

Management response to the Midterm Review of (title of the MTR)¹

Project Title: **Adaptive Management and Learning for the Commodities IAP**

Project PIMS #: 5665

GEF Project ID (PMIS) #: 9179

Midterm Review Mission Completion Date: 15/11/2019

Date of Issue of Management Response: 18/11/2019

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Context, background and findings

1. 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.
2. The MTR team deemed progress against target as excellent for the A&L components, with most activities and targets reached ranked as satisfactory. The MTR team stated that not only have activities been achieved, the quality of activities whether for coordination, communication, learning and reporting, have been excellent in general. The MTR stated that GGP's A&L has provided a robust foundation for supporting dialogues, coordination structures and building of trust; and that the Community of Practice has also provided an excellent learning environment and infrastructure that should be maintained and further capacitated. It stated that UNDP had 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.
3. They voiced that 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, the MTR team believes that 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.
4. The MTR team is making recommendations on correcting some of the design issues by requesting A&L to introduce systems thinking in the Community of Practice as well as the way GGP child projects interact at country level.
5. The Project Team deems **most** of the recommendations valid and relevant - as detailed below - and will endeavour to implement them in 2020 and 2021.

¹ This template is in alignment with the Management Response Template for UNDP project-level evaluations in the Evaluation Resource Centre.

Recommendations and management response

Midterm Review 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 be 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).				
Management response: Agree with the recommendation				
Key action(s)	Time frame	Responsible unit(s)	Tracking ²	
			Comments	Status ³
1.1. Develop a thematic stream on Systemic Change and Systems Approach under the new cycle of the Green Commodity Community	January 2020-February 2020	GGP A&L PMU – Pascal Fabié, Lead Knowledge & Impact		
1.2. Organise virtual workshops to implement the stream	April 2020 – March 2021	GGP A&L PMU – Pascal Fabié, Lead Knowledge & Impact		
1.3. Include a face to face workshop at the second good growth conference on discussing the practicalities of systemic change and systems approach for multi-stakeholder collaboration	April 2021	GGP A&L PMU – Lise Melvin, Senior Platform Advisor		

Midterm Review 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				
Management response: Agree with the recommendation.				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
2.1 Build the capacity of platform teams to facilitate systems approach and measure their effectiveness through the ladder of change	By March 2021	GGP A&L PMU – Lise Melvin, Senior Platform Advisor		

Midterm Review 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.

² If the MTR is uploaded to the ERC, the status of implementation is tracked electronically in the Evaluation Resource Centre Database (ERC)

³ Status of implementation: Completed, Partially Completed, Pending

Management response: Agree with the recommendation				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
3.1 Get approval from Project Board		GGP A&L PMU	Project Board agreed in June 2019	Completed
3.2 Get approval from UNDP GEF	By August 2020	GGP A&L PMU		

Midterm Review recommendation 4. A Theory of Change 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.				
Management response: The GGP Steering Committee reviewed this recommendation and decided to not invest in a Theory of Change process for lesson learning at global level at this stage. Indeed, the GEF is already planning a Lessons Learning workshop for all the GEF IAP in 2020 which should be achieving key learnings on the Integrated Approaches, including revisiting assumptions that were made initially. Hence no key actions are deemed necessary here.				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
4.1				
4.2				
4.3				

Midterm Review 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				
Management response: Agree with the recommendation. The GGP Steering Committee agreed to use system thinking and a system approach as part of the two workshops it is planning to hold in Brazil and Paraguay in Q1 2020.				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
5.1 Agree on date for the workshops with GGP partners	Dy Dec 15 2019	GGP A&L PMU		
5.2 Agree on agenda and resources for the workshops with GGP partners	By 31 Jan 2019	GGP A&L PMU		
5.3 Ensure workshops are held with high quality sessions on systems approaches to an integrated way of working	By end of Q1 2020	GGP A&L PMU		

Midterm Review recommendation 6. ISEAL Alliance and GGP could re-assess some better areas for collaboration to build the vision for integration.				
Management response: Agree with the recommendation				

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
<p>6.1 Enable the wider GGP and Green Commodities Programme to work with Evidensia through:</p> <p>6.1.1 Video instructions</p> <p>6.1.2 Dedicated webinar and walk-through for the GGP partners</p> <p>6.1.3 Make better use of the monthly updates by giving partners key insights</p> <p>6.1.4 Include link to Evidensia directly from GGP website home page</p> <p>6.1.5 Position Evidensia as one of the key components in the knowledge hub offering of the GGP, tightly interlinked with the COP</p>	Jan – June 2020	GGP Steering Committee & ISEAL		
<p>6.2 ISEAL will bring expertise from non-GGP activities into the Green Commodities Community via specific webinars already agreed with UNDP on topics such as jurisdictional assurance claims guidance (note: no funding for this ISEAL role available via GEF grant)</p>	Jan – June 2020	UNDP & ISEAL		
<p>6.3 GGP Steering Committee and ISEAL will explore how to maximize the value of ISEAL’s contribution to any future GGP projects and activities both via Evidensia and more widely</p>	Jan – February 2020	GGP Steering Committee & ISEAL		