of audit burden: for example: producers can be audited once against a single standard, rather than have to be audited by every different client or against multiple standards).

³ <https://www.proterrafoundation.org/wp-content/uploads/2020/10/26082019-ProTerra-Standard-Smallholders-India-final-10-09.pdf>.

⁴ <https://www.proterrafoundation.org/wp-content/uploads/2020/12/ProTerra-Standard-European-Interpretation.pdf>.

- Coordination/Participation on response to sustainability challenges⁵: ProTerra coordinates and participates in several initiatives that support the effort to drive changes by knowledge sharing. Improved knowledge leads to a better understanding of gaps, opportunities to improve, risks, where to direct investments and effort and therefore to continuously improve towards a sustainable agricultural practice.
- National/ regional situation assessment⁶: ProTerra has local projects that help to design program activities responsive to contextual needs based on local assessments. This ensures a better possibility of effectively implementing initiatives that can drive changes to sustainable agricultural uses.
- CO₂ reduction initiatives⁷: ProTerra has projects and initiatives focused on supporting stakeholder to reduce their carbon emissions a key aspect to sustainable agricultural.

Figure 1 illustrates the interconnections between the elements of ProTerra Theory of Change.

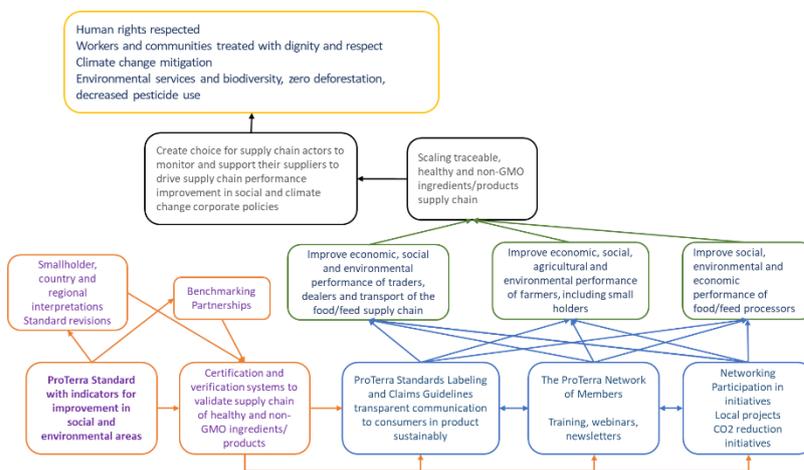


Figure 1 - Interconnections - ProTerra's Theory of change.

⁵ Brazilian suppliers commit to a 2020 cut-off date-MRV (we created the dialogue here) <https://www.proterrafoundation.org/news/soy-vendors-to-the-salmon-industry-end-trade-of-deforestation-linked-soy-in-brazil/>

- Aquaculture dialogue on sustainable soy sourcing from Brazil <https://www.proterrafoundation.org/news/creating-a-dialogue-with-the-aquaculture-industry-on-responsible-soy-learn-more-about-this-recent-meeting-held-in-brazil/>

- Amsterdam Declaration Partnership: <https://www.proterrafoundation.org/news/proterras-engagement-with-the-amsterdam-declarations-partnership/>

- Collaborative Soy Initiative <https://thecollaborativesoyinitiative.info/>

- Impact Alliance (Founding Member) <https://impactincentives.org/>

- Collaboration with National Soy Initiatives (Eiweißforum-signatory, SNDI, Swiss Soy Network, Roundtablesc.)

⁶ Examples of local projects (e.g. with Lidl <https://www.proterrafoundation.org/news/lidl-proterra-non-gmo-incentive-program-in-brazil-three-years-of-successful-cooperation/>).

⁷ Carbon Footprint Calculations (LUC project), to launch a project in order to calculate the Carbon Footprint of soy products coming from Brazil. This helps companies to differentiate and use higher quality data for their calculations.

ProTerra Monitoring and Evaluation Framework

To monitor and evaluate performance, ProTerra has defined a series of indicators. These are reported in a yearly basis every April⁸ referring to the results of the previous year. These indicators are critically analysed and help ProTerra review its strategy for the coming year, adjusting its budget and labour effort to drive increased positive impact to stakeholder.

| Delivering the Change: Initiative | Indicators (per year) | Main Co-relation with SDGs ⁹ | Co-relation with ProTerra Goals ¹⁰ | Stakeholder directly impacted |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------|
| <u>A Global Standard</u> | Hectares certified per crop Tons of crop certified Tons ¹¹ of products certified | Goal 2: Zero Hunger Goal 3: Ensure healthy lives and promote well-being for all at all ages Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all Goal 15 Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss | GAP, NON-GMO, PE and D&R | Farmer, Dealer and transporters, Processor, Buyer and Consumer |
| <u>Certification and Verification</u> | Number of certifications and verifications | Goal 2: Zero Hunger Goal 3: Ensure healthy lives and promote well-being for all at all ages Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss | NON-GMO | Buyer and Consumer |

⁸ Starting after the approval of this document.

⁹ This column reflects a general overview. For details on the correlation of ProTerra requirements with the SDGs please refer to <https://content.proterrafoundation.org/ebook-proterra-sdg>.

¹⁰ ProTerra long-term goals: Foster good agricultural practices (GAP); Secure the supply of sustainably produced, fully traceable, non-GMO ingredients for feed and food (NON GMO); Promote that workers and communities be treated with dignity and respect (D&R), and Protect the environment (PE).

¹¹ Measuring unit can be distinct depending on the product (examples of product are soy lectin, soy oil or any multiproduct ingredient).

| Delivering the Change: Initiative | Indicators (per year) | Main Co-relation with SDGs¹² | Co-relation with ProTerra Goals¹³ | Stakeholder directly impacted |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------|
| <u>Labelling and claims guidelines</u> | <p>Number of claims made</p> <p>Volumes of products associated to claims made</p> <p>Type of labelled products</p> <p>Countries of destination</p> | <p>Goal 3: Ensure healthy lives and promote well-being for all at all ages</p> <p>Goal 12: Ensure sustainable consumption and production patterns</p> | NON-GMO and PE | Buyer and Consumer |
| <u>Training and publications</u> | <p>Number of Training deployed</p> <p>Number of people trained (including participation on training and webinars)</p> <p>Number of webinar in which ProTerra presented</p> <p>Number of technical articles published</p> | <p>Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all</p> <p>Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p> | GAP, NON-GMO, PE and D&R | Farmer, Dealer and transporter, Processor, Buyer and Consumer |
| <u>Community Network</u> | Number of Members | <p>Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all</p> <p>Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p> | GAP, NON-GMO, PE and D&R | Farmer, Dealer and transporters, Processor, Buyer and Consumer |
| <u>Member recruitment and retention</u> | Number of new Members | <p>Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all</p> <p>Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p> | GAP, NON-GMO, PE and D&R | Farmer, Dealer and transporters, Processor, Buyer and Consumer |

¹² This column reflects a general overview. For details on the correlation of ProTerra requirements with the SDGs please refer to <https://content.proterrafoundation.org/ebook-proterra-sdg>.

¹³ **ProTerra long-term goals:** Foster good agricultural practices (GAP); Secure the supply of sustainably produced, fully traceable, non-GMO ingredients for feed and food (NON GMO); Promote that workers and communities be treated with dignity and respect (D&R), and Protect the environment (PE).

| Delivering the Change: Initiative | Indicators (per year) | Main Co-relation with SDGs¹⁴ | Co-relation with ProTerra Goals¹⁵ | Stakeholder directly impacted |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------|
| <u>Benchmark and Partnership</u> | Number of Benchmark completed Number of recognition agreements settled | Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss | GAP, NON GMO, PE and D&R | Farmer, Dealer and transporters and Processor |
| <u>Smallholder interpretation</u> | Number of interpretations | Goal 3: Ensure healthy lives and promote well-being for all at all ages Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss | GAP, NON GMO, PE and D&R | Farmer |
| <u>Country and regional interpretations</u> | Number of interpretations (same indicator as above) | Goal 3: Ensure healthy lives and promote well-being for all at all ages Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss | GAP, NON GMO, PE and D&R | Farmer, Dealer and transporters and Processor |
| <u>Coordination/Participation on response to sustainability challenges</u> | Number of events organized and attended by ProTerra | Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss | GAP, NON GMO, PE and D&R | Farmer, Dealer and transporters and Processor |
| <u>National/ regional situation assessment</u> | Number of events organized and attended by ProTerra (same indicator as above) | Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss | GAP, NON GMO, PE and D&R | Farmer, Dealer and transporters and Processor |

¹⁴ This column reflects a general overview. For details on the correlation of ProTerra requirements with the SDGs please refer to <https://content.proterrafoundation.org/ebook-proterra-sdg>.

¹⁵ ProTerra long-term goals: Foster good agricultural practices (GAP); Secure the supply of sustainably produced, fully traceable, non-GMO ingredients for feed and food (NON GMO); Promote that workers and communities be treated with dignity and respect (D&R), and Protect the environment (PE).

| Delivering the Change: Initiative | Indicators (per year) | Main Co-relation with SDGs ¹⁶ | Co-relation with ProTerra Goals ¹⁷ | Stakeholder directly impacted |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------|
| CO₂ reduction initiatives | Number of initiatives develop Number of participates implementing initiatives Actual number of emissions reduced (tons of CO ₂ eq) ¹⁸ | Goal 13: Take urgent action to combat climate change and its impacts | PE | Farmer, Dealer and transporters and Processor |

Engaging with Stakeholders

Corporate Social Responsibility (CSR) and environmental issues are part of the corporate agenda today. Companies face an increasing number of challenges in their sourcing of raw materials and ingredients, and in showing active CSR engagement and policies to mitigate global warming.

In this context, stakeholders seek for solutions to start and increase changes on the ground, for their sourcing of raw materials and inputs, in a sustainable way.

Businesses enterprises which support the ProTerra Foundation mission and vision may sign a membership declaration to commit to:

- Support the credibility of the ProTerra Certification Standards and their adaptability to the reality they operate in.
- Raising awareness about impact on biodiversity and climate change.
- Empowering farms and businesses throughout the food supply chain, to become vectors of environmentally and socially responsible business practices.

Together with stakeholders ProTerra Foundation will implement initiative dialogues and projects to help them to show their efforts and to differentiate from non-sustainable producers. Examples are the CO₂ project and the Norwegian Aquaculture Dialogue Initiative.

¹⁶ This column reflects a general overview. For details on the correlation of ProTerra requirements with the SDGs please refer to <https://content.proterrafoundation.org/ebook-proterra-sdg>.

¹⁷ ProTerra long-term goals: Foster good agricultural practices (GAP); Secure the supply of sustainably produced, fully traceable, non-GMO ingredients for feed and food (NON GMO); Protect the environment (PE), and Promote that workers and communities be treated with dignity and respect (D&R).

¹⁸ This will be based on data provided by third parties, not fully under control by ProTerra Foundation.

Theory of change – The impact of ProTerra

 Farmer
  Dealer
  Transporter
  Buyer
  Processor
  Consumer

