

GOOD  
GROWTH  
PARTNERSHIP

# Good Growth Partnership Terminal Evaluation Report Summary

Adaptive Management and Learning for the Commodities IAP

©UNDP Liberia

Supported by:



Led by:



Convened by:



## Good Growth Partnership Celebrates “Excellent” Results After Independent Review

As the Pilot Phase of the Good Growth Partnership draws to a close, the Adaptive Management and Learning (A&L) part of the project has been commended in an independent review:

*“the performance of the A&L Project has been excellent in spite of great challenges from the COVID-19 Pandemic.”*

Out of 10 categories in the UNDP-GEF ranking system, 6 were rated “Highly Satisfactory” and 4 “Satisfactory”, with:

## TABLE OF CONTENTS

Introduction	2
Ratings and Impact	3
Learnings for the future for designers and donors	4
Conclusion	5
APPENDIX: The 5 projects of the Good Growth Partnership	6



## Introduction

GGP's Integrated Approach works across production, financing, and demand to simultaneously reduce barriers and create enablers for zero deforestation in palm oil, beef and soy, dealing with multiple and connected parts of the system. Instead of focusing on one place, sector, or scale of action, GGP establishes connections between different initiatives and stakeholders in the system. This is an essential feature of the GGP, but also presented challenges.

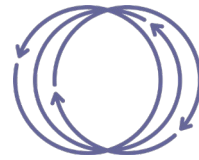
How to create and maintain the linkages between all the elements of this complex system, at multiple geographical scales across four target countries – Indonesia, Liberia, Paraguay, and Brazil? And in addition, how to coordinate the UNDP led Partnership's innovative combination of complementary partners - Conservation International (CI), the International Finance Corporation (IFC), UN Environment (UNEP) and the World Wildlife Fund (WWF) across the 4 global and one national projects (detailed in the Appendix)?

The answer was the creation of the Adaptive Management and Learning Project within GGP, with the aim of effectively leveraging demand, transactions, and support to production to ensure successful implementation of the aims of the Good Growth Partnership. It had three components – coordinated management investing in programme-level coordination processes, monitoring and evaluation, and feedback loops across the projects enabling adaptive management and programme resilience; secondly fostering an increased understanding of the impacts of Voluntary Sustainability Standards through the Evidensia online platform; and thirdly knowledge management, partnership development and communications intended to maximize learning, foster synergies and promote replication and upscaling of best practices to address deforestation in commodity supply chains.

All Global Environment Facility (GEF) funded projects are fully evaluated as they reach a conclusion. The independent review found that the A&L project performed excellently. As a “hub” or “connector” project, the A&L initiative supported the other elements of GGP, doing an “exemplary” job in proactive and adaptive management despite the global Pandemic. Overall, the reviewers said that the A&L project:

*“Fulfilled its role as a coordinator and connector by producing the systems, knowledge tools and evidence repositories needed to guide the palm oil, beef and soy sectors towards a more sustainable future.”*





## Ratings and Impact

For each of the elements, the independent review looked at the results and impact achieved. All were rated as satisfactory, with the coordination team complimented on its creation of coordination structures and building trust from the start. Monitoring and Evaluation improved data at all levels, including for the in-country teams, and inter-agency workplans cross-fertilized ideas and used scarce resources effectively. The ISEAL Evidensia online platform was commended on exceeding its targets with more than 1000 scholarly articles backed up by videos and synthesis reports. In Knowledge Management a growing online community of practice – the Green Commodities Community – has now reached 245 members, and two successful Good Growth Conferences shared learning with a multi-sector cadre of active partners, government ministers, smallholder and private sector participants. So far, the Green Commodities Community has staged more than 60 workshops and learning events, and supported [73] publications, briefs and knowledge products on sustainable commodity supply chains.

A “Highly Satisfactory” rating was given in the judgment on Project Implementation and Adaptive Management. Particularly singled out for praise was the planning, project implementation, coordination and adaptive management, especially the capacity for coordination in a very complicated project management structure and in jurisdictions and situations that were difficult at times. Major challenges were noted in COVID-19, a restrictive project budget, and sometimes reluctant participation by the other project participants, mitigated by very effective upstream and downstream communication within project governance structures and partners.

### The Good Growth Partnership by the numbers



**141,387, 137**  
metric tonnes of CO<sub>2</sub>  
emissions (lifetime direct and  
indirect) avoided\*



**22**  
commodity platforms  
and forums established,  
strengthened and/or supported  
to facilitate multi-stakeholder  
dialogue and collective action



**28,366,363**  
hectares of land benefiting  
from improved natural resources  
management and practices



**315**  
organizations connected via the  
Partnership on multi-stakeholder  
dialogue and collective action



**38**  
policies and/or action plans  
supported to foster and  
enable reduced deforestation  
supply chains, including  
36 adopted or proposed  
and 2 under development



**10,000+**  
farmers, producers and  
community members directly  
benefiting from agriculture  
training and community  
conservation agreements



**136**  
financial institutions and  
insurance companies with  
increased capacities on  
Environmental, Social and  
Governance (ESG), including forest  
risks, and better equipped to make  
responsible investment decisions



**73**  
publications, briefs and  
knowledge products  
developed to enhance  
knowledge and support  
sustainable commodity  
supply chains



**5**  
new partnerships facilitated  
between producers,  
buyers and finance providers  
fostering sustainable  
commodity supply chains



**44**  
financial tools, products  
and regulations identified  
or developed that support  
investments in sustainable  
production and land restoration



**87**  
companies engaged in project  
activities making new or  
stronger commitments to source  
reduced deforestation palm oil,  
soy and/or beef



**\$16,376,000**  
in new investments  
supporting sustainable  
production fostered by  
Partnership interventions.

\* Different tools have been used to calculate data on CO2 emissions avoided in the Brazil and Production projects. Please contact the GGP if further clarifications are needed.

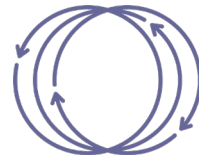


## Learnings for the Future for Designers and Donors

The review team derived a number of significant learnings for designers and funders of future Integrated Approach projects, expressed as 15 recommendations. Many of these identify GGP funder the GEF as the most appropriate agency to take them forward in its next phase of projects. These recommendations combine with the insights produced in [“Reducing Deforestation from Commodity Supply Chains – Lessons and Recommendations on an Integrated Approach”](#), a research report produced for GGP, to produce a comprehensive roadmap to guide future Integrated Approach programmes. The research report identifies five essential Transformational Practices and eight Tools and Resources to support integrated approaches to transforming commodity supply chains.

- 1 The Good Growth Partnership was envisaged as a Pilot Project, and therefore had a 4-year timescale. The independent review found that this was too short to take into account the time and resources needed for trust-building and recommended that future projects of this nature should be funded for a minimum of 6 years. This would give more time to embed two of the Transformational Practices of the research report – Establishing inclusive and collaborative spaces and embracing systemic thinking and tools.
- 2 Monitoring and evaluation (M&E) is a key area of innovation: levels of trust and participation in Multistakeholder Collaboration processes should be monitored, and a combination of process, structure, status and impact indicators is important for the future. A common M&E approach across the entire system is a key foundation, which could result if the central coordination structure were established first and the other projects built out from there. This is echoed by the research report, which identifies the use of innovative tools and measures of progress as a Transformative Practice.
- 3 The reviewers complimented the effectiveness of the Adaptive Management approach, noting the comprehensive response to the COVID-19 pandemic. At a deeper level, adaptation is driven by proper system mapping at the design stage and, crucially, at regular intervals throughout the programme implementation. Assumptions need to be revisited and new responses planned when conditions demand this. Levers of change will be predicted in design but may need to be revised as experience grows. All this shows the value of a flexible, systems mapping approach which is structured to revise plans in the light of experience. In the Transformative Practices of the research report, this area is covered by the recommendation to adopt agile adaptive practices – for GGP more than 50 cases are recorded in the Adaptive Management Database of strategic changes and decisions taken to respond to changing situations.
- 4 Capacity was an important consideration for the future in the independent review – budgeting adequately for the coordinating function not only at the centre (in A&L) but also in the collaborating projects themselves. Without proper staffing in the “child” projects, there may be no-one for the central coordinating function to coordinate with. In the research report, the Transformative Practice of ensuring consistent and quality participation of partners defines this need in detail.





GOOD  
GROWTH  
PARTNERSHIP

## Conclusion

In its almost five-year pilot phase, GGP has been unique in the breadth of commodities, places and aspects of the supply chain that it seeks to cover - amongst the most ambitious and most complex Integrated Approach to date. GGP will continue, under the Food Systems, Land Use and Restoration Programme (FOLUR), extending GGP tools and knowledge products to 27 countries and their stakeholders. Beyond FOLUR, GGP is seeking to apply its enhanced integrated approach, based on lessons learned, to new landscapes, countries and commodities. The independent review and the research report are an important part of the synthesis and learning that GGP provides for future interventions aimed at building commodity systems that are **resilient; equitable; inclusive; environmentally, socially and economically sustainable**.

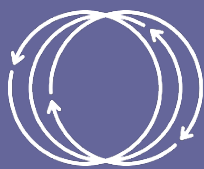


## APPENDIX: The 5 projects of the Good Growth Partnership

The GGP consists of 5 GEF-funded “child” projects working across production, financing and demand in Brazil, Indonesia, Liberia, and Paraguay:

- The **Adaptive Management & Learning (A&L) project**, the subject of this evaluation, is led by UNDP’s Regional Hub for Latin America and the Caribbean (RH LAC) acting as the coordinating umbrella project for the other child projects. Components 1 and 3 are implemented by UNDP while component 2 is implemented by WWF-US and executed by the ISEAL Alliance.
- The **Production project**, implemented by UNDP RH-LAC, improves the enabling environment for sustainable commodity production through dialogue platforms, policy reform, land use planning, and farmer training and support in palm oil in Indonesia and Liberia, and beef in Paraguay.
- The **Demand project**, led by WWF-US, raises awareness and strengthens demand for sustainable beef, palm oil and soy among consumers, policy makers, companies, and investors.
- The **Transactions project** is led by IFC and the UN Environment's Finance Initiative (UNEP-FI) to increase access to sustainable financing for businesses, farmers and producers who require additional capital to invest in environmentally sound practices.
- The **Brazil project**, implemented by UNDP Brazil and executed by CI, combines production, demand, and transaction streams into a single landscape focused project in the MATOPIBA region.





GOOD  
GROWTH  
PARTNERSHIP