GGP A&L Project N° 00101611

UNDP-GEF Midterm Review (MTR)

Evaluation Report

Project Title Adaptive Management and Learning for the Commodities IAP	
UNDP Project ID (PIMS #): 5665	PIF Approval Date: 4th of June 2015
GEF Project ID (PMIS #): 9179	CEO Endorsement Date: 10/01/2017
ATLAS Business Unit, Award # Proj. ID: 00097946	Project Document (ProDoc) Signature Date (date project began): 03/03/2017
Country(ies): Global	Date project manager hired: 30/08/2017
Region: NA	Inception Workshop date: 29 November 2017
Focal Area: NA	Midterm Review completion date: 31/12/2019
GEF Focal Area Strategic Objective:	Planned planed closing date: 02/03/2021
Trust Fund [indicate GEF TF, LDCF, SCCF, NPIF]: GEF	If revised, proposed op. closing date: 31/12/2021
Executing Agency/ Implementing Partner: UNDP -Regional Hub for Latin America and the Caribbean	
Other execution partners: WWF	
MTR team members: Dr. Malika Virah-Sawmy, Maryline Guiramand Dr. Christina Tewes-Gradl,	

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Table of Contents

Acronyms and Abbreviations

A&L	Adaptive Management & Learning
CIAP	Commodities Integrated Approach Pilot
CoP	Community of Practice
ESG	Environmental, social and governance
GCP	Global Commodity Programme
GEF	Global Environment Facility
GGP	Good Growth Partnership
GMO	Genetically modified organisms
IFC	International Finance Corporation
M&E	Monitoring & Evaluation
MTR	Midterm Review
NGO	Non-Governmental Organization
RSPO	Round Table for Sustainable Palm Oil
SPOI	Sustainable Palm Oil Initiative
ToC	Theory of Change
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
VSS	Voluntary Sustainability Standards
WWF	World Wildlife Fund

1 Executive Summary

Project Information Summary

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MTR team members: Dr. Malika Virah-Sawmy, Maryline Guiramand, Dr. Christina Tewes-Gradl,		
Project Financing	*at CEO endorsement (US$)*	*at Midterm Review (US$)**
[1] GEF financing:	US$ 2,749,124	US$ 989, 685
[2] UNDP contribution:	US$ 1,146,887	
[3] Government:	Outcome 1&3 USD 800,000 (SECO) Outcome 2 US$ 1,5,00,000 (DIFD)	Outcome 1& 3 US$ 578975 (SECO), US$ 276,450.00 (GIZ) - *additional* Outcome 2 US$ 1580077 (DIFD) US $ 645,990 (SECO) - *additional*
[4] Other partners:	Outcome 1&3 None Outcome 2 US$ 700,000 (Ford Foundation) US$ 120,000 (ISEAL Alliance) US$ 1,000,000 (Rain Forest Alliance) US$ 1,229,317 (WWF)	Outcome 1&3 US$ 28,594 (Mondelez) – *additional* US $ 77,888.00 (PAGE) - *additional* Outcome 2 US$ 646827 (Ford Foundation) US$ 59761 (ISEAL Alliance) US$ 454,350 (Rain Forest Alliance)
[5] Total co-financing [2 + 3+ 4]:	US$ 6,496,204	US$ 961,907.00 (Outcome 1&3) US $ 2741015 (Outcome 2)
PROJECT TOTAL COSTS [1 + 5]	US$ 9, 245, 328	US $ 4,69,2606

Project Description

The A&L project's objective is to effectively leverage demand, transactions and support to production to ensure successful implementation of GGP aims. To achieve so, A&L supports the overall coordination, coherence and consistency, as well as communications and partnership building, whilst fostering substantial knowledge management at the global level to advance the supply chain approach for beef, soy, and oil palm.

Project Progress Summary

In general, progress against target has been excellent for the A&L component, with most activities and targets reached ranked as satisfactory. Not only have activities been achieved, the quality of activities whether for coordination, communication, learning and reporting, have been excellent in general. As we emphasised throughout this midterm review, implementation has been excellent. It is the design of the overall GGP that is problematic. For example, the vision of GGP is to take a supply chain approach to transform key commodity supply chains. This means leveraging Production, Demand and Transaction for systemic change at the level of the supply chain system. However, both the project design and the 'inception' phase did not specify how to move from a generic integrated approach to a clearer theory of change about the opportunities for leverage areas between the three themes in a given system. In particular, while A&L was designed with the objectives of integration between projects and learning, nonetheless the language in the Prodoc and in the results framework, reduce the ambition to much smaller than country level supply chain integration. Instead, the result framework reduced the focus to sequenced work planning, coordination and collaboration. The A&L team has indeed attempted to re-address the weak project design with the integrated planning workshops during implementation phase. This has been valuable to maximise integration among agreed project activities (see list of Integration Activities and their Impacts in Annex 6.3). Some of these integration activities have the potential to have large impacts on the GGP and beyond. Nonetheless, the lack of ToC for integration has somehow led to insufficient buy-in and incentives for integration among partners and stakeholders.

Table 1: MTR Ratings & Achievement Summary Table

Measure	MRT rating	Achievement description
Progress towards results	Outcome 1 Satisfactory	All midterm targets related to activities for this Outcome have been reached at a satisfactory level. Good practice on coordination structures, engagement and building of trust has been applied resulting in positive impacts in collaboration. There are however challenges with the dependency workshop for integration. A missing ingredient for the latter is robust systems practice including Theory of Change tied to M&E and learning method for

		an integrated approach in complex systems/set ups.
	Outcome 2 Satisfactory	All midterm targets for the activities have been reached at a satisfactory level. The Global Impacts Platform now branded Evidensia was publicly launched in June 2019 and is now live (www.evidensia.eco). Research synthesis and visual summaries are available on Evidensia. Good practice on scoping, consultation, engagement and building of IT infrastructure has been achieved for Evidensia.
	Outcome 3 Satisfactory	All midterm targets for the activities are on target to be achieved at a satisfactory level. Green Growth Conference has been successfully organised for learning and showing casing, donors are funding and practitioners and active partners are engaging with this learning method. Excellent learning environment and infrastructure set up. Missing ingredient is the same as in Outcome 1.
Project Implementation & Adaptive Management	Satisfactory	Good practices in project implementation, coordination and 'reactive' adaptive management has been deployed to a highly satisfactory level. In other words, the quality of activities whether for coordination, communication, learning and reporting has been excellent in general. The main challenge is the M&E which focuses only on monitoring of implementation of activities (is the project doing things) rather than whether the activities make sense (are we doing the right thing) Regarding outcome indicators, see full assessment in Table 2.
Sustainability	Moderately Likely	We rank the overall Sustainability to be moderately likely because: • While there are three long-term infrastructures that are likely to last beyond the project lifetime, financial investment will be needed post GGP for their long-term sustenance. These three infrastructures are: the improved partnerships observed under a collective umbrella, the Community of Practice for learning so the community moves towards systemic change, and Evidensia. • Financial risk especially for the CoP and the established structures to maintain good partnerships is high to ensure those

		infrastructures are maintained and further capacitated.
		• Further, the insufficient budget and not conducive-enough environment to revisit and amend project activities and budget allocation has meant that A&L has not been able to fully demonstrate its added value for integration. Already identified institutional risks remain an issue and these include: significant delays and inconsistencies in implementation due to interdependencies between components and child projects, lack of willingness to collaborate, and too many existing initiatives in the same thematic which might decrease the added value of GGP. Such institutional risks for integration remain high mid-term due to limited or restricted budget but fortunately there is willingness and vision in the A&L team to move GGP towards systemic change.
		• One identified institutional risk that has been well mitigated concerns the risk that there will be insufficient interest, participation and uptake of GGP learnings from key stakeholders. On the other contrary, the CoP has been one of the success stories of GGP.

Concise summary of conclusions

The function of the A&L component is instrumental to catalyse large complex projects such as IAP for systemic change. In particular, GGP's A&L has provided a robust foundation for supporting dialogues, coordination structures and building of trust. The Community of Practice has also provided an excellent learning environment and infrastructure that should be maintained and further capacitated. With both aspect, UNDP has demonstrated that it is ideally positioned as a neutral partner and independent facilitator for approaches needing integration, collaboration and learning and hence move towards systemic change.

There are three aspects of the A&L that is expected to last beyond the project's lifetime: the improved partnerships under a collective umbrella, the Community of Practice to enhance learning towards systemic change, and Evidensia as platform for evidence on impacts of supply chain initiatives and tools. In addition, some of the integration activities have the potential for systemic change. We strongly recommend building upon and catalysing on these beneficial infrastructures.

Whilst the A&L's vision of the GGP is a giant step moving in the right direction, nonetheless its design needs to improve. For example, it needs to embrace more robust systems approach into its design to define, move towards and monitor systemic change. The lack of budget and conducive-enough environment to revisit and amend project activities and budget allocation to address the shortcomings

has been a key factor impeding the project's vision for systemic change. This non-conducive environment is the result of a) suboptimal programme design across production, demand, transaction and A&L building on too many un-integrated activities, b) an over burdening reporting process, and limited budget with inadequate allocation for integration. As a result, there is insufficient buy in and incentive for integration of Demand, Production and Transaction in Brazil and Paraguay, although there is some move in the right direction (see Annex 6.3 on Integration Activities).

In terms of Outcome designs, Outcome 1 and 3 are the foundation for coordination, integration and learning. As valuable as Outcome 2 is for providing access to credible research on the sustainability impacts of supply chain initiatives and tools, including standards and certification, this Outcome has not served and supported the A&L vision sufficiently to move towards integration, coordination, collective umbrella, and learning on systemic change.

Table 2: Recommendation Summary Table

Number	Recommendations	Entity Responsible
1	Justification: The A&L was designed with the objectives of integration between projects and learning, nonetheless the language in the Prodoc and in the results framework reduce the ambition to much smaller than country level supply chain integration. In other words, mainly to sequenced work planning, coordination and collaboration rather than leveraging Production, Transaction and Demand. This has resulted in low buy in from stakeholders and partners, whether it is for integration, and in some cases for child project specific policies.	UNDP
	Recommendation 1: To start supporting the original vision of leveraging at systems level and hence achieve systemic change, capacity building of the CoP with training in the application of systems thinking and prototyping is recommended. Such capacity building will support practitioners to be capacitated with a better understanding of what systemic change might look like in the context of GGP. It will also help them identify policies and activities that need to better prototyped (a prototype is a practical and tested mini version of what later could become a pilot policy/activity that can be shared and eventually scaled. The feedback received from testing the prototype policy/activity with stakeholders is then the basis for refining the concept and its underlying assumptions of systemic change before it is scaled).	
2	Justification: GGP has not so far defined what systemic change is and what might be signs that systemic change is being achieved. These are likely to be country specific.	UNDP
	Recommendation 2: Capacity building of the platform teams through the Community of Practice, to facilitate systems approaches and to measure the effectiveness of approaches used in GGP through the ladder of change	
3	Justification: There have been delays in Paraguay and Liberia to start off the Production project, as well as delays with the Brazil and Transaction projects	Steering Committee/ GEF/UNDP
	Recommendation 3: Given the delay, it is strongly encouraged for the A&L to have an extra 10 months of no cost extension until the end of Dec 2021 in order to ensure A&L is synchronised with the end of all other child	

	projects. This is in order to continue the critical role of coordination, learning, and acting as an umbrella for all the child projects.	
4	Justification: There are many assumptions around integration that need to be revisited for 'invisible' commodities to consumers such as palm oil and soy, but of high international public concern and poor market demand for sustainability. Recommendation 4: A ToC process is recommended as a lesson learning exercise. This could be achieved with an outcome mapping exercise to collect some key outcomes of GGP that was not anticipated from the project but is significant to be highlighted. Budget Allocation would be needed for this process. In addition. given that all GEF IAP appears to suffer from same design issues, with lack of more robust systems approach linking design, implementation, monitoring and evaluation to move towards systemic change this process could also be led and funded by GEF as a collective IAP process.	Steering Committee/ GEF/UNDP
5	Justification: Testing a systems approach in one country could be used to showcase how integration could work better in order for GGP A&L to prove its added value for integration. Recommendation 5: We recommend developing a robust systems approach for integration or buy-in for integration (the same as GCP did for multi-stakeholder platform) for at least one country, ideally Paraguay.	Steering Committee/ GEF/UNDP
6	Justification: There is no doubt that the ISEAL Alliance is a valuable partner for GGP. However, their role in the GGP as it is currently does not support the A&L vision enough. Recommendation 6: ISEAL Alliance and GGP could re-assess some better areas for collaboration to build the vision for integration.	ISEAL Alliance/ WWF/ Steering Committee

Introduction

1.1   Purpose of Midterm Review (MTR) and specific objectives

In line with the UNDP/GEFs guidelines, the MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary realistic changes to be made in order to set the project on-track to achieve its intended results.

In addition to these guidelines, we have identified the following aims of the MTR based on the objectives of the Adaptive Management and Learning (A&L) component:

I.   **Understand the barriers and opportunities** in the design for connectivity (interdependencies) for an integrated GGP approach;

II.   **Harvest successful** adaptive management and learning **stories;**

III.   **Explore better methods for testing assumptions** and identifying conditions for successes and failures;

IV.   **Evaluate** the value of the **learning methods** and **coordination**;

V.   **Assess the program-level monitoring and** evaluation and quality assurance;

VI.   **Harvest** some **concrete evidence for impacts** of this integrated approach on systemic change.

1.2   Scope & Methodology

According to UNDP/GEFs guidelines, and the expected information to be produced by the MTR, the methodology consists of three stages (Figure 1), with an optional fourth step. In the first stage, documentation was reviewed (see Annex 5.1 on detailed documentation used for each section of the review but also see references in this document). In the second stage, 23 interviews were conducted with the members of the GGP Secretariat, with more focus on the Production and Brazil child projects. The third stage has involved incorporating feedback received during the presentation of preliminary findings conducted on the 19th September 2019 and will involve processing the feedback on the draft of the report and feedback during the presentation to the steering committee planned for the 28th October 2019.

Figure 1: Four methodological stages for Midterm Review

Given the complexity of the Commodities Integrated Approach Pilot (CIAP), its pilot role for GEF, and its objective to achieve transformational change through a systemic approach, a fourth step to

encourage **triple loop** learning[1] approach was intended to be applied in order to encourage learning and feedback from the midterm review. At this stage, however, we are aiming only to provide a double loop learning because we do not know whether a fourth step can be applied.

The A&L review was designed, facilitated, analysed and written by Dr Malika Virah-Sawmy, with input on data collection and quality control by Maryline Guiramand and Dr. Christina Tewes-Gradl.

1.3   Structure of the MTR report

The structure of the MTR report follows GEF guidelines. We present briefly the MTR's purpose and objectives, the scope of the MTR, and the MTR process. We then present the findings around the four areas outlined in the standard MTR ToR template: (A) Project Strategy, (B) Progress Towards Results, (C) Project Implementation and Adaptive Management, and (D) Sustainability. We end with a conclusion and key recommendations.

2   Project Description and Background Context

The GEF 2020 strategy emphasizes the need to support transformational change and achieve impacts on a broader scale. Therefore, the strategy focuses on the drivers of environmental degradation, and aims to support broad coalitions of committed stakeholders as well as innovative and scalable activities. As part of its 2020 strategy, the GEF has funded three Integrated Approach Pilots including: Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa, Sustainable Cities, and Taking Deforestation out of Commodity Supply Chains. The Integrated Approach Pilots are aimed to test the delivery of integrated approaches that address discrete, time-bound global environment challenges.

The program "*Taking Deforestation out of Commodity Supply Chains* - Commodities Integrated Approach Pilot (CIAP)" focuses specifically on introducing sustainability measures throughout commodity supply

> Box 1:
> The GEF has funded three Integrated Approach Pilots including – Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa, Sustainable Cities, and Taking Deforestation out of Commodity Supply Chains. The Integrated Approach Pilots are testing the delivery of integrated approaches that address discrete, time-bound global environment challenges.
>
> Out of the three IAP, only the Food Resilience IAP has developed a systems approach for dealing with resilience, adaptation and transformation, known as the Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) Framework. RAPTA was designed to help project designers and planners build the ideas of resilience, adaptation and transformation into sustainable development projects from the start.

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[1] Note that the footnote in main text is a combined referencing and footnote system from 1 to 25 refences/footnotes So 1 in the text is referencing to the work of Bateson (1972) and Argyris and Schön (1978) and most recently the work of Patton (2010) and Otto Scharmer (2007). The triple loop thinking distinguishes between three types of learning: Single loop learning (Learning to adapt); Double loop learning (Learning to change); and Triple loop learning (Learning to transform by seeing system and generating sources of inspiration). If 1 appears again in the main text, it is referencing to the above.

chains. This is because agricultural expansion and production of commodities has been identified as the primary driver of approximately 80 % of deforestation worldwide.[2] Soy, beef, and palm oil are used in many foods and goods consumed by billions of people around the world, and a key part of global commodity trade. While they are important factors in many national and local economies, globally, they are among the largest drivers of tropical deforestation and conversion of habitat in Latin America, West Africa and South East Asia. A growing population, economic growth and changing diets are expected to increase the demand for these agricultural commodities. Therefore, the Global Environment Facility (GEF) states: "sustainability within these commodities will only be reached by linking long-term national sustainable development plans with day-to-day value chain management."[3]

To do so, the GEF funded the Good Growth Partnership (GGP), which was launched in 2017 by the GEF, UNDP and other partners to bundle all these initiatives. The overall CIAP Program has now been renamed as GGP for its communication and will be referred to as such in this document. The GGP is a commodities-focused integrated approach pilot programme consisting of 5 GEF-funded child projects working across production, financing and demand in Brazil, Indonesia, Liberia, and Paraguay. GGP is working in key production and demand geographies, invests in points of the supply chain identified as barriers, and links siloed existing initiatives to replicate them.

It constitutes of several child projects:

1. The **Adaptive Management & Learning (A&L) project** led by UNDP that acts as the coordinating umbrella project for the other child projects

2. The **Production project** implemented globally by UNDP works to improve the enabling environment for sustainable commodity production through dialogue platforms, policy reform, land use planning, and farmer training and support. It focuses on palm oil in Indonesia and Liberia, as well as on beef in Paraguay.

3. The **Demand project,** led globally by WWF-US, helps raise awareness and strengthen demand for sustainable beef, palm oil and soy among consumers, policy makers, companies and investors.

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

The **Brazil project**, led by Conservation International, combines the production, demand, and transaction streams into a single project in that country including landscape focus of the Matopiba region.GGP is led by the United Nations Development Programme and implemented in collaboration

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[2] GEF-6 Program Framework document "Taking deforestation out of Commodity Supply Chains".
[3]https://www.thegef.org/sites/default/files/publications/Commodities.pdf
https://www.thegef.org/sites/default/files/publications/Commodities.pdf GEF Good Commodities Program: Good Growth Partnership.

with Conservation International, the International Finance Corporation, UN Environment and World Wildlife Fund. GGP works in partnership with the governments of Brazil, Indonesia, Liberia and Paraguay, as well as civil society and major private sector players.

The A&L project's objective is to effectively leverage demand, transactions and support to production to ensure successful implementation of GGP aims. To achieve so, A&L supports the overall coordination between all child projects. In addition to coordination, the A&L also aims to ensure coherence and consistency, as well as communications and partnership building, and to foster substantial knowledge management at the global level to advance the supply chain approach for beef, soy, and oil palm. It includes a Global Community of Practice to share best practices and promote learning, and a Global Research Impacts platform to develop robust and policy-relevant evidence base on the effectiveness of different voluntary sustainability standards for deforestation-free commodities. The project received CEO endorsement in December 2016 and is expected to end in 2020. The main stakeholders of the A&L project are the GGP partners and their stakeholders.

The three components and expected results include:

- Coordinated management of the Commodities Integrated Approach Pilot leading to logical technical sequencing of activities, Program-level monitoring and evaluation and overall resilience. The Outcome Indicator of this component is the level of logical technical sequencing of key interventions and milestones across individual child projects, as measured by the number of monthly GGP Secretariat calls and annual national level intervention plans to achieve expected Program goals and their effective implementation.

- Increased understanding of the impacts of voluntary sustainability standards (VSS) and VSS-like mechanisms on deforestation, biodiversity habitat, and other social and environmental outcomes across different geographies and contexts, to promote adaptive management and to increase the effectiveness of these mechanisms. It is expected that this component will result in 500 annual users engaged with the Global Impacts Platform, which will host a minimum of 150 research documents that provide evidence on the effectiveness of deforestation free commitments and sustainability standards.

- Knowledge management, partnership development and communications implemented to maximize learning, foster synergies and promote replication and upscaling of actions to address deforestation in commodity supply chains. It is expected that 60% of the Green Commodities Community participants will change their programs, practices and/or policies based on learning and knowledge shared by the Partnership, which is the first indicator. In addition, it is expected that there will be 1 detailed publication to assess the impacts of demand and transactions on sustainable production (and vice versa), as well as 2 information briefs on issues including gender and resilience. Another indicator is the maintenance of active engagement with at least 6 key partners, such as bilateral donors, NGOs, platforms, fora and other organizations.

3 Findings

3.1 Project Strategy

3.1.1 Problem addressed and underlying assumptions

The Theory of Change for this Integrated Approach Pilot (IAP) program builds 'on the premise that the increased adoption of agricultural commodity production practices that are less destructive of forests is contingent on several factors. Firstly, enabling conditions including policies and land use/spatial plans must be in place to make the right lands available for production (agricultural lands and degraded lands) and to make high biodiversity value and high carbon stock forests less accessible. Secondly, producers need enhanced capacity to adopt good agricultural practices and improve yields. Thirdly, increased financial flows and economic incentives are necessary to support these good production practices in the right locations and less incentives must be provided in inappropriate locations. Fourthly, market awareness and demand for reduced deforestation supply are critical to promote more sustainable production. If these factors are addressed, agricultural production can be increased, and growth achieved with sharp reductions in deforestation compared to business-as-usual scenarios. This assumption is based on a comprehensive analysis of the barriers that are currently undermining reduced deforestation commodity production and of the root causes of deforestation from agricultural commodities'[4]

Based on this Theory of Change (ToC) as well as interviews we conducted to re-visit the overall assumptions (for the entire A&L) and specific assumptions (for each child project) concerning how change would happen, we lay down another set of more refined assumptions that the A&L could use for the next 1.5 – 2 years in order to be more impactful:

- Q1. What is the incentive/motivation for government and farmers willingness to improve/enforce sustainable practices when the 'international' and/or 'domestic' market is not there or willing to pay?

- Q2. Why should farmers adhere to standards above the legal benchmarks for sustainability when the market is not willing to pay and legal benchmarks are already a burden?

- Q3. When does NGO pressure drive demand for 'invisible' sustainable commodities with low market demand for sustainability and when does it harm collaboration with government and farmers?

- Q4. Are good agriculture practices enough to incentivize farmers for sustainable production and reduced deforestation?

- Q5. Can farming become a less risky business/financially attractive to banks at a scale needed to influence change? What are other options?

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[4] [G]GP A&L Prodoc, page 42

- Q6. Without data on traceability, how can banks identify better the deforestation risks? Is it ethically right for banks to develop such policies above the legal benchmark?

Reflection: Bear in mind that the new set of 'assumptions' we bring is not meant to replace a ToC process with the GGP team. We strongly encourage that a group of partners both globally and at country level re-frame a set of assumptions that GGP can use for the next 1.5 – 2 years and see how this affects what GGP should be doing together globally and at country level.

Q1: What is the incentive/motivation for government and farmers willingness to improve/enforce sustainable practices when the 'international' and/or 'domestic' market is not there or willing to pay?

> Overall assumption of GGP linked to this question: That connectivity between the three child projects will allow for the various levers (policies, farmer support, demand and finance) of sustainable production to work in synergy at country level, bringing about systemic change..

Evidence supporting this assumption: Connectivity between finance, demand, and production sector is a key part of the Theory of Change of the GGP and builds on the idea that partnerships between the three child projects will encourage an integrated approach to tackle all 'links of the supply chain'[4] Indeed, research on voluntary sustainability standards (VSS) shows that these schemes are more successful when government incentives and rules are in place to support private governance[5]. In other words, connectivity between finance, demand, and production sector has the potential to harnesses both public and private governance to enhance sustainability.

There is also plenty of evidence and case studies to show that the assumption for an integrated approach for systemic change is correct for the targeted commodities. For example, in Paraguay and the Brazil Cerrado (two GGP countries), farmers are allowed to deforest 75 % and 80% respectively of their private property by law and therefore some amount of deforestation is legal. Best agricultural practices are often not sufficient to incentivise farmers from not deforesting legally[6] (Figure 2). Further, soy, beef and palm oil producers are well organised and can sell to a

Figure 2: Factors influencing soy producers' responses to a deforestation-free agenda[5] using a system science approach known as mental model elicitation.

diversity of markets, so cannot always be coerced by 'good' downstream actors such as international

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[5] Cashore. 2002. Legitimacy and the privatization of environmental governance: How non–state market–driven (NSMD) governance systems gain rule–making authority. https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.195.778&rep=rep1&type=pdf
[6] Guerrero, Virah-Sawmy et al. 2019. Understanding what influences reduction of deforestation in the soy supply chain: a mental model perspective (in press in Environment Policy and Management)

retailers to adhere to their sustainability practice without financial compensation to produce sustainability above the national legislation[7]. Financial and tax incentives, together with increased demand and willingness to pay for sustainability, are therefore needed to incentivize sustainable practices, in particular when the various markets currently do not demand or pay sufficiently for sustainable products (e.g. beef is exported mainly to Russia and Chile from Paraguay, soy is mainly exported to China and consumed by the domestic market from Brazil Cerrado, and 40% of RSPO certified palm oil is not purchased as certified). An integrated approach on production, transaction, and demand has therefore the potential to bring the right incentives for systemic change with different strategies reinforcing each other.

Complexity behind this assumption: Public governance must enhance the incentives and rules towards sustainability rather than encourage non sustainable behaviours. The national platform approach of the GGP has indeed the potential to

> Box 2: Is root cause analysis a systems approach?
>
> Root cause analysis, as developed as part of the National platform is a participatory systems approach to frame a problem and find solutions. The approach works excellently for specific technical challenges. However, for public policy requiring integration of multiple thematic areas and sectors, such as what GGP is attempting to do, broader system approaches provide more robust methods to navigate complexity and diverse perspectives.[8] Such participatory systems approaches bring attention to the social and institutional context, particularly in the face of controversy (many stakeholders with differing goals and mental models of change), with high complexity and uncertainty about feedbacks, risks and potential interactions between system drivers such as social, biophysical and ecological change.

combine both private and public governance by leveraging on the three thematic areas of production, demand, transaction to create incentives and rules of the game towards sustainability.

Reflection: one of the key purposes of the A&L must be to develop more robust approaches how to get government buy in and motivation for working on leverage points between production, transaction and demand. Developing a unique GGP approach for integration, drawing from systems thinking, prototyping and multi-stakeholder dialogue, is recommended for the A&L.

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[7] Virah-Sawmy et al. 2019. Sustainability gridlock in a global agricultural commodity chain: Reframing the soy–meat food system. https://www.sciencedirect.com/science/article/abs/pii/S2352550918303166

Q2. Why should farmers adhere to standards above the legal benchmarks for sustainability when the market is not willing to pay, and legal benchmarks are already a burden?

> Overall assumption of GGP linked to this question: That the Community of Practice will be a funnel for knowledge and lessons from the pilot to be scaled-up, and knowledge and lessons from other relevant sustainable commodities initiatives will be adopted by GGP countries for achieving systemic change in particular concerning how to get government and farmers buy in towards sustainability.

Evidence supporting this assumption: There is no doubt that a community of practice and a strong coordination structure can support the development of a strong trust mechanism, 'collective dialogue and engagement'[4], and learning under a joint 'umbrella'[4] towards systemic change.

Complexity behind this assumption: Without a systems approach tied to the design of the learning and coordination method, the GGP will have difficulty to learn about how to make an integrated approach including partnership work better in the future. Whilst the GGP recognises the need to move towards systemic change, its approach for analysis does not yet reflect this. Applying a systems approach to complex problems is useful for all stakeholders to see and agree on the underlying structures of systems, how they are governed and why they give rise to certain behaviours and outcomes in order to identify leverage points to change the trajectories of a system together.[8] In addition, the systems approach will ensure that organisations and government not only work on leverage points, but that integration is focussed where there is joint motivation to work together.

For GGP, a systems approach is important because the project is dealing with individuals and organisations that have deeply held mental models how change for sustainability should happen, mental models that limit these organisations to familiar ways of thinking and acting. As pointed out by Peter Senge, our 'mental models are strongly conservative: left unchallenged, they will cause us to see what we have already seen; the same needs, the same opportunities, the same results.'[8] The risk is that planning of the GGP's integrated approach becomes 'simply a projection of (each organisation) current mental models in the future'[8]. In other words, WWF will continue to push for its theory of change of demand, UNDP of platform, IFC of transactions without an understanding of dynamics influencing behaviours and the right sequencing and leverage points needed to change those dynamics.

Taking the Cerrado again as example,[9] there are potential key leverage points in integration between demand-production that could break the vicious circles that Soy Producers and Soy traders

perceive they are in (Figure 3). Systems modelling shows that soy producers perceive that implementing the Forest Code is already a financial burden to them[6]. In addition, they perceive that

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[8] Peter Senge. The Fifth Discipline: The Art and Practice of the Learning Organization: First edition (Century business) EAN:9780712656870
[9] The main author of this review has worked on a systems approach to look at the sustainability gridlock in the soy-meat sector [4,5] hence the use of this example.

there is a lack of NGO support for implementation of the Forest Code. NGOs also do not recognise that implementing the Forest Code is a first step towards sustainability[6]. Instead, NGOs are *not* supporting implementation of Forest Code and are pushing the sustainability bar even higher. Soy traders indeed are concerned as a result about the economic impacts on soy producers and perceive that there is a lack of attention on illegal deforestation[6]. In other words, deforestation from not enforcing the Forest Code. Instead, NGOs are pushing the bar higher whilst the legal benchmark itself is not being enabled, supported and achieved. This might be creating a viscous circle reinforced by land market dynamics (Figure 3).

Figure 3: Potential causal and success loops, hypothesised by main author of this review, based on data collected from mental model elicitation5 with soy traders and producers' organisation via another project.

Box 3: Benefits of a robust system approaches for enhancing integration

1. To explore similarities and differences between stakeholders' understanding of an issue to improve communication between stakeholders; and to identify and overcome stakeholders' knowledge limitations and misconceptions about the system;
2. To integrate different perspectives from the different organisations, to improve overall understanding of a system and to create a collective representation of a system to improve decision making processes;
3. To support social learning processes about how change happens by making assumptions more obvious and creating prototypes that are tested via e.g. systems science games before becoming interventions in the systems in question.
4. To develop more socially robust accepted knowledge to support negotiations and constant learning over theory of change and interdependencies in complex, multifunctional systems in order to improve the adaptive management, the learning method, and the M&E;
5. To develop common objectives around leverage points between institutions that incentivise collective engagement;
6. To speed up the trust process by recognising the interdependencies towards the vision goals and get government buy in faster.

Q3: When does NGO pressure drive demand and when does it harm collaboration for 'invisible' commodities with low market demand for sustainability?

> Assumption on demand that affects entire integrated approach linked to this question: That consumers have a role to play to increase demand for sustainable palm oil, soy and meat products and working on demand will bring systemic change

Evidence supporting this assumption: There is not sufficient demand for sustainable palm oil, soy and beef, not only from the European market[10], but also from emerging countries that now have a greater share of the market[11] , to drive systemic change of these large global commodities. For example, 40% of RSPO certified palm oil is not purchased as certified[9]. Similarly, less than a few percent of soy globally produced uses a certification standard due to a lack of market[7]. Deforestation-free supply chain is becoming an important strategy for reducing deforestation in agriculture. This strategy has been deployed mainly via NGO pressure on companies or via collective engagement by downstream actors, mainly consumer-facing companies and governments e.g. via the Consumers Goods Forum (the Tropical Forest Alliance)[7].

Complexity behind this assumption: The lack of commitment for sustainable soy in the soy-meat sector[6] or lack of purchase of RSPO certified palm oil[9] by downstream actors such as retailers may be explained by the fact that soy and palm oil is a largely 'invisible' ingredient used in other products e.g. livestock feed[6.] Consumers do not buy 'soy' and demand 'green soy/palm oil' from retailers in the way that they do for fish, cocoa, tea or coffee[7]. Brand development and customer concerns for sustainable soy/palm oil products is therefore seen as less important[7] (even more so for soy than palm oil). In addition, in the meat sector, many European retailers and their customers are more concerned with health and safety issues with regards to meat or GMO soy, and these retailers are therefore starting their transition towards GMO free or organic soy meat as their key sustainability theme in meat production[7]. Demand for deforestation free soy, beef, and palm oil by consumers is therefore limited by the lack of visibility of the ingredient in the final products. In other words, pressure is not driven by consumers but rather in the case of the Amazon and palm oil by international public concern (but public concern does not pay for sustainability like consumers do).

At the same time, companies in the supply chain are facing very different risks with regards to deforestation[7]. These risks include NGO pressures, brand reputation, customer concerns and certain exposures to risks regarding the degree of the visibility of the raw ingredient in the end market products of the supplier[7] In this, consumer facing companies are the most exposed to brand reputation and

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[10]https://askrspo.force.com/s/article/Why-is-only-half-of-the-available-sustainable-palm-oil-sold   or
https://www.theguardian.com/sustainable-business/sustainable-palm-oil-successful-rspo-certification
[11] TRASE, https://trase.earth/?

customer concerns, hence why they often participate in a broad range of sustainability initiatives[6]. For companies with reputation risks, NGO pressure is often an enabler[7].

For large producers and traders, although not consumer-facing, they have palm oil or soy as the most visible in their end market products and in this way are exposed to some risk and hence why large palm oil producers may all have adopted RSPO certification and many large soy traders are now adopting deforestation-free policies[6,7]. For them, as well, pressure is probably an enabler.

However, supply chain actors in the middle, such as feed and animal producers or meat packers, have meat as end products and soy and palm oil as 'invisible' ingredient of their products. This leads to those commodities being 'invisible' risks to them and hence, this may explain why they make less significant sustainability commitments[7,11]. These companies are currently not changing their purchasing practices. For supply actors who face 'invisible' risks in not adhering to sustainability, NGO pressure can be an inhibitor. In this case, pressure can impact negatively on the sustainability agenda (case of soy producers in Brazil reacting negatively to NGO pressure)[5,6,12.]

Further, in the case of palm oil, international concern has become associated with palm oil, rather than palm oil that is produced unsustainably. In other words, palm oil is viewed by the general public in Europe as typically associated with deforestation and biodiversity loss. This has affected European regulations[13] and companies' willingness to work on sustainability, especially in Europe, in the palm oil and soy sector[6]. In the general absence of enough joint commitments for sharing costs and risks between supply chain actors[6,7,11], it is likely that responsibilities for sustainability will continue to be transferred onto upstream actors in producing countries, so onto farmers, which is the reason why government regulations and enforcement as well as financial incentives are critical in this sector rather than only working on demand, hence the need for a GGP programme. The critical point is how, when and where demand works as an enabler or inhibitor of change and how to integrate other aspects in the right sequence.

Q4: Do good agriculture practices incentivize farmers for sustainable production and reduced deforestation?

Assumption on production that influences the integrated approach linked to this question: Good Agriculture Practices with improved land-use planning are likely to incentivize farmers for sustainable production and dis-incentivised farmers towards clearing forest land for production

Evidence supporting this assumption: The spread of existing best practice has shown to have great results on yield improvement. In this, the production project of the GGP is shifting the 'targeting and conversion to commodity production from priority regions (high conservation value areas) to degraded

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[12] Lyons-White et al. 2018. https://www.sciencedirect.com/science/article/abs/pii/S0959378017310117
[13] https://eeas.europa.eu/sites/eeas/files/20190321_press_release_palm_oil_en.pdf

or otherwise appropriate lands' but does so indirectly mediated by the market. In other words, sustainable intensification ensures that the regional and national market is meeting its demand for palm oil or beef or soy production and in this way, there is less unmet demand for the commodities and indirectly less pressure for production to move on forest land. In addition, the focus of GGP on land-use planning and policies to improve land governance ensures that there is there is a dis-incentive for farmers to use their extra incomes to create new production sites on set-asides. These complementary policies are important because evidence often shows that when productivity and income increase, farmers often invest extra income in unsustainable behaviours.

Complexity behind this assumption: This hypothesis however assumes that commodities are the direct driver of deforestation. Often, the drivers of deforestation are an interaction of complex dynamics between actors and parameters. For example, as soy in Brazil became profitable, the land value is increasing, and this is resulting in farmers being incentivised to clear forest land to increase the property value of their land[14] while land investors are legally or illegally clearing forest land creating a land market at the forest frontiers, which is then purchased legally by soy producers. Similarly, in Indonesia, the market for timber provides a financial incentive to clear forest land in preparation for palm oil plantations. As a result, it is important to understand whether or not farmers are likely or not to invest extra income in unsustainable behaviours and in addition, what are the other causes of deforestation still driving change in the landscape.

Q5. Can farming become a less risky business/financially attractive to banks at a scale needed to influence change? What are other options?

> Assumption on transaction that influences the integrated approach linked to this question: That guidance tools are sufficient to help banks identify better the deforestation risks

Evidence supporting this assumption: Blended finance has been identified as a potential source to financially support and enable sustainable production of agricultural commodities.

Complexity behind this assumption: As pointed out by GGP's round table on Developing Opportunities and Solutions in Sustainable Agricultural Finance, this financial solution presents 'several challenges such as the accessibility of blended finance by smallholders, the complexity and lack of data and transparency for impact measurement which is however essential to show results and receive additional support from funders, the identification of the right balance between public and private capital and the difficulty of scaling up existing working models'[15].

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[14] Richards, P. 2015. What drives indirect land use change? How Brazil's agriculture sector influences frontier deforestation. Annals of the Association of American Geographers 105(5): 1026-1040

Q6: Without data on traceability, how can banks identify better the deforestation risks? Is it ethically right for banks to develop such policies above the legal benchmark?

> Assumption on transaction that influences the integrated approach linked to this question: That innovative financing can become more accessible for farmers who require additional capital to invest in more environmentally sound practices

Evidence supporting this assumption: Deforestation risks have either been ignored in ESG criteria or inappropriately factored in. The GGP workshop report on financing farmers[15] clearly states that 'many challenges exist around integration of deforestation risks in ESG criteria, such as law enforcement, low consumer consciousness, difference between perceived and real risk towards deforestation from banks, and incoherent asks that banks can receive around managing data and risks'.

Complexity behind this assumption: The assumption here, within the transaction thematic, is that banks can be provided with capacity and data to deal with such risks. However, it is only very recently that tools such as the Trase Platform[9] give us information on transparency in supply chains associated with environmental risks (not yet on social risks). It is a big assumption that banks will use the data, but more critically in Brazil and Paraguay, laws like the Forest Code gives the right to producers to deforest so financial companies cannot penalise producers who deforest legally. In addition, investors are not linked with producers directly and lack data on land associated with deforestation.

Investors and financial institutions thus have limited data regarding deforestation (Figure 4 below). For example, in Brazil, there are still great challenges to make the Environmental Rural Registry (CAR) mandatory for all rural properties in the country. This is the same case for smallholders in Indonesia. Understanding the limitations of the transaction project, if this assumption is correct, would help the GGP explore other strategies how to better harness transaction.
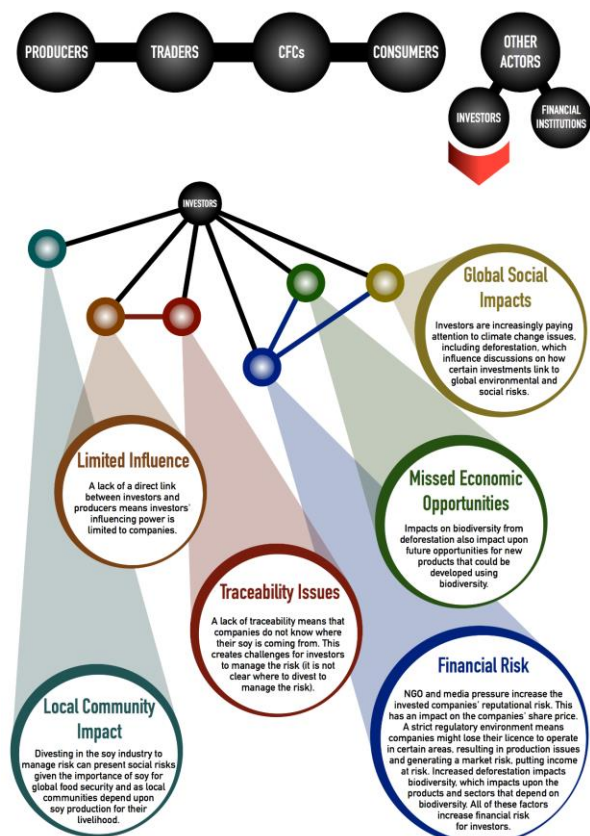

Figure 4 Factors influencing investors' responses to a deforestation-free agenda[5] using a system science approach known as mental model elicitation.

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[15] GGP Workshop Report. Developing Opportunities and Solutions in Sustainable Agricultural Finance. February 2019

Summary of questions and reviewing assumptions

Our review of assumptions shows that achieving sustainability in supply chains, with low market demand for sustainability but high international concern, is often socially complex and technically challenging, in other words what is known as a 'wicked problem'. It requires strategies under conditions of complexity, volatility and uncertainty as well as often high divergence of values and objectives. While there is much scope for optimism, given the many platforms set up for dialogues on supply chains, we urged considering the social question of buy-in and incentives for different stakeholders. For this, shared understanding and agreement of the dynamics in the supply chain systems, as well as the barriers and incentives facing institutions, is known to help stakeholders understand each other's positions well enough to have intelligent dialogue about the different interpretations of the problem, barriers facing different institutions and identify common areas where there are incentives for integration. However, right now the role of A&L is solely to support integration between the child projects, but not at systems level. To support more the latter, the A&L could explore more robust approaches to support child projects on how to get government and partners buy in and motivation for working on leverage points between production, transaction and demand. Developing a unique GGP approach for integration, drawing from systems thinking, prototyping and multi-stakeholder dialogue, is recommended for a more robust integration method for leveraging systems change.

3.2 Review of project strategy

Overall objective: Effectively leverage demand, transactions and support to production to ensure successful implementation of the GGP program

Strengths of design: Our interviews confirmed that one of the key motivating factors, especially at global level, to engage and work on the GGP, is the integrated approach for systemic change**.** Most of the 23 people interviewed (See Annex 5.2) recognise that although many projects dealing with supply chain issues are called successful, systemic change is not happening on the ground because of lack of integration between demand, production and transactions.

Weakness of design: The vision of GGP is to take a supply chain approach to transform key commodity supply chains. This means leveraging Production, Demand and Transaction for systemic change at the level of the supply chain system. However, both the project design and the 'inception' phase did not specify how to move from a generic integrated approach to a clearer theory of change about the opportunities for leverage areas between the three themes in a given system. In particular, while A&L was designed with the objectives of integration between projects and learning, nonetheless the language in the Prodoc and in the results framework, reduce the ambition to much smaller than country level supply chain integration. Instead, the result framework reduced the focus to sequenced work planning, coordination and collaboration.

As a result, the entire GGP programme has not been designed in a way that connects interventions from the various global child projects (Demand, Production and Transactions) in specific supply chains at country level. Instead, each child projects have their own individual ToC - about how to foster sustainable production, demand for sustainable products and transactions that direct financial flows to companies that manage/reduce their environmental and social exposure – with the aim that they theoretically reinforce each other. But this integration may or may not happen at country level. For example:

✓ Transaction is working in capacity building of financial institutions that may or may not make

> Box 4: Integration, Complementarity or Conflict in the Cerrado?
>
> 'When the project was designed, coordination was seen to flow easier. It took us a lot of time before we could coordinate on common ground. This is because CI and WWF have very different strategies. CI is supporting farmers implement the Forest Code. So, the strategy is to eliminate illegal deforestation. WWF has a historical positioning on Zero Conversion and have been pushing the bars much higher than illegal deforestation. It has been difficult to align agendas and narratives. It was a long process to coordinate. For European buyers, they demand the high bar. For farmers, the bar cannot be so high.'
>
> 'What CI does is complimentary to WWF but not integrated. CI cannot talk about zero conversion in the Cerrado because the government would not have signed the ProDoc and farmers would not have worked with them. So, they are working on supporting farmers to implement the Forest Code. WWF on the other hand wants to move the agenda and push the bars'. So, our activities are complimentary, but not integrated'

any transaction linked to the retailers or traders that Demand is working with or the producers and smallholder farmers that Production is working with in the timeframe of the project.

✓ Demand is working on supply chain transparency or commodity traders capacity building that may or may not result in any direct pull effects for producers we are working with, in the time frame of the project.

✓ Demand is working with a retailer in Indonesia to commercialize an RSPO certified cooking oil. However, the work of Production with smallholder farmers is not determined by the supply chain of this retailer.

A &L has not been designed to fix the lack of integration between the child projects in a way that aligns them at country level for system change. The GGP has indeed attempted to re-address the weak project design with the integrated planning workshops during implementation phase. This has been valuable to maximise integration among agreed project activities (see list of Integration Activities and their Impacts in Annex 6.3). Some of these integration activities have the potential to have large impacts on the GGP and beyond, and these include:

1. Integration of Demand-Production in Paraguay is leading to Demand related issues and solutions being discussed in the Chaco Beef platform created and managed under the Production project and integrated in the Chaco Beef Action Plan. Using the multi stakeholder collaboration for systemic change approach taken by the Production project may lead to an increased impact of the Demand project as demand issues and solutions are being collectively defined and with a systemic approach. Moreover, linkages between sustainable production/access to market/ways to influence and increase demand for sustainable production are being made so there is alignment between approaches taken.

2. Integration IFC work beyond GGP and that of UNDP under GGP Production in Indonesia, which lead to the signed MoU between Musim Mas and UNDP which will support farmers training activities undertaken by the Production project. Within the Production project, this will enable it to save resources but more critically over the long term such a partnership might lead to additional public and private extension service agents being trained to deliver sustainable intensification extension services, which improves sustainably the enabling environment for farmer support system locally in Pelalawan.

3. Integration of Transaction-Production in Paraguay is leading to sustainable intensification business model being developed by IFC to inform and consequently improve the farmers support strategy developed under the Production project, which should lead to improved impact. A better farmers support strategy has the potential to address some of the root causes of unsustainable beef production such as lack of capacity from farmers, which will lead to systemic change

In summary, although the design has been weak, A&L team has been adaptive in their management, putting into place integrated planning workshops, which has led to some beneficial integration interventions, with a few having potentially high impacts for the project, while other integration activities do not necessarily connect directly in the lifetime of the project, but may certainly occur after project.

Lesson learning on Leveraging Production, Demand and Transaction:

One of the main reasons for a lack of deeper integration is probably due to the lack of a systems approach in the GGP to identify leverage points (see Figure 3 for an example, page 13). As a result, a lot of 'painful' coordination time is taken with 'finding common ground' (see Box 4) because each organisation, especially at country level, wants to convince the other that their theory of change how sustainability works is the right one (see Box 4). The lack of a ToC for integration is leading actors to think there is an over estimation on the level/potential of integration. In fact, there are many interdependencies between these organisations and their child projects (Figure 3), but these are often not recognised because people and organisations suffer from systems blindness.

The lack of systems approaches is manifested in a lack of common objectives and indicators between child projects in a given country to work collectively towards integration. In addition, this is also manifested in a lack of common objectives/indicators between child and A&L projects to incentivize working and learning together. To avoid double-counting, which would be a key concern of the GEF, a better Programme level result framework sitting outside A&L would have ensured that all the partners are legally bound to achieve them and that the A&L is mandated to monitor, which could be a potential mechanism encouraging buy-in and incentives for integration between agencies at the country level and the A&L team. The key question that then arises therefore is whether it is the role of the A&L team of GGP to push for integration or whether it is the role of the A&L team how to get government and other stakeholders buy-in for integration through approaches and services that encourage the latter such as knowledge product, systems approaches for integration, facilitated ToC process etc.

Some guidance:

➢ Applying a systems approach led by A&L and national platform team would have created shared system/s understanding, agreement over testing multiple ToCs and assumptions, better learning methods and enhanced collective engagement; for this though more adequate funding is needed for the A&L to operate.

➢ A systems approach could result in a better M&E system for the GGP project which ideally should:

   o Have common objectives and indicators between child projects in a country to work towards integration, taking account mechanisms to avoid the case of double counting.

   o Have common objectives/indicators between child and A&L projects to incentive learning and pro-active adaptive management together, taking into account mechanisms to avoid the case of double-counting.

Table 3: Summary of the design of leveraging demand, transactions and support to production

Strengths in design	Weaknesses in design
Integration key motivation factor of staff for working on GGP	Insufficient funding for A&L
Visionary project	No systems approach to define collective engagement (multiple ToCs) based on agreed view of the key dynamics/relationship driving the system
Some integration activities have the potential to have high impacts for the project and beyond, leading to systematic change	No common objectives/indicators between child and A&L projects to incentive working together
	No common objectives and indicators between child projects in a country to work towards integration
	Insufficient buy-in and incentives for integration between agencies at the country level and with A&L team
	No approach how to get government and other stakeholders buy-in for integration

Outcome 1: Coordinated management of the Commodities Integrated Approach Pilot, adaptive management and M&E

Strengths of design of Outcome 1: Most interviews with the Secretariat confirm that GGP has supported a strong coordination structure (steering committee, secretariat, working groups etc) that is helping to 'bring the group under a collective GGP umbrella', rather than representing their organization or their position in the organisation. The interviewers give 'credit to UNDP who created a good environment to make people work together in a safe space with trust In this respect, the A&L project has been successful in its aim to be 'viewed as a cohesive whole and has a clear identity'[4]. In this, the establishment of the coordination structure in the GGP and the Community of Practice as well has helped tremendously for creating this umbrella. An M&E for project execution has been set into place and is being monitored as part of the GEF Project Implementation Report (PIR). In addition, adaptive management stories are being documented[16] and show so far there are good practices for what we call reactive adaptive management. Reactive adaptive management has been defined as management to changing contexts, which tend to be government or project management contexts for this project. Analysis of the adaptive management stories shows valuable reactive management due to changing government contexts. Such needs for adaptive management appear to have risen because of lack of participation and clarity during design (Annex 5.3).

Weakness of design of Outcome 1: The challenges of limited resources for coordination and work overload were already identified during the A&L inception workshop and continues to be a key lesson

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[16] Excel sheet shared called GGP Adaptive_mgmt_matrix

learnt reported in the Quarterly reports. Budget for coordination, both at child and A&L level, was clearly underestimated during project design and as a result, there is a lack of travel budget and staff allocation time for coordination whether between the different child projects at country level and between country and global A&L.

The coordination has suffered the most at country level, despite integrated workshops. In fact, most country staff feel that they 'give more to the coordination than they receive'. For example, country partners have complained to global GGP that the 'integrated workshop for the A&L gives them extra work while they themselves can't meet their own targets. Hence, why one implementing agency has opted out from organizing an integrated workshop for this year (2019)'.

Budget constraints aside, it appears strongly there is not enough 'incentives for coordination between agencies at the country level'[17](as pointed in previous section) and hence common objectives, which

would be part of the work plan of all implementation agencies at country level. Sometimes, these leverage points are not even at GGP project level but institutions levels. The IFC Ipod project with Musim Mas was given as example of institution linkages that enabled better private sector partnership with smallholders to support the integrated approach.

Critically also, the M&E is tied to project execution (are we doing things?), rather than learning about the theory of change and its assumptions around the integration of transaction, production and demand (are we doing the right thing?). For example, adaptive management stories are being documented (GGP database) but they are focussed on reactive adaptive management, so adapting to changing contexts. Whilst being reactive is very valuable nonetheless it limits iterative learning concerning assumptions of the GGP project and hence to a large extent the project cannot undertake pro-active adaptive management. In fact, like with the definition of systemic change, most stakeholders have very different views of what adaptive management is and whether learning about assumptions is essential. Ideally, pro-active adaptive management, which involves clarifying the assumptions and questioning them and having

> Box 5: Some valuable reactive adaptive management stories
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> In the Brazil production project, raising awareness among farmers about sustainable management models for their farms was challenging due to resistance of farmers towards sustainability, as well as change in federal government, which encouraged clearing and dismantling of environmental legislation. The project has adapted through partnerships with local government but also a strategic partnership with the Ministry of Agriculture at Federal level.
>
> Similarly, in Brazil, Proforest took time to do a scoping exercise to determine what companies' perceived needs are and what tools are available to fill those needs, rather than rush into implementation. As a result, the Soy Toolkit was developed which seems to provide a clear and accessible guide to a wide range of existing and emerging solutions available at each of the five key stages of the soy responsible sourcing process.

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[17] GGP A&L Q1 2019 Report

multiple options in order to determine the best strategy, would also be needed, in addition to reactive adaptive management.

Table 4: Summary of the design of Outcome 1

Strengths in design	Weaknesses in design
Strong coordination structure	Limited resources for coordination
Coordination (and CoP) helps 'bring the group under a collective GGP umbrella'	Insufficient time /travel allocation to coordination by implementation partners
Good enabling environments put into place by UNDP for neutrality, care and trust	Lack of good design for leveraging demand, transactions and support to production (see previous section) and creating incentives for integration
Coordination (and CoP) helps build a cohesive whole and has a clear identity	No pro-active adaptive management method
'Reactive' adaptive management stories documented and followed up	
Integration initiated through integrated workshops, coordination, and with a new indicator on partnerships	

Lesson Learning on Outcome 1:

➢ The strong coordination structure tied to A&L is excellent for accelerating learning and collective engagement;

➢ UNDP is ideally positioned for creating trusting and neutral spaces for collective engagement and learning towards integration and systemic change;

➢ Much more significant time and budget commitment should be dedicated for coordination and A&L in general;

➢ Pro-active adaptive management, which involves clarifying the assumptions and questioning them and having multiple options in order to determine the best strategy, would also be needed, in addition to reactive adaptive management.

Outcome 2: Increased understanding of the impacts of voluntary sustainability standards (VSS) and VSS-like mechanisms in order to promote adaptive management and to increase the effectiveness of these mechanisms

Strengths of design of Outcome 2: The ISEAL Alliance is well positioned for working on infrastructures to support a better understanding of the impacts of voluntary standards and similar mechanisms, given their history of promoting robust M&E and supporting an agenda on credible evidence in the voluntary sustainability standards sector. Further, in the past years, they have already

been developing a robust infrastructure for promoting evidence-based policies by linking developers of sustainability evidence (scientists etc), users of sustainability evidence and policy and practice decision-makers. The Global Impacts Platform's strategy of curating evidence via an online repository, synthesising and visualising the evidence for policy makers, and promoting synthesis and evidence through communication tools such as leadership pieces and interactive dialogue and forums has therefore the potential to encourage learning about how to improve impacts of such mechanisms. Synthesis, which involves appraising and integrating existing knowledge and research from different sources, and summarising it in one place, with visualisation, is designed to improve policy by helping policymakers make well-informed decisions while avoiding 'information overload'. Insights from these syntheses will help generate a lot of the insight about what works where and when, which will help understand the conditions and factors that lead to success and failure of efforts in different cases.

Weakness of design of Outcome 2: This outcome is excellent for providing access to credible research on the sustainability impacts of supply chain initiatives and tools, including standards and certification. However, within GGP, this outcome is a standalone activity and has not served and supported the A&L vision sufficiently to move towards integration, coordination, collective umbrella, and learning on systemic change.

Further, while Evidensia has the potential to encourage learning about how to improve impacts of VSS and related mechanisms, the tool is applicable in systems where there is strong agreement among stakeholders that the solution is VSS or related mechanisms and where problems are viewed as largely technical[18]. More complex and large-scale problems, like what GGP faces, require attention to the social and institutional context, particularly in the face of controversy where many stakeholders have differing goals and different mental models. When there is complexity and uncertainty about feedbacks, risks and potential interactions between system drivers such as social, biophysical and ecological change, and lastly when there is urgency for a need or demand for decision-making within short timeframes, other approaches are needed. In other words, complex problems with high uncertainty cannot be solved through evidence only[18]. Rather, it is aided by multi-stakeholder dialogue and participatory systems approach with stakeholders. Evidence and best practices indeed play a role in analytical insights, but complementary participatory tools are needed to refine the ToC and to build consensus and concerted action for driving and achieving systemic change.

On a governance level, ISEAL Alliance 's remit has been restricted only to the development of the Global Impacts Platform within GGP. As a result, the GGP programme did not benefit fully from the rich expertise of the ISEAL alliance There is no doubt that the ISEAL Alliance is a valuable partner for GGP. However, their role in the GGP as it is currently does not support the A&L vision enough. ISEAL Alliance and GGP could re-assess some better areas for collaboration to build the vision for integration. For example, a taskforce between the two organizations could compare UNDP GCP platform's approaches with those applied in certification round tables or the Cerrado working group in order to

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[18] Gillson et al. 2019. https://www.ncbi.nlm.nih.gov/pubmed/30447939

encourage key lesson learning on integration and widespread application of best practices for Round Tables/platforms via those two umbrella organisations. Such a process and knowledge product and dissemination of learning possible through a partnership between ISEAL Alliance and GCP/GGP has the potential to be very impactful.

Table 5: Summary of the design of Outcome 2

Strengths in design	Weaknesses in design
ISEAL Alliance is well positioned to work on impacts of voluntary standards and similar mechanisms	This activity is a standalone activity and has little to do to reinforce other A&L activities and objectives. As it is, the component does not add value to the A&L vision for integration, coordination, collective umbrella, learning on systemic change.
ISEAL Alliance has already developed a robust infrastructure for promoting evidence-based policies by linking developers of sustainability evidence (scientists, certification bodies etc), users of sustainability evidence and policy and practice decision-makers	Evidence based policies is only applicable in systems where there is agreement that the theory of change is via VSS or related mechanisms among stakeholders and where problems are largely technical.
Synthesising and visualising the evidence can improve policy by helping policymakers make well-informed decisions while avoiding 'information overload'	Complex problems with high uncertainty, feedback loops and multiple perspectives cannot be solved through evidence only; evidence is used as part of building a systems approach, but evidence is not the driver of an 'effective' approach.
Now that the platform is online, ISEAL is supporting GGP partners (UNDP, CI and UNEP-FI) to get their content and knowledge products hosted on Evidensia to ensure that knowledge and learning products developed in the future make their way to the Platform	The tool has so far not been sufficiently utilised by the Community of Practice as it was only launched in June 2019 (the next two years as engagement between the CoP and Evidensia is scaled up, use might change)

Lesson Learning on Outcome 2:

➢ The key assumption in GGP's Theory of Change for integration is that other activities than working only via the market level (hence VSS) is needed. As valuable as Outcome 2 is for providing access to credible research on the sustainability impacts of supply chain initiatives and tools, including standards and certification, however, within GGP, this outcome is a standalone activity and has not served and supported the A&L vision sufficiently to move towards integration, coordination, collective umbrella, and learning on systemic change.

➢ Re-assess with ISEAL Alliance, its best added value in current project and future GEF IAP Commodities programme to support the vision of integration towards systemic change.

Outcome 3: Knowledge management, partnership development and communications implemented to maximize learning, foster synergies and promote replication and upscaling of actions to address deforestation in commodity supply chains.

Strengths of design of Outcome 3: The establishment of a culture of learning has helped tremendously for 'connecting with other members' around a common engagement on green growth. It builds on a Multi-Stakeholder Collaboration for Systemic Change approach that connects local and global practitioners within government, civil society, and business engaged in the transformation of commodity sectors. Today the community includes 160 members from 12 commodity-producing countries working on 8 different agricultural and marine commodities and is being upscaled by GGP.

GGP Community of Practice builds upon activities of GCP and brings forth and disseminates lessons learned, experiential knowledge and innovations across geographical areas and commodities, with the aim to inform on new policies and practices at regional and global level. Indeed, 78% of respondents of a survey on the Community of Practice rank connecting to the community as key benefit[19]. According to the same survey, 51% of community members have changed their approach, project activities, practices or policies based on lessons learnt during GCC interactions[20]. For example, CI Brazil shared with us the benefits of bringing the local government partners to the Green Growth Conference and connecting them to the Community of Practice, which has helped to, expose their government partner to innovative approaches but also made them experience innovation and dynamism around green growth.

The Community of Practice has aimed to strengthen country practitioners' capacity – virtually and through inspiring face-to-face encounters and events – on issues relevant across multiple commodities such as land-use, stakeholder dialogue, private sector and financial institutions engagement, farmer support, gender, etc. The Community's program of activities has been driven by users' needs and prevailing project work of its member practitioners. An important innovation of the Community of Practice is to also to turn collective experiences and shared learning into guidance material and good practice documents, shaping collective knowledge beyond its membership. The farmers support toolkit is an example of a product developed as part of collective experiences in the Community of Practice.

Weakness of design of Outcome 3: Interestingly, most interviews conducted for the midterm review indicated that learning has happened on the job, rather than through the Community of Practice or through knowledge products. One very likely reason for this conclusion might be that it is very difficult to attribute impacts to the Community of Practice.

Virtual workshops were ranked as satisfactory although participation has been low. On the latter, virtual workshops have covered mainly technical themes[20]. Although virtual workshops have provided safe spaces to discuss failures, the intention of virtual workshops has not been clear -- whether it is for dialogues, briefing or training, which might explain low participation. Other barriers are language and time zones.

Further, it is important to note that, both the survey conducted internally[20] and the interviews we conducted indicate that there are certain weaknesses with some knowledge products, whether at child project level or A&L, and as a result this is not supporting sufficiently learning. For example, 71%

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[19] Green Commodities Community – Draft of GCC Assessment and Thematic Planning Survey Report (V02)

ranked access to guidance materials as one of the least relevant benefits of being in the community. In particular, gender and resilience, which form a strong component of the knowledge management with several products already developed including gender analysis and action planning in both production and demand child projects, were identified by 16% of respondents as a not useful topic to learn about in the GCC virtual workshops[20]. Our interviews around gender also points towards a lack of interest for gender mainstreaming. The reason behind this might reflect the organisations' orientation, which are more towards natural resource management, but however it does raise questions to what extent gender mainstreaming is viewed by those organisations as an important strategy. Indeed, one of the objectives of the last knowledge product on gender is to examine the business case for mainstreaming and how technical environmental staff can become stronger and more effective on gender – including in oversight, which hopefully might help move in the right direction, if a bit belatedly.

Table 6: Summary of the design of Outcome 3

Strengths in design	Weaknesses in design
CoP has multiplied connections among partners and created a collective umbrella. 78% of respondents of a survey on the Community of Practice rank connecting to the community as key benefit.	Some knowledge products do not always have buy in/sufficient value for country staff (e.g. guidance materials
It has fostered and encouraged a learning culture and has been user driven.	Learning curricula, although user driven, mainly on technical aspect (except for multi-stakeholder platform); Learning method not tied enough to what is integrated and systemic approach and approaches and ways how to achieve this vision.
It has enabled government and implementation partners to showcase their work with potential to celebrate/learn from successes and failures.	Low participation in virtual workshops, probably, because intention of virtual workshops not clear, or topic not interesting, or timing not conducive.
51% of community members have changed their approach, project activities, practices or policies based on lessons learnt during GCC interactions	Gender and resilience appear not to be of high interest to organisations working in GGP.

Lesson Learning on Outcome 3:

➢ The excellent function, structure and umbrella that the Community of Practice has provided should be supported in future GEF projects on commodities.

➢ To make the Community of Practice even more impactful for future projects, a significant recommendation would be to link the learning method with a more holistic M&E system, which ideally would be more focussed on learning about the theory of change and its assumptions around the integration of transaction, production and demand. In this way, the current method in place within the Community of Practice of turning collective experiences and shared learning

into guidance material and good practice documents, will encompass not only technical aspects, but also critical approaches for integrated and systemic change.

➢ Our more practical recommendation for change within GGP project, which is already under consideration, is to be more intentional of the goals of virtual workshops, whether they are about: training, dialogues, or briefing about new tools and approaches.

➢ Lastly, creating coaching and dialogue circles as was done for staff working on platforms seem to have played an important role in supporting adoption of best practices and sharing challenges on how to engage on multi-stakeholder platforms. This could also be replicated for the other components and thematic areas.

3.2.1 Addressing country priorities

Not applicable.

3.2.2 Review of decision-making processes during design

'The design phase is the start of the partnership process'. Lise Melvin.

Strengths of decision-making processes during design: The GGP project is a unique large-scale project that puts together a range of partners with different complimentary skills, networks and strategies, to work collectively on green growth in the agriculture sector.

Weaknesses of decision-making processes during design: In general, they are the same we have covered in the Production Review. Most people interviewed identified the project design phase as the weakest aspect of the project. In general, design phases have been far too focussed on writing technical project documents rather than facilitating dialogue and partnerships on how integration will achieve systemic change. So, normally 'competitive partners were asked to sit round a table to write a project document in order to work together to respond to the GEF requirements.

According to our interviews, as the design phase of GGP was rushed without enough consultation with local stakeholders and governments, the process did not encourage dialogue in a way that enables fair and transparent decision-making. Further, as we discussed already in the design section, one of the main reasons for a lack of deep integration has been the lack of a systems approach to identify leverage points. As a result, a lot of 'painful' coordination time is taken with 'finding common ground' because each organisation, especially at country level, wants to convince the other that their theory of change how sustainability works is the right one. In fact, there are many interdependencies between these organisations, but these are often not recognised because people and organisations suffer from systems blindness.

Lesson learning of the decision-making processes during design: Project design or inception phases are an excellent time to start with a system approach to find leverage points as this is known to facilitate collective engagement rather than promote a competitive mindset, which has been the strong undertone among partners of the GGP during the design phase and to some extent during the project. As a result of lack of consultation and a system approach, there have been a lot of issues

regarding modalities, budgets, competition, roles, strategies and integration. As said beautifully by Lise Melvin, 'the design phase is the start of the partnership process'. Rushed and done without a participatory and systems approach, cracks in collective engagement and strategies towards systemic change will start appearing throughout the entire life of the project. Coordination will require working on those cracks, leading to the reactive adaptive management, rather than building the foundation for pro-active adaptive management on the assumptions of the ToC and changing mindsets towards systemic change. It is key that the design phase is not rushed and involves a participatory systems approach.

3.2.3 Critical analysis of the project's logframe indicators and targets

''Measure what matters '.

Strengths of the project's logframe indicators and targets: The measurement as part of the project's logframe indicators and targets, as presented in Project Implementation Reports (PIR), forms a central part of the M&E system. A SMART framework has been used and is useful for defining targets for measuring project activities (in other words, to track whether the project is doing things). In contrast to

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Box 7:
Ideally each outcome could be linked to a structure, process and outcome indicator (Figure 6) instead of output, outcome and impact indicators.

Structure indicators are commonly used for assessing capacities or facilities available for providing services, for example, coordination structures or calls set up to provide the service of coordination and engagement.
Process indicators, which is reflected in the Ladder of Change draft methodology developed by the GCP team[14], assess the 'how', so how well the service is delivered, and provide essential and important information for quality improvement.
Outcome indicators reflect the effect of the programme. The effect can be manifested in changes in behaviour or successful enabling conditions such as aligned investment from partnerships and collective agreement as well as buy in from government. It needs to be measurable during the project's life cycle. It needs not to be a long-term socio-environmental outcome such as reduction of deforestation because it is difficult to achieve such outcome in a project's lifetime. Also because of the challenging question of attribution and contribution, it is suggested to have clearer observable or measurable effects of the project within its lifetime.

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the production project, both structure and process indicators are included in the A&L PIR (see Box 7 for definition and Annex 5.4). All indicators are assessed as SMART.

Weaknesses of the project's logframe indicators and targets: Ideally each outcome, should be linked to SMART 'structure', 'process' and 'outcome' indicators to understand the logic of the activities, quality of service delivered and the effects of the activities. Instead, the M&E system of the A&L and the production child projects have mainly structure indicators. The indicators do not tie beautifully into a theory of change for an integrated approach. A better mixture linking all three types of indicators would allow the project to assess its own theory of change

Figure 6: The relationship between structure, process and outcome indicators and some examples of what could be possible for GGP A&L. The asterisk* in the figure is to draw attention that systemic change would need to be defined in a ToC for a given context.

Structure Indicators	Process indicators	Outcome indicators	Impact indicators
Reflect the capacities or facilities available for providing services for expected outcomes/vision	*Reflect how well the service is delivered for expected outcomes/vision*	*Reflect the intended effect of the programme. The effect can be manifested in changes in behaviour or successful enabling conditions during projects life cycle*	*The harvest of the vision (often Core GEF indicators)*
Known as output indicators at UNDP	**Outcome 1**		Reduced deforestation
Outcome 1	Level of satisfaction in decision-making for systemic change*	**Outcome 1**	
Number of calls/coordination structure	Level of trust and motivation among partners for implementing the ToC for systemic change*	Number of new supply chain and strategic partnerships contributing to systemic change*	Improved sustainable management and consumption
Number of adaptation management practices	Collective agreement over ToC for systemic change*		
Number of integrated workshops	**Outcome 3**	**Outcome 3**	Policies working for systemic and sustained change for sustainability
Outcome 3	Level of capacity building for systemic change (e.g. multi-stakeholder dialogue, systems thinking, collective leadership)	Documented change in behaviours in practices towards systemic change* among partners	
Number of knowledge products/training programs			

Lesson learning on the project's logframe indicators and targets:

A more robust M&E system of the GGP project ideally should have indicators including structure and process indicators linked to a clear outcome indicator (Figure 6 suggest some indicators that could be used). The structure, process and outcome indicators would reflect the theory of change for an integrated approach. Nonetheless, we recognise having linked structure and process and outcome indicators is based on very linear thinking, so 'Outcome Harvesting'[20],[21]could be deployed to collect evidence of change (the 'outcomes') and then work backwards to assess whether or how an organisation, programme or project contributed to that change. In other words, have quantitative linear thinking M&E with qualitative nonlinear outcome harvesting

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[20] Outcome harvesting is designed to help assess what changed and why, in order to help understand change processes. It is not designed to assess whether or not activities were carried out according to plan (this is the role of the log frame and the three types of indicators which forms the theory of change). Outcome harvesting is designed for use in complex situations where the relationship between cause and effect is not fully understood and/or where many different actors influence change. Outcome harvesting is appropriate when the purpose of an M&E exercise is to learn about change in order to improve future performance. It is considered most useful when different stakeholders want not only to identify change, but also to learn about how and why those changes were brought about.

[21] https://www.betterevaluation.org/en/plan/approach/outcome_harvesting

3.2.4 Can progress catalyse beneficial development effects in the future?

UNDP GCP/GGP approaches has provided a robust foundation for supporting dialogues, coordination structures and the building of trust. Principles for dialogue and coordination structures should be replicated in future projects.

The Community of Practice has provided an excellent learning environment and infrastructure that should be maintained. Important innovation applied in Community of Practice should be replicated in the future. This includes for example turning collective experiences and shared learning into guidance material and good practice documents, shaping collective knowledge beyond its membership. The use of the annual conference to showcase GGP work, strengthen partnerships, enhance learning, get government on board is also a great structure to continue to support in the future.

3.3 Progress Towards Results

In general, progress against target has been excellent for the A&L component, with most activities and targets reached ranked as satisfactory. Not only have activities been achieved, the quality of activities whether for coordination, communication, learning and reporting, appear to have been excellent in general. As we emphasised throughout this midterm review, implementation has been excellent. It is the design of the overall GGP that is problematic and when targets are not achieved, e.g. with regards to integration, it reflects more the design than the implementation (see Annex 5.5; summary Table 2, page 37).

3.4 Project Implementation and Adaptive Management

3.4.1 Management arrangements

Strengths of management arrangements: An excellent management structure has been set up for the A&L by the Execution Agency, as illustrated in the GGP org chart (Annex 6.6). Further, interviews with implementation partners confirmed general satisfaction with the A&L management structure. When some structures have not worked for the A&L, adaptive management has been applied. For example, it was deemed inefficient for the M&E working group to meet on a monthly basis. Therefore, they only meet on an ad hoc level. Due to low attendance in Secretariat calls, some adaptive management was also applied, including the need for national calls.

Weakness of management arrangements: The biggest difficulty in the management arrangement has been at country levels where roles and responsibilities have not been clear. However, this reflects more the lack of clear theory of change for an integrated approach than the management arrangements. It also reflects grievance during design, as many organisations thought they would be Implementation Partner and were then 'demoted' to being Execution Partners. This has severely affected morale as well as accepting this new management structure.

One management arrangement that has not worked for the A&L team is the fact that GGP Paraguay is viewed as a country project by the Paraguay UNDP CO and government because separate ProDocs have been developed for the GGP Demand and Production respectively in Paraguay. However in both

cases, the work on Production and Demand in Paraguay is part of the Global Production and Demand projects respectively, when it comes to the GEF.. This has made it challenging to manage a different modality for Paraguay versus other countries. Hence, the recommendation by the A&L team has been to have all project working with same modalities, either all global projects or all country projects, in the future.

3.4.2 Work planning

Strengths of work planning: The GGP programme has developed and is implementing an excellent coordinated structure for planning of activities. As shown in the evaluation results framework, the project activities for the A&L have been achieved for the midterm review. There has been some adaptation of the results framework in order to achieve a higher standard, with new indicators on the integrated approach, which is a move in the right direction.

Weakness of work planning: none observed

3.4.3 Finance and co-finance

Strengths of finance and co-finance: In terms of expenditures, according to the latest budgetary information (Annex 6.7), the implementation progress of the project is proceeding as planned with minor deviations. The chart shows a minor discrepancy between the budget in Atlas and that in the Prodoc, explained by annual budget revisions reflected in the Atlas budget. The cumulative Global Ledger delivery against expected delivery as of this year is 57,77%. This can be explained since the project is starting its third year while its delivery is being compared against the total third year budget, meaning, most of the third-year budget of the project is yet to be spent

The delivery of project co-financing (Annex 6.7) is proceeding more or less as planned.

For Component 1&3, 50% of co-financing from SECO for the project has been already granted. GIZ, Mondelez and PAGE have granted co-financing to an additional of US$382,000 dollars not planned at CEO Endorsement. Although A&L in generally difficult to be funded, it is a great achievement and partnership that such partners have funded the A&L. The A&L team consider that the CoP and the Good growth Conference are key factors that motivate those partners to contribute to such valuable initiatives. In particular, the partners want to be associated with knowledge sharing towards systemic change.

For Component 2, there have been many partners co-financing the project and co-financing is going as planned.

Weaknesses of finance and co-finance: As pointed earlier, the challenges of limited resources for coordination and work overload (for Component 1 &3) were already identified during the A&L inception workshop and continues to be a key lesson learnt reported in the Quarterly reports. Budget for coordination, both at country child and A&L level, was clearly underestimated during project design and as a result, there is lack of travel budget and staff allocation time for coordination whether between the different child project at country level and between country and global A&L.

3.4.4 Project-level monitoring and evaluation systems

The M&E of the A&L works mainly;

1. **Through the results framework/PIR** and annual workplan of the A&L component, which is populated for the former from quarterly reports from all child projects. It is a cost-effective system involving all stakeholders. However, improvement of the results framework/PIR and additional tools are needed and already discussed in previous sections.

2. **Through coordination with meetings and calls (internal communication)** with the Steering Committee, Board, Secretariat and national teams. Coordination is an important part of the M&E. The Board meetings are generally informative to pass the messages on key issues but serve as function for decision-making for key changes brought forwards on changes to the results framework. The Steering Committee takes place on a bi-annual basis and deals with strategic issues and opportunities for integrated approaches. The monthly calls with the Secretariat and national teams service the critical function of sharing information, documenting adaptive management and finding solutions to strengthen adaptive management. In general, this looks like a cost- effective system for coordination between both execution and implementation agencies.

3. **Through reporting**. This is achieved through the quarterly reporting and annual reports by implementing agencies, which is then used to collect information for the results framework/PIR and for the Highlights report. This is a very cost-effective system involving all stakeholders.

4. **The integrated workshop/workplans** and the monitoring plan for the integrated workplans, which for the latter have been developed so far only for Indonesia. As discussed in the Strategy section, the integrated workplans identifies new activities that projects will work on together than go beyond mere coordination, without aligning TOCs, objectives and assumptions. The integrated workplans and workshops however has been mainly encouraged by the global team and has suffered from insufficient incentives from the country teams, possibly because those teams do not see the value of an integrated approach.

The strengths and weaknesses of the M&E is discussed extensively in earlier sections.

3.4.5 Stakeholder Engagement

Strengths of stakeholder engagement: Here, we categorise two types of stakeholders for the A&L: (i) the project partners of GGP including both execution and implementation agencies (WWF, IFC, ISEAL, CI etc) and (ii) the indirect beneficiaries of the A&L project attained through the child projects. i.e. local and national government, private sector, farmers and biodiversity and forest. For the first category of stakeholders, the A&L staff in Panama is engaging very actively with them through a well-structured coordination structure and setup.

Weaknesses of stakeholder engagement: With regards to the beneficiaries of the project, there does not seem to be a structure for the A&L to engage with them. It is achieved rather in an ad hoc engagement e.g. during missions and during the Good Growth Partnership Conference.

Lesson learning on stakeholder engagement: Staff working on the national platform work directly with the beneficiaries of the GGP project, namely with government and private sector. They do so as the platform reinforces government and private sector engagement with the development and implementation of action plans. Therefore, platform managers are ideally positioned to support A&L global team with the integration on all three thematic areas. However, to do so, platform team would need to be supported and trained with capacity to achieve integration and systemic change.

3.4.6 Reporting

Reporting is discussed in the M&E section.

3.4.7 Communication

Internal communication is discussed in the M&E section.

Strengths of external communication: External communication has been through different means: blog and media (for example there have been 17 pieces of independent editorial and 5 pieces of co-created content), the Good Growth Conference which serves, especially for the high event day (in Lima), to communicate the value of the programme and share lessons on good growth with local and national governments (note participation of the Peru President both in Lima and for the field visit). Communication with strategic partners is also ongoing and appears excellent. A&L communication has been positive to disseminate work of child projects who do not have specific overall communication budget (e.g. Demand).

Weaknesses of external communication: The GGP branding guidelines had to be reviewed to ensure the coherence with partners, as some like WWF had stricter rules.

3.5 Sustainability

There are three aspects of the A&L that are expected to last after the project's life cycle: the improved partnerships under a collective umbrella, the Community of Practice so the community moves towards systemic change, and Evidensia. We discuss about Sustainability in relation to these three aspects as well as internal running and processes of the project for it to achieve the three longer lasting sustainable A&L infrastructures.

3.5.1 Financial risks to sustainability

Although A&L is critical for systemic change, it is generally very challenging to generate sufficient funding for A&L. For Important processes for building trust, collective engagement, robust systems approaches are often undervalued and therefore underestimated in sustainability budgets. For example, a significant portion of the budget for A&L was cut in the final project agreement and most of the co-funding for the A&L has been in-kind. As we noted, it is a great achievement that A&L has been

able to raise additional co-financing especially for the CoP and shows the value of what the A&L is building for partners with the CoP over the long-term.

The financial risk is therefore ranked as **high** because ongoing funding is needed to continue maintaining three key identified long lasting sustainable A&L infrastructures that could last beyond projects life-time: 1) Improved partnerships under a collective umbrella working towards systemic change; 2) the Community of Practice so the community learns how to move towards systemic change; 3) Evidensia to support the VISS community.

3.5.2 Socio-Economic risks to sustainability

None were identified as high risk by the A&L project.

On this, Indigenous **peoples** were **ranked as low risk** for the A&L project because the 'A&L project will not be working directly in any areas inhabited by indigenous people. Given the other child projects do work in regions where there are Indigenous People and local communities, we question this assessment. In the Production review, we have identified indigenous people. (e.g. in Liberia) as high risk for the Production project If we take it that the A&L's role is to support best practices, by deduction this means that the A&L has a role to support child projects in high risk areas to ensure these risks are dealt with adequately. However, the mandate of the A&L might need to be -reassessed.

3.5.3 Institutional framework and governance risks to sustainability

Most of the high risk identified by the A&L are concerned with operational and strategic risks, which we categorise under Institutional framework and governance risks.

In terms of institutional risk already identified, our conclusion is that these risks remain similar except for 4:

Interdependencies between components in the production project and those of the demand, transactions and adaptive management and learning projects may cause significant delays and inconsistencies in implementation. Our assessment indeed indicates that delays in start of the project has affected the integrated approach. However, not only delays but a lack of approach for integration and budget impede the project. This institutional risk continued to be high as integration is slow and not strategic enough.

Further, programme-level activities as well as activities related to coordination and integration were not budgeted in other GGP child projects and therefore coordination and integration could not effectively happen if all GGP Partners are not collaborating. This institutional risk continued to be high as explained above.

Also, it was identified that with many stakeholders working in the target countries and on the issue of taking deforestation out of the commodity supply chains, GGP may not be able to effectively coordinate with existing initiatives and partners and hence demonstrate added value of GGP. Our assessment indicate that this risk has been buffered to a large extent by the excellent coordination and the

Community of Practice of the A&L. A better approach for integration and sufficient budget for this would have helped further to demonstrate the clear value proposition of GGP.

A last institution risk that was identified was the overlap of the IAP knowledge management component with existing knowledge management platforms, leading to insufficient interest, participation and uptake of IAP learnings from key stakeholders. Contrary to this risk, the coordination and Community of Practice is actually one of the key success factors around the building of trust and a collective umbrella of the GGP programme.

The risk profile of the three key A&L structures identified to last beyond projects lifetime are as follows: 1) Improved partnerships under a collective umbrella working towards systemic change, the risk of losing that momentum is extremely high and should be maintained via the Community of Practice and development of robust approaches for systemic change; 2) the Community of Practice so the community learns how to move towards systemic change. The risk is also high and contingent of maintaining and enlarging the COP and ensuring capacity building in robust approaches for systemic change; 3) Evidensia to support the VISS community. The risk is low as there are many institutions other than GGP with strong interest to make this a success.

Environmental risks to sustainability

None were identified as high risk by the A&L project.

Improved agricultural practices for the sustainable intensification of beef production poses environmental risks as identified in the GGP risk log for the Production project.

As with indigenous people, if we take it that the A&L's role is to support best practices, by deduction this means that the A&L has a role to support child projects in high risk areas to ensure these risks are dealt with adequately. However, the mandate of the A&L might need to be reassessed.

4 Conclusions and Recommendations

Key points:

➤ In general, progress against target has been excellent for the A&L component, with most activities and targets reached ranked as satisfactory. Not only have activities been achieved, the quality of activities whether for coordination, communication, learning and reporting, have been excellent in general.

➤ The function of the A&L component has proven itself instrumental to catalyse partnerships and collaboration under a collective umbrella for systemic change. In particular, GGP's A&L has provided a robust foundation for supporting dialogues, coordination structures and building of trust. The Community of Practice has also provided an excellent learning environment and infrastructure that should be maintained and further capacitated. With both aspect, UNDP has demonstrated that it is ideally positioned as a neutral partner and independent facilitator for

approaches needing integration, collaboration and learning and hence move towards systemic change.

➤ There are three aspects of the A&L that are expected to last beyond the project's lifetime: the improved partnerships under a collective umbrella, the Community of Practice to enhance learning towards systemic change, and Evidensia as platform for evidence on impacts of VSS. In addition, some of the integration activities have the potential for systemic change. We strongly recommend building upon these beneficial infrastructures.

➤ Whilst A&L's vision of the GGP is a giant step in the right direction, nonetheless its design needs to improve. For example, the vision of GGP is to take a supply chain approach to transform key commodity supply chains. This means leveraging Production, Demand and Transaction for systemic change at the level of the supply chain system. However, both the project design and the inception phase did not specify how systemic change can be achieved concretely. In particular, while A&L was designed with the objectives of integration between projects and learning, nonetheless the language in the Prodoc and in the results framework reduce the ambition to much smaller than country level supply chain integration. The result framework prescribes sequenced work planning, coordination and collaboration as separate activities rather than a more outcome-oriented approach to leveraging the Production, Transaction and Demand projects as a whole.

➤ The A&L team has indeed attempted to re-address the weak project design with the integrated planning workshops during the implementation phase. This has been valuable to maximise integration among agreed project activities (see list of Integration Activities and their Impacts in Annex 6.3). Some of these integration activities have the potential to have large impacts on the GGP and beyond. Nonetheless, the lack of a clear Theory of Change around integration has led to insufficient buy-in and incentives for integration among partners and stakeholders. For example, there is insufficient buy-in and incentive for integration of Demand, Production and Transaction in Brazil and Paraguay, although there is some move in the right direction (see Annex 6.3 on Integration Activities).

➤ In terms of Outcome designs, Outcome 1 and 3 are the foundation for coordination, integration and learning. As valuable as Outcome 2 is for the VSS community with support to build a robust and accessible evidence base, however, it does not sufficiently support A&L's vision for integration and learning to bring about more systemic change.

➤ Last but not least, the insufficient budget and not conducive-enough environment to revisit and amend project activities and budget allocation to address the shortcomings in design for integration has meant A&L has not been able to fully demonstrate its added value for integration. The needs for A&L are often underestimated. In fact, discussion with the GEF Scientific and Technical Advisory Panel (STAP) and an M&E specialist of the Food Resilience IAP reveals more or less similar issues for other IAP, with insufficient approaches to link design,

implementation, monitoring and evaluation. Bringing all IAP together to share lessons on best practices, barriers and opportunities for systemic change is highly recommended.

Table 7: MTR Ratings & Achievement Summary

Measure	MRT rating	Achievement description
Progress towards results	Outcome 1 Satisfactory	All midterm targets related to activities for this Outcome have been reached at a satisfactory level. Good practice on coordination structures, engagement and building of trust has been applied resulting in positive impacts in collaboration. There are however challenges with the dependency workshop for integration. A missing ingredient for the latter is robust systems practice including Theory of Change tied to M&E and learning method for an integrated approach in complex systems/set ups.
	Outcome 2 Satisfactory	All midterm targets for the activities have been reached at a satisfactory level. The Global Impacts Platform now branded Evidensia was publicly launched in June 2019 and is now live (www.evidensia.eco). Research synthesis and visual summaries are available on Evidensia. Good practice on scoping, consultation, engagement and building of IT infrastructure has been achieved for Evidensia.
	Outcome 3 Satisfactory	All midterm targets for the activities are on target to be achieved at a satisfactory level. Green Growth Conference has been successfully organised for learning and showing casing, donors are funding and practitioners and active partners are engaging with this learning method. Excellent learning environment and infrastructure set up. Missing ingredient is the same as in Outcome 1.
Project Implementation & Adaptive Management	Satisfactory	Good practices in project implementation, coordination and 'reactive' adaptive management has been deployed to a highly satisfactory level. In other words, the quality of activities whether for coordination, communication, learning and reporting has been excellent in general. The main challenge is the M&E which focuses only on monitoring of implementation of activities (is the project doing things) rather than whether the activities make sense (are we doing the right thing)

45

		Regarding outcome indicators, see full assessment in Table 2.
Sustainability	Moderately Likely	We rank the overall Sustainability to be moderately likely because: • While there are three long-term infrastructures that are likely to last beyond the project lifetime, financial investment will be needed post GGP for their long-term sustenance. These three infrastructures are: the improved partnerships observed under a collective umbrella, the Community of Practice for learning so the community moves towards systemic change, and Evidensia. • Financial risk especially for the CoP and the established structures to maintain good partnerships is high to ensure those infrastructures are maintained and further capacitated. • Further, the insufficient budget and not conducive-enough environment to revisit and amend project activities and budget allocation has meant that A&L has not been able to fully demonstrate its added value for integration. Already identified institutional risks remain an issue and these include: significant delays and inconsistencies in implementation due to interdependencies between components and child projects, lack of willingness to collaborate, and too many existing initiatives in the same thematic which might decrease the added value of GGP. Such institutional risks for integration remain high mid-term due to limited or restricted budget but fortunately there is willingness and vision in the A&L team to move GGP towards systemic change. • One identified institutional risk that has been well mitigated concerns the risk that there will be insufficient interest, participation and uptake of GGP learnings from key stakeholders. On the other contrary, the CoP has been one of the success stories of GGP.

Specific lesson learning includes:

➢ Our review of assumptions shows that achieving sustainability in supply chains such as beef, palm oil and soy, with low market demand for sustainability but high international concern, is often socially complex and technically challenging. It requires strategies that can work under

conditions of complexity, volatility and uncertainty as well as often high divergence of values and objectives. For this, shared understanding and agreement over:

1. The dynamics in the supply chain systems,
2. The theories of change,
3. The barriers and incentives facing institutions,

helps stakeholders understand each other better. On this basis, they can identify common areas where there are incentives for integration. The role of A&L right now is solely to support integration between the child projects, but not integration at systems level. For the latter, the A&L could support child projects on how to get government and partner buy-in and motivation for working on leverage points between Production, Transaction and Demand. Developing a unique GGP approach for integration using proven systems change methodologies, such systems modelling, prototyping and multi-stakeholder dialogue, can help here.

➢ Future projects that aim for integrated approaches for systemic change should ensure that a robust A&L component rooted in systems approaches is used for design, implementation, monitoring and evaluation. Without such a robust A&L, organisations are less likely to recognise interdependencies and test their Theory of Change. This is because in general people and organisations suffer from "systems blindness" and do not recognize interlinkages and opportunities to change the broader system.

➢ The lack of common objectives/indicators between child and A&L projects, whilst ensuring there is no double counting of achievement among projects, has resulted in insufficient buy-in and incentives for integration between agencies at the country level and with the A&L team. The lack of common objectives could be a manifestation of a lack of systems approach.

➢ In terms of project management of the A&L team, the platform managers are privileged interlocutors for A&L with regards to the indirect beneficiaries of the A&L project and therefore are ideally positioned to support the A&L global team with the integration on all three thematic areas at systems level. If the role of A&L could be expanded from supporting integration between the child projects to supporting systems change, then the platform team could support the A&L team with this and be further capacitated to facilitate systems change processes with partners, government and private sector.

Recommendations

Table 8: Key recommendations

Number	Recommendations	Entity Responsible
1	Justification: The A&L was designed with the objectives of integration between projects and learning, nonetheless the language in the Prodoc and in the results framework reduce the ambition to much smaller than country level supply chain integration. In other words, mainly to sequenced work planning, coordination and collaboration rather than leveraging Production, Transaction and Demand. This has resulted in low buy in from stakeholders and partners, whether it is for integration, and in some cases for child project specific policies. Recommendation 1: To start supporting the original vision of leveraging at systems level and hence achieve systemic change, capacity building of the CoP with training in the application of systems thinking and prototyping. Such capacity building will support practitioners to be capacitated with a better understanding of what systemic change might look like in the context of GGP. It will also help them identify policies and activities that need to better prototyped (a prototype is a practical and tested mini version of what later could become a pilot policy/activity that can be shared and eventually scaled. The feedback received from testing the prototype policy/activity with stakeholders is then the basis for refining the concept and its underlying assumptions of systemic change before it is scaled).	UNDP
2	Justification: GGP has not so far defined what systemic change is and what might be signs that systemic change is being achieved. These are likely to be country specific. Recommendation 2: Capacity building of the platform teams through the Community of Practice, to facilitate systems approaches and to measure the effectiveness of approaches used in GGP through the ladder of change	UNDP
3	Justification: There have been delays in Paraguay and Liberia to start off the Production project, as well as delays with the Brazil and Transaction projects Recommendation 3: Given the delay, it is strongly encouraged for the A&L to have an extra 10 months of no cost extension until the end of Dec 2021 in order to ensure A&L is synchronised with the end of all other child projects. This is in order to continue the critical role of coordination, learning, and acting as an umbrella for all the child projects.	Steering Committee/ GEF/UNDP
4	Justification: There are many assumptions around integration that need to be revisited for 'invisible' commodities to consumers such as palm oil and soy, but of high international public concern and poor market demand for sustainability. Recommendation 4: A ToC process is recommended as a lesson learning exercise. This could be achieved with an outcome mapping exercise to collect some key outcomes of GGP that was not anticipated from the project but is significant to be highlighted. Budget Allocation would be needed for this process. In addition. given that all GEF IAP	Steering Committee/ GEF/UNDP

	appears to suffer from same design issues, with lack of more robust systems approach linking design, implementation, monitoring and evaluation to move towards systemic change this process could also be led and funded by GEF as a collective IAP process.	
5	Justification: Testing a systems approach in one country could be used to showcase how integration could work better in order for GGP A&L to prove its added value for integration. Recommendation 5: We recommend developing a robust systems approach for integration (the same as GCP did for multi-stakeholder platform) for at least one country, ideally Paraguay.	Steering Committee/ GEF/UNDP
6	Justification: There is no doubt that the ISEAL Alliance is a valuable partner for GGP. However, their role in the GGP as it is currently does not support the A&L vision enough. Recommendation 6: ISEAL Alliance and GGP could re-assess some better areas for collaboration to build the vision for integration.	ISEAL Alliance/ WWF/ Steering Committee

5 Annexes

5.1   Documentation used for the A&L report: MTR Evaluative matrix

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?				
Project design	• Is the problem addressed by project correct? • Are there any incorrect assumptions? If yes, how does it impact the delivery of the project?	Level of coherence between the problem and intended outcome of the project Validation of each key assumptions as laid down in Prodoc	Project documents: • Overall GGP IAP Project document • PIF • UNDP initiation Plan • UNDP Project Document e.g. GGP Round Table report - Accelerating systemic change in sustainable agricultural commodity production; Root cause analysis; Situation analysis • UNDP GGP Theory of Change • UNDP A& L Inception report • Finalized GEF Focal area Tracking Tools/Core Indicators at CEO Endorsement • UNDP Environmental and Social Screening Results • Integrated workshops: Indo 2018 and 2019 integrated workshops and a report for the Brazil 2018.	Document analysis, Interviews with project staff, interviews with key stakeholders,
Relevance	• How relevant is the project strategy? • Is the project strategy the most effective route to support its achievement? • Were lessons from other relevant projects properly incorporated into the project design?	level of coherence between project design and implementation approach Integration of lessons from other projects	External Sources: • Adaptive management theories and practices • Learning theories and practices • Monitoring and evaluation (including Theory of Change) theories and practices • Barriers and opportunities for deforestation free supply chains	Document analysis Interviews with project staff, interviews with key stakeholders

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
	• How relevant is the project strategy relevant to each country priority and national sector development priorities? • How is the country ownership of the project?	Coherence with each Country and national sector development strategy and project design	• A&L ProDoc • Root cause analysis	Document analysis Interviews with Ministries in each of the pilot countries
	• How were the perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?	Stakeholder engagement approach during the project design	• UNDP GGP A&L Inception report • UNDP GGP Integrated workshops	Document analysis Interviews with project staff, interviews with key stakeholders
	• How were the gender issues taken into account during the project design	Gender strategy	• UNDP A&L Prodoc	Document Analysis Interview with project staff
Results Framework /Logframe	• Are the outcomes, outputs, indicators aligned with the theory of change of the project? Are the indicators and the midterm and end-of-project targets "SMART" (Specific, Measurable, Attainable, Relevant, Time-bound)? Note aside of SMART	Alignment between the Theory of change and the outcomes, outputs and indicators in the logframe "SMARTNESS" of indicators and targets Analysis of indicators according to) structure e.g. enabling conditions to put into	• UNDP ProDoc • GGP Theory of Change • Inception Workshops reports • Adaptive management of results framework	Document analysis Interviews to validate the Theory of Change

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
	principles we will also analyse the indicators according to three core typologies that help for better holistic evaluation/monitoring: 1) structure e.g. enabling conditions to put into place, 2) process e.g. quality of conditions put into place and 3) outcomes are social and/or environmental qualities maintained, restored or improved.)	place, 2) process e.g. quality of conditions put into place and 3) outcomes are social and/or environmental qualities maintained, restored or improved.)		
	• Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?	Clarity, practicality and Feasibility within project time frame of the project objectives, outcomes	• UNDP ProDoc • GGP Theory of Change • Inception Workshops reports • Adaptive management of results framework	Document analysis Interviews with key stakeholders
	• Does progress so far or potentially in the future, catalyze additional beneficial impacts of the project (i.e. income generation, gender equality and women's empowerment, improved governance etc...)? Should it be included in the project results framework and monitored on an annual basis?	Additional Project impact not listed in the Logframe	• Knowledge products	Document analysis Interviews with key beneficiaries on target audience for knowledge products
	• How are gender issues	Gender	Not applicable	Document analysis

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
	monitored through sex-disaggregated indicators? • Are SMART gender disaggregated indicators included that capture development benefits?	disaggregated SMART indicators		Interviews with key beneficiaries
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?				
Progress towards outcome analysis	See Methodology to Verify Project´s achievement of Results according to Results Framework	See detailed indicators in project logframe	Project documents: • UNDP Project Document (Logframe) • Project Inception Report • All Project Implementation Reports (PIR) • Quarterly progress reports and work plans of the various implementation tasks teams • Finalized GEF Focal area Tracking Tools/Core Indicators at CEO Endorsement and midterm (Commodities IAP multifocal area tool) • Oversight mission reports • All monitoring reports prepared by the project • Electronic copies of project outputs - newsletters, booklets, manuals, technical reports, articles, etc. • Adaptive management of results framework	UNDP, GEF, Project Partners Document analysis
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?				
Management Arrangements	• How effective is the project management as set in the Prodoc? Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely	Project management structure effective to support project Changes made in Structure Decisions are clear and taken in timely manner	• Quarterly progress reports and work plans of the various implementation tasks teams • Project operational guidelines, manuals and systems • Minutes of the Board meetings and other meetings (.e Project Appraisal Committee meetings)	Document analysis Interviews with staff

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
	manner?			
	• How is the quality of execution of the Executing Agency and Implementing Partner(s)	Quality of Deliverables	• Quarterly progress reports and work plans of the various implementation tasks teams • Project operational guidelines, manuals and systems • Minutes of the Board meetings and other meetings	Document analysis Interviews with staff
	• How is the quality of support provided by the GEF Partner Agency (UNDP)	Quality of support provided by UNDP	• Quarterly progress reports and work plans of the various implementation tasks teams • Project operational guidelines, manuals and systems • Minutes of the Board meetings and other meetings	Document analysis Interviews with staff
Work Planning	• Were there any delays in project start-up and implementation? What were the causes? Is it resolved? • Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results? • Was the project's results framework/ logframe used as a management tool? Were changes since project start.	• Change in timeline for the workplan • Result based workplan • Use of logframe as management tool • Comparison of the original logframe to latest PIR	• Quarterly progress reports and work plans of the various implementation tasks teams • Minutes of the Board meetings and other meetings (i.e. Project Appraisal Committee meetings)	Document analysis Interviews with UNDP, and project partners
Finance & Co-finance	• How was the project financial management cost effective? • Were there any changes to fund allocations as a result of budget revisions? Was it appropriate and relevant? • Is the Project financial reporting, and planning	• Effective Spent • Budget deviations • Cash disbursements timing Level of Co-financing to date versus target • Alignment between project and donors` priorities	• UNDP Project Document • Audit reports • Financial and administration guidelines used by project team Other: • Financial disbursements reports • Co-financing reports	Financial documents analysis Interview with UNDP finance Staff, and key co-financers

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
	allowing management to make informed decisions regarding the budget and allow for timely flow of funds? • How is the project co-financing monitored and on track? Is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?			
Project-Level Monitoring & Evaluations systems	• Do the monitoring tools provide the needed information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? • Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?	• Cost Effectiveness of the monitoring tools • Participatory and inclusiveness of monitoring tools • Adequacy of budget for monitoring & Evaluation • Analysis of indicators according to three types (structure e.g. enabling conditions to put into place, process e.g. quality of conditions put into place and outcomes are social and/or environmental qualities maintained,	• All monitoring reports prepared by the project	Document analysis Interview with UNDP, Project Partners

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
	• How is quality of activities, strategy and management assessed?	restored or improved.)		
Stakeholder Engagement	• Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders? Has a partnership strategy being developed? • Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation? • Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?	Core indicator calls for stakeholder engagement: • • At least 1 partnership per country (total of at least 4 partnerships) between producers, buyers and finance providers, fostering sustainable commodity supply chains. • Number of active partners with which the GGP is engaged at a programmatic level (through two-way sharing of information, expertise or tools; collaboration to increase impacts; implementation of delivery services, or provision of co-financing). • Formal partnerships created with the project (e.g. with MoU)	• All Project Implementation Reports (PIR) • Minutes of meetings • Integrated workshops	Document analysis UNDP, Project partners Interview with Partners, local and national governments

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
Reporting	• Have adaptive management changes been reported by the project management and shared with the Project Board. • Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly rated PIRs, if applicable?) • Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.	• Completeness and accuracy of M&E reports • Are recommendations on adaptive management from PIRs implemented and monitored?	• All monitoring reports prepared by the project • Minutes of the Board meetings and other meetings (i.e Project Appraisal Committee meetings)	Document analysis UNDP, GEF, Project partners
Communications	• What is the internal project communication process with stakeholders? Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment	• Quality and effectiveness of communication and consultation with stakeholders • Adequacy of communication strategy • Nature of feedback channels established, including from the local level to the PMU	• Minutes of the Board meetings and other meetings (i.e. Project Appraisal Committee meetings) • Electronic copies of project outputs - newsletters, booklets, manuals, technical reports, articles, etc.	UNDP, Project partners Interviews with UNDP, Project Partners,

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
	in the sustainability of project results? • What is the external project communication strategy? How is the project progress and intended impact reported to the public (e.g. website, outreach, public awareness campaigns) .			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?				
Overall sustainability	• Are the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module the most important. Are the risk ratings applied appropriate and up to date	Appropriateness and accuracy of the identified risks	Assessment of Identified risks in : • Project document, Annual Project review/PIR, • Social and Environmental Screening templates • Atlas Risk Management Module	UNDP, Project partners
Financial risks to sustainability	• What is the likelihood of financial and economic resources not being available once the GEF assistance ends?	•	• Financial disbursement reports • Co-financing reports • Project document	UNDP, Project partners Interviews
Socio-economic Risks to sustainability	• Are there any social or political risks that may jeopardize sustainability of project outcomes? • What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for	• Political stability (future e.g. risk linked to election) • Alignment of project deliverables with national priorities for next planning cycle.	• Project document Other for Production project: • Country socio-economic reports •	Country reports Political news

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
	the project outcomes/benefits to be sustained? • Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? • Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? • Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?			
Institutional Framework & Governance Risks to sustainability	• Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?	• Lack of ratification of proposed policies	• Country legal and political risks reports	Country reports

Evaluation Criteria	Questions	Indicator	Document Source	Methodology
Environmental Risks to sustainability	• Are there any environmental risks that may jeopardize sustenance of project outcomes?	• 3 policy and regulatory policies drafted and proposed	• Project document Other for Production project: • Country socio-economic reports • Palm oil sustainability reports • Beef sustainability reports	UNDP, Project partners Country reports Palm oil industry/ RSPO Beef industry/Global Roundtable on sustainable Beef

5.2 Key stakeholders interviewed for A&L review and guiding questions

1	Andrew Bovarnick	UNDP GCP/GGP	Chair of GGP Steerng Committee
2	Pascale Bonzom	UNDP GCP	GGP Manager, Secretary Board
3	Paul Hartman	GEF	GGP Steering Committee
4	Jonathan Gheyssens	UNEP Fi	GGP Steering Committee/Secr.
5	Elisabeth Schueler	WWF	GGP Steering Committee
6	Dieter Fischer	IFC	GGP Steering Committee
7	Margaret Arbuthnot	WWF	GGP Secretariat
8	Jessica Furmanski (we interviewed Jessica, but aware that she has been replaced by Amanda Sennert)	CI	GGP Secretariat
9	Susan Pomar Nuitjen	IFC	GGP Secretariat
10	Vidya Ranga	ISEAL	GGP Secretariat
11	Jorge Martinez	UNDP Paraguay	GGP Secretariat
12	Karine Barcelos	CI Brazil	Project Manager CI Brazil
13	Edegar Oliviera	WWF Brazil	GGP Community of Practice/partner CI Brazil
14	Pascal Fabie	UNDP GCP/GGP	GGP Secretariat/observer
15	Nadia Puerta/Aline Da Silva	UNDP GCP	GGP Secretariat/observer
16	Rebecca Lake	UNDP GCP	GGP Secretariat/observer
17	Simon Cooper	UNDP GCP	Technical Advisor GGP
18	Lise Melvin	UNDP GCP/GGP	Technical Advisor GGP
19	Leif Pedersen	UNDP GCP	Technical Advisor GGP
20	Nicolas Petit	UNDP GCP/GGP	Technical Advisor GGP
21	Irwan Kurniawan	UNDP SPOI	
22	Pisca Tias	UNDP GGP	
23	Entire production team and beneficiaries (see production review)		

Guiding questions for the interviews

1. What motivates you about the GGP approach? What do you find unique and special?

2. What are you considering as successful so far? Leaving indicators aside, what would you say is good enough to call the overall project successful at the end? How might you assess whether this success is appropriate for upscaling and replicating?

3. What adaptive management method is working for you? Can you share me some examples of adaptive management stories within GGP?

4. How is partnership helping you to strengthen the integrated approach? Can you share some concrete stories?

5. Since learning is an important aspect, which learning method is working for you? And could you share some example of have you learn from the GGP program that is helping you to make a shift in your work strategy or opinion about how change happens?

6. How has the project created safe and supportive spaces that help the GGP to "fail early in order to learn quickly"? Concretely, what has failed and is it easy to talk about it?

7. What do you think are one or two key assumptions of the project and which knowledge product or other methodologies will provide concrete value for testing those assumptions?

8. How is the Global Impacts Platform providing value in your work? Were the A&L needs of GGP taken into account?

9. What does systemic change mean for you and can you give me some examples of how the project is showing signs for systemic change?

10. Any last words or advice you want to share about future of such integrated collaborations/pilots?

5.3 Documentation of Integration Activities

Child projects exchange benefits	Country	How does it improve overall impact of GGP project?	Is this impact significant on GGP overall impact (categorise as low, medium, high impact)?	Is the impact of the activity likely to last beyond project? (yes, No, Not sure)	If yes, what will be the impact on changes in the targeted system?
Demand-Demand	Brazil	This connection, facilitated by GGP, enabled exchange of information on the Soy Toolkit developed by Proforest. This improved the quality and relevance of the Soy Toolkit, with additional inputs collected through the Cerrado Working Group	Medium	Yes - The relationship built between Proforest and WWF Brazil will also likely last after the project	The Soy Toolkit is a capacity building tool targeting traders, food processors and retailers. By offering tools and a clear guidance on how to decouple soy production and trading from deforestation and habitat conversion, the Soy Toolkit addresses the lack of capacity of traders, food processors and retailers to meet their

					deforestation commitments, and contributes to system change. In short, the Soy Toolkit allows demand signals in the soy supply chain to be stronger, requiring Producers to align with sustainable production.
Demand-Demand	Brazil	This connection, facilitated by GGP, enabled exchange of information on the Soy Toolkit developed by Proforest. This improved the quality and relevance of the Soy Toolkit, with additional information collected thanks to Trase	Medium	Yes - it is hard to say which impact the Soy Toolkit will have as it is a product recently launched. If we assume that it will have an impact, this one will last beyond the project. The relationship built between Proforest and Trase will also likely last after the project	The Soy Toolkit is a capacity building tool targeting traders, food processors and retailers. By offering tools and a clear guidance on how to decouple soy production and trading from deforestation and habitat conversion, the Soy Toolkit addresses the lack of capacity of traders, food processors and retailers to meet their deforestation commitments, and contributes to system change. In short, the Soy Toolkit allows demand signals in the soy supply

					chain to be stronger, requiring Producers to align with sustainable production.
Demand-Production	Paraguay	Demand related issues and solutions are being discussed in the Chaco Beef platform created and managed under the Production project, and integrated in the Chaco Beef Action Plan. Using the multi stakeholder collaboration for systemic change approach taken by the Production project will lead to an increased impact of the Demand project as demand issues and solutions are being collectively defined and	High impact	Yes - the impact of this activity will last beyond the project with the implementation of the action plan for sustainable beef production also including demand related solutions	The targeted impact of the Beef Chaco Action Plan is to transform the beef sector in the Chaco. Root causes of unsustainable beef production were analyzed and led to the inclusion of discussion on the need to increase demand for sustainable beef. The actions targeted by the action plan should lead to systemic change, with all key root causes of unsustainable beef production being addressed.

		with a systemic approach. Moreover, linkages between sustainable production/access to market/ways to influence and increase demand for sustainable production are being made so there is alignment between approaches taken.			

Demand-Production	Indonesia	This collaboration between Production and Demand helps to improve the content of the communications campaigns developed by WWF Indonesia and thus to make them more impactful	Medium	Yes - the use of information from the Production project to feed communications campaign developed under the Demand project allow better communication campaigns whose impact will last beyond the end of the project. The relationship built between UNDP Indonesia and WWF Indonesia will likely continue after the end of the project.	Better communication campaigns mean more influence on consumers to change their consumption patterns.

Demand-Production	Indonesia	Gathering feedback from CI Indonesia and UNDP Indonesia on the methodology for supply chain mapping, as well as information to conduct a stakeholder mapping will allow an improved final result of the supply chain mapping conducted by WWF Indonesia under the Demand project, and of its potential impact	Medium	Yes - this activity will allow the creation of a supply chain mapping of quality which will be useful and last beyond the project. The supply chain mapping will have lasting impact in terms of understanding the links between retailers, manufacturers and mills/plantations, increasing supply chain transparency, and allowing targetting of specific mills and their smallholder suppliers for sustainability interventions.	The supply chain mapping will increase supply chain transparency and allow buyers to have more of a lever on their supply chain for supply chain level transformation towards sustainability. However given the size of consumption of locally manufactured oil palm products in Indonesia, the impact of increased transparency can be large at system level, leading to system change.
Production-Demand	Indonesia	The Market Intelligence updates help to reinforce the capacity of project team members and to ensure they are informed on the latest trends affecting GGP commodities and supply chains, helping to improve their performance and	Low	Yes - capacity of project team members reinforced will last beyond the project	Market intelligence updates don't directly bring systemic chance, but strenghten capacity and inform decision to be taken by project team who are working to achieve systemic change

		capacity and thus potential impact of GGP projects			
Production-Demand	Brazil	The organization of the visits of a Chinese delegation of government and private sector representatives to soy production sites in Brazil should lead to increased awareness by soy traders of issues related to soy production and can lead to an increased demand for sustainable production	Medium	Yes - it is hard to say if this visit will have a direct impact on Chinese demand, but this is the intended impact. If this impact realizes, then it will last beyond the project	This activity would lead to an increased demand from China for sustainable soy, which is key for a systemic change, given China being the largest buyer of soy globally.
Production-Production	Indonesia	The use of training material developed by WWF Indonesia allowed to catch up on delay in project implementation due to legal issues related to the signature of a MoU with Musim Mas and to ensure	Low	Yes - farmers training that is being delivered to farmers in Pelalawan thanks to WWF Indonesia training material will have an impact that will last beyond the project. This training material could also be reused by WWF Indonesia and UNDP	The training modules have been co-created with national institutions and public extension service agents will be capacitated to deliver them which improves sustainably the enabling environment for farmer support system locally in Pelalawan and

		that farmers in Pelalawan can be trained on good agricultural practices.		Indonesia in the future, even after the end of the project	can be used for replication in other districts.
Production-Transaction	Global	Having developed the Farmers Support Toolkit with inputs from Transactions enabled to have an improved toolkit and thus to increase the impact that this new tool could have	Medium	Yes - it is hard to say which impact the Farmers Support Toolkit will have as this tool is still currently being developed but the multi stakeholder collaboration for systemic change approach taken by this tool to transform farmers support systems will likely lead to impact, which will last beyond the project	The Farmers Support Toolkit will enable a sustainable transformation of the farmers support systems
Production-Transaction	Indonesia	Benefiting from the relationship that IFC has with Musim Mas and from the training material developed by Musim Mas allowed the Production project to save resources (no cost of developing other training material,	High impact	Yes - The strengthened capacity of farmers and public extension service agents, and the connection between farmers trained and Musim Mas will last beyond the project. Besides, the relationship built between IFC Indonesia and UNDP Indonesia will also likely last after the project	The training will be used to train additional public and private extension service agents to deliver sustainable intensification extension services, which improves sustainably the enabling environment for farmer support system locally in Pelalawan.

		relationship with Musim Mas improved thanks to facilitation and support from IFC etc) and to ensure that farmers trained are connected to an offtaker			
Production-Transaction	Indonesia	Inputs provided by IFC enabled the Production team to produce an improved HCV HCS assessment, potentially leading to improved impact	Medium	Yes- the HCV HCS assessment is informing the production of a spatial plan including go and no go areas that should be legalized and will thus last beyond the project. Besides, the relationship built between IFC Indonesia and UNDP Indonesia will also likely last after the project	The legalization of spatial plans including go and no go areas can lead to systemic change if there is monitoring and enforcement of these plans, which the project is supporting
Production-Transaction	Paraguay	The sustainable intensification business model being developed by IFC will inform and consequently improve the farmers support strategy developed under the Production project, which	High impact	Yes - the farmers support strategy developed by the Production project with inputs from the Transactions project will have an impact that will last beyond the project	A farmers support strategy will address some of the root causes of unsustainable beef production such as lack of capacity from farmers, which will lead to systemic change

		should lead to improved impact			
Production-Transaction	Paraguay	The carbon and biodiversity maps being developed by IFC could be reused by the Production project which will enable them to save costs and ensure alignment between IFC Paraguay and UNDP Paraguay on information communicated to stakeholders, which would thus lead to improved impact	High impact	Yes - if IFC Paraguay and UNDP Paraguay collaborate on these maps which could serve as a basis for spatial plans including set asides areas that the Production project will develop with the Private Sector and government, the impact enabled by the production of these maps will last beyond the project. Besides, the relationship built between IFC Paraguay and UNDP Paraguay will also likely last after the project	The land use planning supported by these maps will lead to systemic change if farmers are incentivized to set-aside more than the legal requirements.
Production-Transaction	Brazil	UNEP FI and CI Brazil had discussions on how the Transactions project could effectively support the Production project in Brazil, and CI Brazil asked UNEP FI to develop a stock taking report/workshop on best	Medium	Yes - This stock taking on best practices in land use finance mechanisms will inform the development of financial incentives to stop deforestation - during and/or beyond GGP projects - which would have impact even after GGP. Besides, the relationship built between	Conducting a stock taking on best practices in land use mechanisms can inform the development of financial incentives, that are key to influence producers behaviours and can lead to systemic change

71

		practices in land use finance mechanisms. The need for financial incentives being key to stop deforestation, this collaboration between UNEP FI and CI Brazil should lead to an increased impact		CI Brazil and UNEP FI will also likely last after the project	
Transaction-Demand	Brazil	The integration of the Soy Toolkit in the ESG decision support tool for banks will strengthen the ESG decision support tool and help reinforce capacity of banks to decouple soy production and finance from deforestation and habitat conversion, helping them to identify which companies/traders they should finance	Medium	Yes - the ESG decision support tool for banks will be used and will have impact beyond the project as it reinforces capacity of bank to support sustainable commodity production and consumption. Besides, the relationship built between Proforest and UNEP FI will also likely last after the project	The development of this ESG decision support tool should enable an increased capacity of banks to meet their deforestation free commitments, which is contributing to systemic change

Transaction-Production	Paraguay	The utilization of metrics used in the study that IFC undertook with Forest Trends will enable consistency between these studies focusing on livestock in Paraguay and palm oil in Indonesia, potentially increasing the impact, influence and outreach that these studies can have. It will also enable cost savings, so UNEP FI can use money for other activities and potentially increase impact of their project	Low	Not sure - the two studies produced could have an impact beyond the project, but it is hard to say as current impact has not been measured yet	The studies allow banks to understand better their exposure to deforestation risks and provides recommendations that can help them be more of a lever for sustainable production, leading to system change.

5.4 Documentation of adaptive management and causes for their needs

Project	Year	Issue	Solution	Malika (adaptive management due to what?)
Production	2017	Liberia elections took place in October 2017, with new government coming on board.	Relationships were rebuilt with new officials, ensuring continued gov't support.	government
Brazil	2017	In Brazil, raising awareness among farmers about sustainable management models for their farms was challenging due to the lack of confidence from the farmers in the project.	In order to build a solid partnership with the farmers, the project has adjusted the approach and dialogue used.	government
Demand	2017	During the project development phase, WWF and Proforest had a successful meeting in Miami with several traders where they felt they had a safe space to explore sustainability issues pre-competitively and with a few trusted NGOs. WWF and Proforest proposed in the Demand Project to build on this meeting by forming a Soy Trader's Platform that would continue to convene this group, and to collaboratively develop a roadmap to sustainable soy in Latin America. Then, while the project was going through all the GEF approvals, the Moore-funded Collaboration for Forests and Agriculture was formed and began working with traders on deforestation-free commitments and implementation. Also, the Soft Commodities Forum was formed by the traders themselves (and led by WBCSD) as a venue for those precompetitive conversations. So we felt that the Soy Trader's Platform as previously envisioned would be duplicative.	Proforest was asked to come up with an alternative proposal to fill remaining gaps in the Brazilian soy space, and they suggested capacity building activities to bridge the knowledge gap between the trader/buyer HQ companies and their local companies/offices on the ground, in terms of what the current status of the sustainability space is, how to engage, and what tools are available to support their engagement. Proforest did a scoping exercise to determine what companies' perceived needs are and what tools are available to fill those needs, and will be delivering this information (toolkit) through a "roadshow" (Proforest's participation in existing conferences, meetings, etc.).	lack of participation and clarity in design
Brazil	2017	Timeline change	Adapting project timelines to better reflect planting/harvest cycles of farmers	project management
Demand	2017	Timeline change	Extended Trase for 4 years	project management
Demand	2017	Timeline change	Market Intelligence Updates (briefs) are now quarterly	project management
A&L	2017	Organizational structure change	Organizational structure/project structure changed	project management
Production	2017	Organizational structure change	The scoping mission in Liberia revealed the need to beef up the envisioned project organizational structure by adding a part time International UNV and increasing the level of staff to be recruited to attract the right people as Platform Manager and Communications Officer	project management
Production	2017	Organizational structure change	Organizational structure/project structure changed	project management

Transactions	2017	Organizational structure change	Official incorporation of new team members: Susan P.N. at the global level, Guillermo T. in Paraguay	project management
Transactions	2017	Organizational structure change	Change in the person coordinating and reporting about the project (from Bruce to Susan)	project management
Brazil	2018	The Tocantins State government was overhauled in a corruption shakeup in March 2018, putting buy-in to project at risk.	Miguel visited the government offices there to anchor project, and connect with those in charge now. It was an important visit to strengthen the project's relationship with and buy-in from new gov't.	project management
Production	2018	Platform Manager resigned after 3 months on job, setting project back.	Other original top candidate still available, onboarded in less than a month. Avoiding second entire procurement process reduced the delay in getting back up to speed.	project management
Production, Demand	2018	Paraguay budget issue discussed during inception workshop in March 2018. During project design there was a calculation error with the budgeted funds for "service contracts." This error combined with a worse currency exchange rate means the project has a budget shortfall.	It was agreed according to GEF guidelines to reassign up to 10% of the budget for both Production and Demand, and determine the best way to integrate the teams for the Green Commodities Project and the Green Production Landscapes projects.	project management
Demand	2018	Indonesia consumer campaign planning to have a video, learned that there are two other (non-GGP) WWF campaigns in Indonesia around the same time, and that UNDP-Indonesia is working on a different consumer campaign video in partnership with Discovery.	Realize need to discuss messaging with all partners to ensure there aren't too many/conflicting campaigns, increase reach through coordination. Need to leverage synergies strategically. WWF to coordinate with UNDP on campaign.	project management
Demand	2018	Corporate capacity building indicators originally planned to measure individually, not feasible.	Decided to hire Globescan to lead global consultation	project management
Production	2018	The ProDoc stated that UNDP would facilitate the strengthening of 3 policies at the national level, two of which would be under the Ministry of Agriculture (MoA). However, MoA's Director General of Estate Crop rejected UNDP's facilitation, viewing UNDP as a foreign NGO that shouldn't interfere with the government's mandates. After multiple audiences and long engagement process, the DG has approved one policy to be facilitated by UNDP, "DG Regulation on Guidelines to Implement Community Plantation Development," while objecting to UNDP facilitation of the other policy.	The project has been working with the Ministry of Environment and Forestry instead of the Ministry of Agriculture as originally planned. The number of improved policies intended under this outcome is 6, originally split evenly with 3 national and 3 sub-national. This balance has shifted, with 2 now planned at national level (one under the MoA, and the other one under MoEF) and 4 at sub-national. Efforts are being made to bring the national government on board by explaining the GGP programme and the role of the GEF, to increase buy-in and endorsement of the project.	government/lack of participation and clarity in design
Production, Demand, (Transactions)	2018	Indonesia elections happening in 2018, so no government officials will sign anything after July, until new government is in place.	All project activities needing government approval/signature must be completed before June. Timing of project activities has been adjusted.	government
Production, Demand, (Transactions)	2018	Paraguay elections in April 2018, may cause delays with project implementation.	Mitigation plans have been created to start necessary work over with the transition government.	government

A&L	2018	The Good Growth Conference was planned to take place in the Amazon, preferably in a GGP country. Brazil would have been a good choice but was deemed a bad choice for a conference in Feb 2019 based on the election and political uncertainty.	The GGC will take place in Peru instead, with Brazil planned as the site for the following year once things have calmed down.	government
Production	2018	Miscommunications between Global team and Indonesia CO resulted in questions from Global about financial decisions that had already been made at country-level, causing frustration on the part of the CO and partners (CI and WWF).	Different communication approach (more calls, less reliance on emails to bring everyone up to speed and to agreement) will be used to make sure everyone is on the same page moving forward.	project management
A&L	2018	RFP for Global Impacts Platform had application period of 2 weeks, received many requests for extension.	Deadline extended by 2 weeks, to May 18th 2018.	project management
Production, Transactions, Demand	2018	national election April 22nd, political uncertainties caused by transition government. Existing decrees declared unconstitutional.	Projects and partners adapting to new political environment. Opportunity to rearrange and strengthen relationships	government
Production	2018	Output 1.4.2 "Three district governments endorse / recognize critical ecological areas (KEE, wildlife corridors, watershed, riparian and other high priority areas) in target landscapes as no-go areas" is problematic because some of the target landscapes are under provincial jurisdiction rather than district.	Output to be revised by consensus with all 3 agencies, to reflect the best ways to protect the target landscapes.	bad design
Brazil	2018	Challenge of inconsistent messaging from partners, between projects, legal compliance.	Working on aligning messaging to be complementary & appropriate. Identifying opportunities for collaboration & synergies.	bad design
Demand	2018	The Asia Learning & Exchange Program was originally conceived as a flexible small-grants fund to support creative and timely efforts to engage major Asian demand markets (China and India, primarily) in sustainability initiatives. We have $500k for four years and originally envisioned 5-10 grants of $25-100k each over the 4 year period. In order to include this flexible concept in the Demand Project, the GEF required that these grants would need to be approved by the GGP SC. A sustainability conference in China was conceived by LS as an impactful approach to advance demand in China, which would be implemented by a local NGO in collaboration with the government. The GGP SC approved the idea contingent upon GEF China focal point approval. To gain support of Chinese gov't, proposals were created for the Asia Learning & Exchange program: one to do stakeholder mapping of the Chinese government to identify opportunities to influence the relevant ministries, and the other to do a similar mapping of Chinese companies and levers for engagement. The GGP SC supported these ideas, but when Paul raised them with the GEF Secretariat, GEF expressed concern about spending GGP money on this and said they would prefer to do this kind of exploratory engagement themselves.	Meanwhile, WWF put together an application form for future proposals and got GGP SC approval of this form. WWF will continue to discuss proposals received with the GGP SC, including Paul from GEF Sec, to ensure everyone is comfortable with any new ideas that are proposed.	lack of participation and clarity in design

Brazil	2018	Brazil project manager Artur Paiva unexpectedly passed away in June 2018.	The rest of the CI team has pulled together to pick up the pieces, including Program Director Miguel Moraes covering the technical project management.	project management
Demand	2018	There was a lack of clarity and understanding for what supply chain mapping meant and what approach should be used.	During the RSPO conference in June 2018 the Indonesia and global teams met to develop an approach to supply chain mapping, and clarify the confusion.	lack of participation and clarity in design
Production	2018	In the Sintang district 300 target farmers across 5 villages were identified for training, but there are already two extension officers in these five villages hired by Sintang Plantation Office for food-crops. These extension officers objected to the establishment of new farmer groups for palm oil.	The project team will collaborate with the two existing extension officers to strengthen the current farmer groups by adding the palm oil commodity component to those groups.	lack of participation and clarity in design
Transactions	2018	Project was designed with the understanding that results-based payments would be a major part of project financing. During implementation, a few years later, results-based payments are expected to be less central to the project.	The project team is in the process of revisiting outcomes and outputs related to REDD+.	changing global policy
Production	2018	Stakeholders in the Chaco have a different understanding of what "sustainable" agriculture is than what is envisioned by the project, and the people in the region seem to be different whenever the project team visits the region. It is hard to work with the farmers for training in agricultural best practices because of a lack of continuity and lack of shared understanding.	The project team has been working on how to improve their systems and approach, to increase understanding with the farmers.	lack of participation and clarity in design
Production	2018	Timeline for the oil palm strategy and action plan was not realistic.	Adjusted timeline for oil palm strategy and action plan.	project management
Demand	2018	With the recent change in government in Sierra Leone, it was expected that the Minister would be the only person who would change (relevant to APOI) but it turns out there is complete turnover of people working in the government. This requires new engagement with the new team, and causes delays.	The new APOI coordinator has been identified quickly and is coming on board soon. This person is known to WWF and should enable a smooth transition.	government
ISEAL	2018	The Global Impacts Platform was originally designed without certain functionality that would have been nice to include but was not possible due to the funding situation.	Additional funding was secured for the platform, resulting in the project being able to pursue adding these to the GIP.	project management
Transactions	2018	The IFC and UNDP teams were not originally working closely together, which made a coherent stakeholder engagement strategy challenging.	The IFC team is working more closely with the UNDP local programme, which has resulted in a better understanding of local stakeholders and a more coherent approach to stakeholder engagement as well as coordinated workplans.	lack of participation and clarity in design

Demand	2018	In the first phase of Green Commodities Community 2.0 (rolled out in February/March 2018) there were no thematic streams led by WWF or explicitly covering Demand-focused themes.	The Green Commodities Community and the Demand project have been coordinating to set up and run workshops through the GCC, increasing integration between the projects and expanding the GCC learning offerings.	project management
A&L	2018	The GGP teams from each project and organization have grappled with how best to meet the partnership's heavy coordination needs while also furthering the true collaboration necessary for the integrated approach and required for overall GGP success.	During the October Steering Committee meeting a number of concrete strategic actions were identified to further collaboration between partners in 2019 and beyond, and to leverage opportunities to increase the GGP impact.	project management
Transactions	2018	The UNEP-FI Transactions project has not had a system in place for knowledge sharing.	A proposal is being made to the team, to be discussed in November, on setting up a knowledge sharing system.	project management
Production	2018	Different stakeholders have different motivations, which are not always apparent or obvious, and support for the platform can sometimes waver.	The team has worked on increased bilateral meetings to better understand what the motivations of the different stakeholders are and how to accommodate them. They have reached out to the partners individually, which has resulted in confirmed commitments for financing for platform meetings. A focal point was added at the Ministry of Agriculture as a way of ensuring broad and continuous participation.	lack of participation and clarity in design
Production	2018	The project in the Chaco was designed to work only on beef production, not soy, but soy production has been rapidly expanding in the region. There is currently soy cultivation on approximately 20k hectares in the Chaco, but producers aim to expand to between 400k and 1m hectares of cultivation in the coming years. More than 250 people recently joined discussions on soy, indicating strong interest in the sector. Soy is being produced in large part for cattle feed, making it a key element of the beef supply chain. This quantity of soy production will not be sustainable in the region, and represents a new risk to the project.	The project team recognizes the critical importance of addressing soy, and will address it in the beef platform. The UNDP CO team has experience with soy through a different GEF-funded project on beef and soy in another region, and that expertise is being pulled into this conversation. Production practices to make soy more sustainable are being discussed and will be incorporated into the project.	lack of participation and clarity in design
ISEAL	2018	There was a staffing gap in the project due to the lead project manager going on maternity leave and the project coordinator leaving ISEAL during the first year of implementation.	To overcome such staff gaps and knowledge loss in the future, the ISEAL staff team working on the project now meets on a weekly basis to ensure that all programmatic staff involved with the project (at all levels) are kept abreast of project developments, key milestones and any ongoing challenges.	project management
ISEAL	2018	The project coordination committee (PCC) originally planned to meet quarterly to ensure that the content discussions and decisions required to advance on Platform build are moving at apace, but that was deemed insufficient.	The PCC now meets on a fortnightly basis, which has ensured strong participation and improved efficiency through the build phase of the Platform. Additionally, this degree of consultation has been achieved virtually to ensure the limited travel budget the project has is not strained and use it to support outreach activities once the Platform is launched.	project management
Demand	2018	Planned to get consultants on board at beginning of project, procurement is slower than anticipated. Delays to project.	Work plans revised, activities shifted to year 2.	project management

Demand	2019	WWF is trying a new M&E software for Demand project that is more visual, called Knack. Also considering newsletters to share info with subgrantees and partners.	These changes to the back end processes and communications within and between projects are expected to improve implementation and coordination.	project management
ISEAL	2019	Global Impact Platform usability testing revealed the website is too jargony and academic.	The consultant is helping to de-jargon the platform for a broader audience.	project management
Production	2019	UNDP Indonesia is working on SPOI with multiple sources of funding, including GGP and others. There are different global advisors working on different parts, leading to lots of interruptions and different timing for input from different advisors.	Monthly strategic calls have been started with the country team and the global advisors to coordinate the communication and reduce silos. Missions by multiple advisors are now being coordinated to reduce the burden on the CO team, as with Pascale and Leif's visit in Feb 2019.	project management
Production	2019	Indonesia UNDP SPOI team was working in silos based on funding source, i.e. GGP and GIZ-funded work not necessarily aligned effectively.	The Indonesia CO team working on SPOI has been restructured, with a new position of Implementation Advisor created between Ibu Tri (head of SPOI team) and the rest of the team.	project management
Production	2019	Based on discussions held in 2018, and especially the annual planning workshop that took place in December 2018, it was identified that a strict application of the GGP Paraguay Project Document would not be sufficient to acheive the targeted results.	Additional mechanisms such as the creation of a compensation fund for farmers to conserve forested areas are being explored as per the 2019 annual workplan.	lack of participation and clarity in design
Production	2019	When the team started facilitating regulations, they established small task forces but did not seek the acknowledgement of the Head of the District or the DG of a Minister. However, they faced some issues related to the lack of acknowledgement from the Ministry of Agriculture regarding a regulation.	When the team started the facilitation of a regulation in Pelalawan, they ensured that the Head of the District signed a decree for the establishment of the task work which increased attendance and involement from all members of the task force during meetings of the task force.	lack of participation and clarity in design
A&L	2019	Signing a MoU between GGP and tierce organization was not possible because of legal requirements of individual GGP Partners.	It was decided to use a Statement of Intent, which is a non-binding type of agreement.	project management
Brazil	2019	Brazil elections planned for 2019, potentially challenging political environment for getting work done with government.	Project planning for 2018 and 2019 have incorporated this challenge into project planning.	Government
A&L	2019	Since Q1 of 2019 a decrease in GGP Secretariat members' attendance was observed. The challenges of limited resources for coordination and work overload that were identified during the Adaptive Management & Learning workshop held in February 2019 and the decision to prioritize coordination at the country level could explain this trend	It was agreed that the monthly calls would not have mandatory attendance for countries and that global project managers will ensure the flow of information between GGP child projects at the global level. Participation from country teams is now only mandatory on a quarterly basis for the country focused calls which are spaces helping to facilitate country-to-country learning.	project management

Production	2019	IThe Landscape Analysis Tool (LAT) is a complex tool, aiming at identifying the most effective interventions to reduce deforestation from commodity production. In order to develop an innovative and complete tool, more time should be spent on the development of the methodology. In addition to that, if the tool is only piloted in GGP landscapes, it would mean that the tool would only be piloted in landscapes where interventions are pretty recent.	It was agreed that the consultant of the LAT will dedicate more time and efforts to develop a rigorous methodology that will allow to fully capture causality links between interventions and reduction of deforestation. However, as the budget is staying the same, it was decided that instead of carrying out five baselines assessment reports, only one complete baseline assessment will be conducted in South Tapanuli by the consultant and that the LAT will be fully piloted in one advanced landscape (2 years or more of implementation), either in Eastern Paraguay or Peruvian Alto Mayo. Support will still be provided to UNDP country teams in Liberia, Paraguay, and Indonesia to assist with their baselines work and full application of the LAT.	lack of participation and clarity in design
Demand	2019	After two years of implementation of the Demand project in Indonesia, the workplan and budget allocation for activities were reviewed and it was decided that more efforts should be done on the promotion of transparent palm oil supply chains in Indonesia, as a key leverage to enable and influence sustainable demand.	• The Demand Project Steering Committee agreed on three new adaptive management activities to promote transparent palm oil supply chains in Indonesia: 1. Mapping palm oil production, deforestation, and commodity-driven deforestation from 2001-2019 for integration into Trase.earth; 2. Supporting a regional palm oil trade and demand specialist based in WWF-SG to identify and lead engagement with target companies, support delivery of 2019 global pail oil buyers scorecard, and coordinate with SASPO;3. Supporting CI to engage its partner companies in validating Trase.earth with their own supply chain data, exploring feasibility of adding land degradation data into Trase, and developing KPIs to better assess risk at jurisdictional levels.	lack of participation and clarity in design
A&L	2019	After two years of project implementation coordination and collaboration between child projects has not been fully achieved. This could lead to a disengagement of GGP partners from progreamme-level coordination and integration and there is a risk of not achieving a full integrated approach along the supply chain.	An internal working document capturing GGP Reflections and Actions on Integration is being produced. This document reviews progress achieved so far related to integration, and exploring the challenges faced by GGP Partners at the global and country levels to make integration happen.	lack of participation and clarity in design

5.5   Analysis of objective and outcome level indicators in logframe (results framework)

Indicators in the logframe	Targets in the logframe	Is it outcome, process, or structure indicators?	Comments for improvement To which outcome is it is linked?
Objective Effectively leverage demand, transactions and support to production to ensure successful implementation of the Commodities GGP program			
Objective Indicator 1 Connectivity between finance, demand, and production sector stakeholders	New partnerships in the sustainable supply chain	Structure indicator	This is an outcome indicator and needs to reflect structure and process put into place leading to this outcome indicator. For example, coordination for integrated approach leads to new partnerships in the sustainable supply chain. See Figure 6 for some improved indicators
Objective Indicator 2 Level of engagement of GGP with global commodity initiatives	Engagement /Satisfaction	Process indicator	It is great to see process indicators. So ideally, Outcome Indicator 1.1 on coordination could be tied to this process indicator.
Objective Indicator 3 Learning on gender mainstreaming	Number of learning pieces	Structure indicator	A structure indicator needs to reflect improvement in an outcome indicator. In other words, what is the objective of learning on gender? For identifying new approaches to tackle barriers for integrating production, demand or transaction?

Outcome 1
Coordinated management of the Commodities Integrated Approach Pilot leading to logical technical sequencing of activities, Program-level monitoring and evaluation and overall resilience.

Outcome Indicator 1.1 **Coordination**	Call, meetings, workshops	Structure indicator	A structure indicator needs to link to improvement in a sub-outcome indicator. In other words, what is the objective of coordination? For integration? For M&E?
Outcome Indicator 1.2 Effectiveness of adaptive management that address bottlenecks in implementation or in attainment of Program goals.	Adaptive management practices implemented	Structure indicator	A structure indicator needs to link to improvement in a sub-outcome indicator. In other words, what is the objective of adaptive management documentation? For integration? For learning?

Outcome 2
Increased understanding of the impacts of voluntary sustainability standards (VSS) and VSS-like mechanisms on deforestation, biodiversity habitat, and other social and environmental outcomes across different geographies and contexts, to promote adaptive management and to increase the effectiveness of these mechanisms

Outcome Indicator 2.1 Establishment and effective functioning of the Global Impact Platform.	Platform in place	Structure indicator	A structure indicator needs to link to improvement in an outcome indicator. In other words, what is the objective of the Global Impacts Programme for the A&L. The lack of this link does beg the question on the value of Outcome 2 to the overall objectives of the A&L
Outcome Indicator 2.2 Number of new syntheses and summaries of evidence uploaded	Research synthesis and communication materials	Structure indicator	As above

Outcome 3
Knowledge management, partnership development and communications implemented to maximize learning, foster synergies and promote replication and upscaling of actions to address deforestation in commodity supply chains

Outcome Indicator 3.1 Number of knowledge products on GGP to share GGP insights and learnings.	Knowledge products	Structure indicator	A structure indicator needs to link to improvement in a sub-outcome indicator. This structure indicator is linked to process indicator around changes in programs, practices and/or policies based on GGP learning, which is great example how M&E could work more effectively.
Outcome Indicator 3.2 Percentage of participants of Community of Practice events that have changed their programs, practices and/or policies based on GGP learning	Percentage of respondents	Process indicator	This above structure indicator is linked to this process indicator around changes in programs, practices and/or policies based on GGP learning, which is great example how could work more effectively. Towards the end of the project, outcome mapping can be used to
Outcome Indicator 3.3 Number of active partners with which the GGP is engaged	The GGP maintains active partnerships with 14 partners	Structure indicator	A structure indicator needs to link to improvement in a sub-outcome indicator. In other words, what is the objective of such active partnerships? Aligned funding? Then this needs to be the outcome 3 indicator.

5.6 Progress Towards Results

	Description							
	Objective **Effectively leverage demand, transactions and support to production to ensure successful implementation of the Commodities GGP program**							
Description of Indicator	**Baseline Level**	**Level in 1 st PIR (self-reported)**	**Midterm target level**	**End of project target level**	**Midterm level Assessment**	**Achievement rating**	**Rating**	Justification for rating
Objective Indicator 1 Connectivity between finance, demand, and production sector stakeholders for soy, beef and oil palm in the 4 GGP target countries, as measured by the number of partnerships[22] between producers, buyers and finance providers, fostering sustainable commodity supply chains.	There is currently inadequate coordination and integration of supply chain stakeholders in the public and private sectors in the 4 GGP target countries to influence demand, financial transactions and production to reduce impacts on tropical forests from soy, beef and palm.	0 partnerships. Progress has been made in Indonesia where teams at landscape level are developing partnerships between smallholder farmers being supported by the project and offtakers	1 partnership	At least 1 partnership per country (total of at least 4 partnerships)	There is some concrete evidence of new partnerships at district level **between production and demand** in Indonesia but partnerships at national level or critically between **transactions and demand/production are so far** only at the stage of discussion. Concrete evidence so far for partnerships between production and demand in Indonesia: 1. In South Tapanuli, CI signed an MoU with PT Austindo Nusantara Jaya (AJN) on collaboration to support independent smallholders in this district. 2.An MoU has been signed with Musim Mas to collaborate with UNDP in Pelalawan, to train at least 1500 smallholder households. Also, there is an informal partnership with Asian Agri, which is helping to support local legislation on corporate social responsibilities.	Achieved	MS	Is it a collaboration as partnership or a strategic partnership? For example, partnership between ANJ and CI will only operate at a local village level where the farmers have been trained, so we consider this partnership as a collaboration action but not a strategic action.
Objective Indicator 2	No broad mechanism in place to coordinate	a) 2 quarters of engagement through the community of	a) 4 quarters with at least	a) 12 quarters with at least	a) 6 quarters with at least 5 engagements through the Community of Practice organized (re-branded as Green Commodities Community). This includes	Achieved	HS	Achieved, good quality process and output

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[22] Partnerships can be between any two actors in the sustainable supply chain (producers, buyers, financial institutions, etc.).

Level of engagement of GGP with global commodity initiatives, key partners, as well as with practitioners and producers from the GGP target countries (Indonesia, Liberia, Paraguay, Brazil), as measured by: a) quarterly engagement between the GGP and other global and national initiatives, key partners and country practitioners, through the global community of practice. b) global community of practice event. c) recognition from representatives of major global initiatives of the value of GGP and its learnings, as measured by satisfaction	engagement of GGP with other global initiatives, key partners and country practitioners in GGP target countries.	practice. The Green Commodities Community was relaunched in February 2018, with orientation calls for new and existing members held in March, April, May and June. Three virtual workshops were held in June and were attended by a range of country practitioners and national and global partners. More than 20 people attended the first, 7 attended the second, and 14 attended the third. b) 0 global community of practice events. 1st conference scheduled for February 2019, will be held in Peru. c) n/a (no survey conducted since no community of practice event held yet)	one engagement b) 1 global community of practice event c) 50% satisfaction	one engagement b) 2 global community of practice events c) 60% satisfaction	30 virtual workshops delivered in English and Spanish. b) 1 global community of practice event (Good Growth Conference) delivered in Peru from May 13 to May 17, 2019, with an attendance of 242 people for the high-level day in Lima and 150 (from 90 organizations and 21 countries) in the Amazon (Sauce) c) The Green Commodities Community developed a Community Assessment and Thematic Planning Survey which indicates that 65% of 41 members interviewed declared to be very satisfied and satisfied with the Community of Practice.			

reported after the global community of practice events								
Objective Indicator 3

Learning on gender mainstreaming through the GGP Program as it relates to commodity supply chain actions (as measured by # of project documents, publications, training materials and presentations that include a discussion of gender issues). | NA | 1 gender analysis and action plan completed in Brazil.

Each of the four target countries has initiated a gender analysis of commodity production, and the Demand project is conducting a gender analysis focused on demand in the three countries where that project is operating (Brazil, Paraguay, Indonesia). The analysis for Brazil was completed in June 2018, and analyses for Liberia and Indonesia are in draft form now. Paraguay and Demand are still designing the scope of their analyses. Once finalized, each will be shared throughout the GGP. Key findings and recommendations have already been shared to support learning across the programme. | 4 pieces of learning on gender | 6 pieces of learning on gender | A total of 4 pieces of learning on gender produced for both production and demand projects. These include gender analyses and action plans. Virtual workshops around gender mainstreaming have been organized. In addition, issues faced by women from the Community of Practice was highlighted during a gender session in the Good Growth Conferencce called "Women Speak Their Truth" Quarterly country focused calls have included an agenda item on gender (March 2019: Indonesia; June 2019: Paraguay). | Achieved | S | Achieved, good quality process and output. |

The progress of the objective can be described as:			On track					

	Outcome 1 **Coordinated management of the Commodities Integrated Approach Pilot leading to logical technical sequencing of activities, Program-level monitoring and evaluation and overall resilience.**							
Description of Indicator	**Baseline Level**	**Level in 1 st PIR (self -reported)**	**Midterm target level**	**End of project target level**	**Midterm level Assessment**	**Achievement rating**	**Rating**	**Justification for rating**
Outcome Indicator 1.1 Level of logical technical sequencing of key interventions and milestones across individual child projects, as measured by the number of monthly GGP Secretariat calls and annual national level intervention plans to achieve expected Program goals and their effective implementation.	Without the Adaptive Management & Learning project, the workplans would not have connectivity between each other.	8 monthly GGP Secretariat calls, 3 national (Brazil, Paraguay and Indonesia) and 1 global intervention plans. A dependencies workshop gathering all the GGP Partners was organized at the global level, and in Paraguay, Indonesia and Brazil (but not in Liberia as only activities under the Production project are planned for the year). Following this exercise, global and country teams started working on a logically sequenced workplan for 2018 - or intervention plan - gathering the yearly activities planned under Production, Demand and Transactions, and additional activities	20 monthly GGP Secretariat calls, 6 national and 2 global level inter-agency intervention plans, approved by the child project agency leads, showing support provided by global projects and evidence of cross fertilization among child projects	40 monthly GGP Secretariat calls, 12 national and 4 global level inter-agency intervention plans, approved by the child project agency leads, showing support provided by global projects and evidence of cross fertilization among child projects	In terms of coordination, 20 monthly GGP Secretariat calls, 5 national calls (2018: Brazil, Paraguay, Indonesia; 2019: Paraguay, Indonesia) have been organized and adapted to fit country contexts. Two global inter-agency intervention plans have been organized. This includes a global one organized in February 2019, where joint actions around 10 dependencies/programme level activities were discussed and captured in the 2019 global inter-agency intervention plan. In Indonesia, a dependencies workshop was organized in March 2019, and a report presenting the six strategic dependencies identified for 2019 and the activities defined to harness them was produced. There were challenges in completing the process in Brazil and Paraguay.	Partially achieved	S	Calls and intervention plans implemented, but there are challenges for Paraguay and Brazil. Quality of output and process needs to be improved.

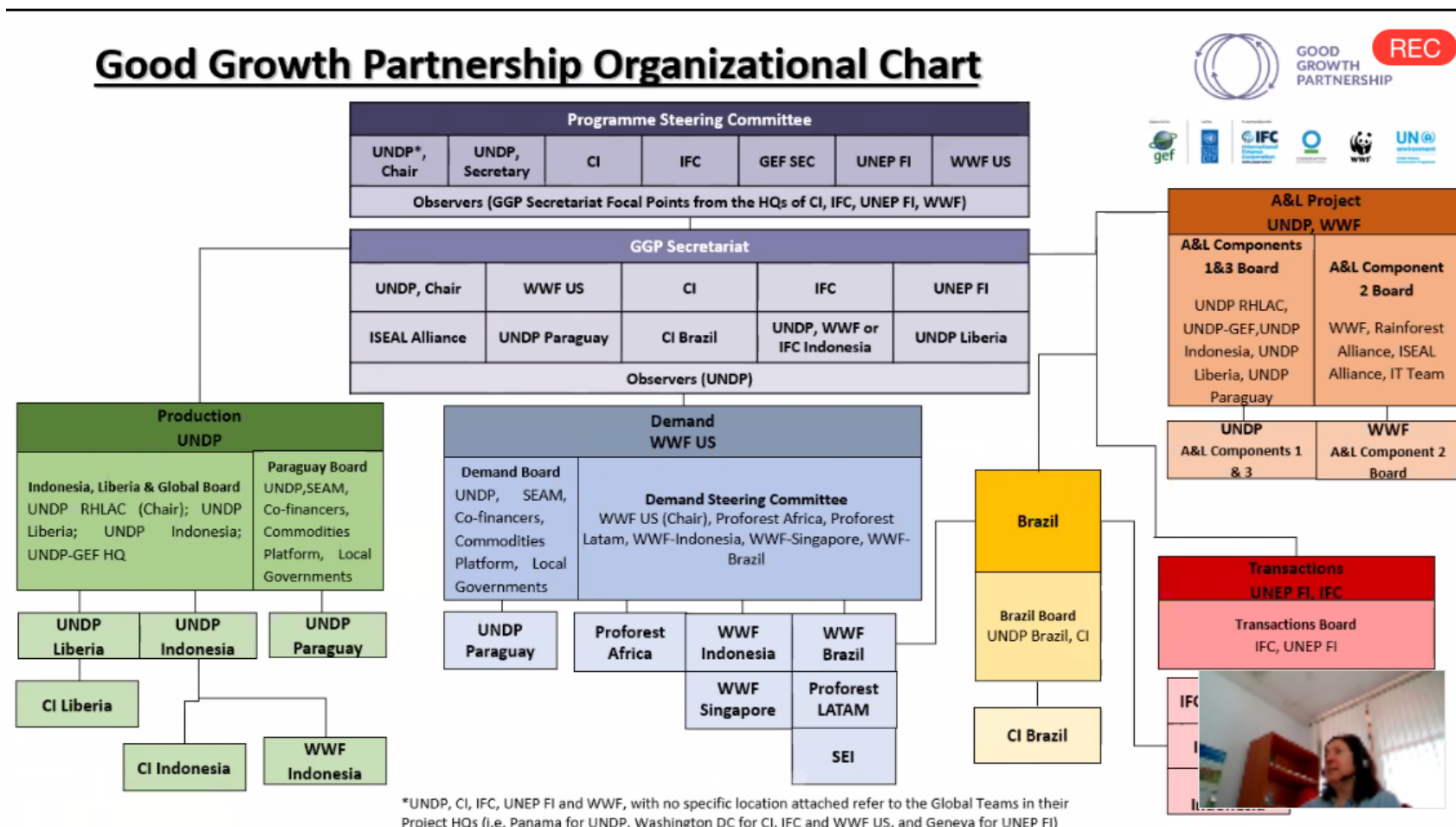|								
		to harness the dependencies identified. As the need for this exercise was only identified in 2018, the intervention plans were only prepared in Q2, but will be finalized by Q1 for next year.						
Outcome Indicator 1.2 Effectiveness of adaptive management within the GGP as measured by the number of successful adaptive management practices that address bottlenecks in implementation or in attainment of Program goals.		8 adaptive management practices. Adaptive management is a core feature of the GGP programme, and critical to this Adaptive Management & Learning project. The examples of adaptive management practices so far include those related to project logframes and timelines and capitalizing on strategic opportunities and potential synergies between projects.	At least 2 adaptive management practices implemented per year	At least 2 adaptive management practices implemented per year	A database on 54 adaptative management practices have been documented and are collected and discussed, if there is a need for it, during GGP Secretariat calls or national calls. This has helped in a good coordination over 'reactive' adaptive management decisions.	Achieved	S	Achieved, good quality process and output.
The progress of the objective can be described as:			**Midterm target achieved**					
	Outcome 2 **Increased understanding of the impacts of voluntary sustainability standards (VSS) and VSS-like mechanisms on deforestation, biodiversity habitat, and other social and environmental outcomes across different geographies and contexts, to promote adaptive management and to increase the effectiveness of these mechanisms**							

	(WWF Managed Component)							
Description of Indicator	**Baseline Level**	**Level in 1 st PIR (self-reported)**	**Midterm target level**	**End of project target level**	**Midterm level Assessment**	**Achievement rating**		**Justification for rating**
Outcome Indicator 2.1 Establishment and effective functioning of the Global Impact Platform.	A Global Impacts platform does not exist	The IT Partner who will develop the Global Impacts Platform was identified early June 2018 and will start working on the Platform as soon as the contract is finalized. Through ISEAL's previous work and the research synthesis activities from Year 1, the partners have identified nearly 100 documents or abstracts that could be loaded onto the platform once ready for use.	Platform prototype technology infrastructure is in place and ready for testing, with 100 documents or abstracts uploaded.	Platform is a leading repository of research documents, with 150 documents or abstracts uploaded and 5000 annual visitors.	Global Impacts Platform launched with a repository of 286 unique resources. The Global Impacts Platform, now branded Evidensia was publicly launched on June 18th 2019 and is now live (www.evidensia.eco).	Achieved	S	Achieved, good quality process and output
to the Platform and associated audience-specific communications created and disseminated.	No synthesis	One research synthesis output and one communication output are being produced as part of the Year 1 evidence synthesis pilots. These products will be complete in Outcome Indicator 2.2 Number of new syntheses and summaries of	Four research synthesis output or communication output are being produced	12 research synthesis output or communication output are being produced	2 research synthesis and 2 visual summaries is available on Evidensia. A visual summary detailing case studies which shows positive, negative impacts or difference of VSS is online (See https://www.evidensia.eco/work-with-evidence/visual-summaries/) And another one on research protocol (see https://www.evidensia.eco/about-evidensia/approach-methodology/) Two synthesis report is available online:	Achieved	S	Achieved, good quality process and output.

		evidence uploaded June 2018. More research synthesis activities will be initiated in project Year 2.			• Conservation impacts of voluntary sustainability standards (see https://www.evidensia.eco/resources/181) • Effects of voluntary sustainability standards on yield, price, cost and income in the agriculture sector (see https://www.evidensia.eco/resources/188)			

The progress of the objective can be described as:			**Midterm target achieved**					

	Outcome 3 **Knowledge management, partnership development and communications implemented to maximize learning, foster synergies and promote replication and upscaling of actions to address deforestation in commodity supply chains.**							
Description of Indicator	**Baseline Level**	**Level in 1 st PIR (self reported)**	**Midterm target level**	**End of project target level**	**Midterm level Assessment**	**Achievement rating**		**Justification for rating**
Outcome Indicator 3.1 Number of knowledge products on GGP to share GGP insights and learnings.	None	34 articles on media websites, including 17 pieces of independent editorial and 5 pieces of co-created content. The official launch of the GGP in September 2017 generated a lot of press. There has been additional interest in the last few months, notably in Indonesia with 3 additional pieces of high-quality independent content, and in Liberia with 2 additional pieces coming out of the official project	At least one information brief on a topic such as gender and resilience. Articles on media partner websites, including 12 pieces of independent editorial and 4 pieces of co-created content.	At least 1 detailed publication to assess the impacts of demand and transactions on sustainable production (and vice versa), as well as 2 information briefs on issues including gender and resilience	No brief on gender and resilience but consultant has been recruited over this. 45 articles on media websites, including 28 pieces of independent editorial and 9 pieces of co-created content were published since the launch of the project. Additionally, the Good Growth Journalist Initiative was created. In addition, GGP Highlights Report for Year 1 (July 2017-June 2018) presenting the main GGP results achieved in Year 1 was produced.	On target to be achieved	S	On target to be achieved, good quality process and output.

90

		launch in Liberia in June 2018.				 		
Outcome Indicator 3.2 Percentage of participants of Community of Practice events that have changed their programs, practices and/or policies based on GGP learning (as measured by a survey of participants of each of the two face-to-face CoP global events).	None	The first CoP global event is planned for 2019 in Peru, and the survey will be after than event.	At least 25%	At least 60%	50% of respondents of the participants of the Community of Practice reported having changed their programs, practices, policies and/or policies based on the GGP learning. The survey was answered by 40 members, from which 50% stated to have changed their work based on the lessons learnt during the Green Commodities Community virtual workshops. When asked for specific lessons applied in their work, members stated lessons on stakeholder communication as the lessons that had influenced their work the most. Lessons on private sector approach, jurisdictional approach, platform sustainability, among others were also stated as important lessons applied. Because the practices and/or policies that have changed based on GGP learning have not been robustly documented, it is difficult for us to assess this objective. Indeed, 17 out of the 33 of the GGP partners surveyed (survey answers lessons learntd) have mentioned some concrete lessons learnt from engaging with the CoP (in particular on stakeholder engagement), however we cannot conclude to what extent this has translated to changing how institutions or their project operate. Further, our interviews show that integration and collaboration has been challenging.	?	?	Our interviews does not support this claim, except for the policies on stakeholder engagement, so we find it difficult to evaluate this outcome. Our interviews and analysis of design shows there to by systemic problems with learning and collaborating.
Outcome Indicator 3.3 Number of active partners with which the GGP is engaged at a programmatic level (through two-way sharing of information, expertise or tools; collaboration to		The GGP maintains active partnerships with 14 partners through: 1) Two-way sharing of info, expertise and tools: TFA, NYDF 2) Collaboration to increase impact: P4F, &Green Fund, Mars, Danone,	Maintenance of active engagement with at least 3 key partners, such as bilateral donors, NGOs, platforms, fora, and other organizations.	Maintenance of active engagement with at least 6 key partners, such as bilateral donors, NGOs, platforms, fora, and other organizations.	The GGP appears to maintain active partnerships with 12 partners through: 1) Two-way sharing of info, expertise and tools: TFA 2020, NYDF, GIZ 2) Collaboration to increase impact: P4F, &Green Fund, Mars, Unilever, Mondelez, Cargill 3) Implementation of delivery services: all projects subgrantees (not accounted here) 4) Provision of co-financing: Ikea, SECO, PAGE	Achieved	HS	Achieved, excellent quality process and output.

| increase impacts; implementation of delivery services, or provision of co-financing). | | Tesco, Mondelez, Olam, Cargill

3) Implementation of delivery services: all projects subgrantees (not accounted here)

4) Provision of co-financing: Ikea, Mondelez, GIZ, SECO | | | In addition, learning workshops are reinforcing these partnerships with the private sector, bilateral donors, NGOs, platforms, fora and other organizations etc. For example, GGP hosted a private sector roundtable event in October in Washington DC, to discuss how best to accelerate systemic change in agricultural commodity production.

GGP also hosted a Private Sector workshop to identify opportunities for scaling up finance for sustainable agricultural commodity production. The workshop allowed to discuss key challenges in financing sustainable agricultural commodities, especially Brazilian soy and Indonesian palm oil.

Additionally, TFA 2020 was singled out as the entity with whom to strengthen partnership this year and strong collaboration continues between those two umbrellas.

A Statement of Intent between GGP Partners and the &Green Fund has been developed and is pending signature of one GGP Partner to be finalized. | | | |
| **The progress of the objective can be described as:** | | On target to be achieved | | | | | | | |

5.7 GGP Organigram

Good Growth Partnership Organizational Chart

5.8 GGP financing and co-financing budgets

For Component 1&3

From Prodoc			Co-financing at MTR						
Source	**Amount for Components 1&3 (US$)**	**Type of co-financing**	**Source of co-financing***	**Name of co-financer**	**Type of co-financing****	**Amount confirmed at CEO Endorsement (US$)**	**Actual amount contributed at stage of Midterm Review (US$)**	**Actual % of Expected Amount**	**Investment mobilized*** (US$)**
UNDP	1.146.887	Cash	Bilateral Aid Agency	SECO	Grant	############	578.975,00	50,48%	214.084
			Bilateral Aid Agency	GIZ	Grant		276.450,00		89.648
TOTAL	**1.146.887**		Private Sector	Mondelez	Grant		28.594,00		24.243
			Other	PAGE	Grant		77.888,00		29.095,77
			TOTAL				**961.907,00**		**357.071**

***Source of co-financing** may include: GEF Agency (GEF Agency that implements the project/program), Multi-lateral Agency, Bilateral Aid Agency, National Government, Local Government), Private Sector (commercial/for-profit entity), Beneficiaries (Individual or community that directly benefits from the project/program), Other (Other source of co-financing that does not match those defined above)

**** Type of co-financing** may include: Grant, Soft Loan, Hard Loan, Guarantee, Equity Investment, Public Investment, In-Kind, Other

***** Investment mobilized** means Co-Financing that excludes recurrent expenditures. Recurrent expenditures can generally be understood as routine budgetary expenditures that fund the year-to-year core operations of the entity (they are often referred to as 'running costs' - they do not result in the creation or acquisition of fixed assets). They would include wages, salaries and supplements for core staff; purchases of goods and services required for core operations; and/or depreciation expenses. Some of the typical government co-financing we have previously included (such as routine budgetary expenses for Ministry of Environment operations) will no longer meet this new definition of investment mobilized. In other words, GEF is seeking co-finance from partners that is above and beyond 'recurrent expenditures.'

For Component 2

From Prodoc				Co-financing at MTR						
Source	**Amount for Component 2 (US$)**	**Type of co-financing**		**Source of co-financing***	**Name of co-financer**	**Type of co-financing****	**Amount confirmed at CEO Endorsement (US$)**	**Actual amount contributed at stage of Midterm Review (US$)**	**Actual % of Expected Amount**	**Investment mobilized*** *(US$)**
WWF	1.229.317	Parallel			ISEAL Alliance	In-Kind	120.000	59.761	50%	
DFID	1.500.000	Parallel			Rainforest Alliance	In-Kind	1.000.000	454.350	45%	
Ford Foundation	700.000	Parallel			Ford Foundation	Grant	700.000	646.827	92%	
ISEAL Alliance	120.000	Parallel			DFID	Grant	1.500.000	1.580.077	105%	
Rainforest Alliance	1.000.000	Parallel			Swiss State Secretariat for Economic Affairs (SECO)	Grant		645.990		
TOTAL	**4549317**			**Total**			**3.320.000**	**2.741.015**		

*****Source of co-financing** may include: GEF Agency (GEF Agency that implements the project/program), Multi-lateral Agency, Bilateral Aid Agency, National Government, Local Government), Private Sector (commercial/for-profit entity), Beneficiaries (Individual or community that directly benefits from the project/program), Other (Other source of co-financing that does not match those defined above)

****** Type of co-financing** may include: Grant, Soft Loan, Hard Loan, Guarantee, Equity Investment, Public Investment, In-Kind, Other

******* Investment mobilized** means Co-Financing that excludes recurrent expenditures. Recurrent expenditures can generally be understood as routine budgetary expenditures that fund the year-to-year core operations of the entity (they are often referred to as 'running costs' - they do not result in the creation or acquisition of fixed assets). They would include wages, salaries and supplements for core staff; purchases of goods and services required for core operations; and/or depreciation expenses. Some of the typical government co-financing we have previously included (such as routine budgetary expenses for Ministry of Environment operations) will no longer meet this new definition of investment mobilized. In other words, GEF is seeking co-finance from partners that is above and beyond 'recurrent expenditures.'

5.9   Case for starting the systems approach in Paraguay

The Paraguayan context to develop a sustainable beef sector is complex. The GGP Production as well as to a lesser extent the Demand project have already achieved a great milestone by setting the Chaco Verde Platform. This is viewed as a great success given the high number of participants, including indigenous communities as well as the finalization of an Action Plan for the Chaco region. The setup of the Alto Parana and Itapua platforms for soy and beef by the Landscape project was a first in Paraguay and demonstrated already how this could bring some change in the producers thinking, while there was initial resistance. The National Platform for sustainable beef has been launched in June 2019 by the Ministry of Environment, the Ministry of Agriculture and Livestock, the Ministry of Industry and Commerce, the Producers association and UNDP, another milestone to have the three Ministries together. The regional Platforms should inform the work of the National Platform. Among all the GGP pilot countries, Paraguay is the country where the Transaction project is the most advanced with both IFC and UNEP Finance Initiative being active. The context is favourable as the Resolution 8 that requires banks to include ESG requirements has just been passed. There is some increased coordination among the 3 projects following the integrated workshop, but the capacities of each others are not fully leveraged and objectives not well aligned as pointed before with the weakness of the design.

Despite all this great achievement so far, many issues remain to be solved. First, there is still no consensus on the definition of sustainable beef in the UNDP Platforms. Given the current legal system allowing to deforest up to 20 %, there is no incentive to producers for conserving beyond the legality. Any system of production intensification could therefore promote deforestation unless a system of producer incentives is designed. The Chaco Action Plan needs to be implemented and some of the actions would require coordination beyond the 3 ministries involved in the National Platform. There are also some inconsistencies within the plan (e.g. dates). The "Roundtable of sustainable meat" whose members are the private beef industry is close to agree on a national interpretation of the Global Roundtable of Sustainable Beef (GRSB) standard, which corresponds more to a " legal compliance" standard rather than to a "sustainable" production standard. The standard is developed with the input of WWF Paraguay but in parallel to the Demand project. The Demand project is lacking identity in Paraguay, as it is combined for implementation with the Production project and is seen as the "Chaco Verde" project. Furthermore, there are many dis-functionalities among the governmental institutions as well as partners. Another major issue is the end of the GEF-UNDP Landscape project mid-2020, whose Platform team is also coordinating the Platform work of the Chaco Verde Project, which partly share the cost, and they do not have the necessary budget at this stage to include them. The beef value chain up to the export is weak, without any strong traceability system, and with an archaic grading system.

These are some of the main issues that need to be resolved. The key ones have been mapped on the Figure "Paraguay: Some barriers/drivers for change" (see next page). Given this complexity, and the lack of integration of these activities, only a systems approach would help secure that the next 2 years of the project set the foundation for transformational change needed for a sustainable beef sector in Paraguay.

Figure 2 Paraguay: Some barriers/drivers for change