**UNITED NATIONS DEVELOPMENT PROGRAMME**

**REGIONAL CENTRE FOR LATIN AMERICA AND THE CARIBBEAN**

***ANNUAL PROGRESS REPORT***

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| **Project Title** | Green Commodities Programme  |
| **Delivery date:**  | January 19, 2018 |
| **Prepared by:** | Monitoring and Evaluation Specialist, Senior Advisor for Learning and Knowledge |
| **Award ID:** | 00079521 |
| **Regional Programme Expected Outcomes:**  | The project outcome is to transform the production of agricultural commodities by reducing their environmental impacts while increasing economic opportunities for low-income producers in developing countries, through the scaling up and institutionalizing support for sustainable commodity production.  |
| **Project Expected Outputs:**  | **Global Strategy, Partnerships & Knowledge Management:** This component will support building an extensive network of partners and stakeholders working with commodity sustainability aiming to scale up efforts to create positive environmental, social and economic impact in productive sectors by creating an enabling environment conducive for change. The project team will help establish and manage global, regional and national partnerships promoting policies (in both public and private sector), investments, and coordination to enhance on the ground support and increase ability to shift markets to commodities produced with socially and environmentally responsible practices. Partners will include UN agencies, donors, private sector (retailers, buyers, traders, exporters, producers) NGOs, certification bodies.  |
| **Executing Entity :** | UNDP |
| **Implementation Entities:** | UNDP |
| **Award ID Start Date:** | April 7, 2014 |
| **Award ID End date:** | December 31, 2019 |
| **Total Project Budget (Award ID):** | USD 1,458,592 |
| **Participating Countries:** | Indonesia, Perú, Ghana, Dominican Republic, Costa Rica, Liberia, Paraguay, Ecuador, Cote d’Ivoire |
| **Host Country:**  |  |
| **Period of the Report:** | January 01, 2017 to December 31, 2017 |
| **Total Expenditure for the Reporting Period:** |  USD 1,005,198 |

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| **Brief Description** |
| UNDP established the Green Commodities Programme in 2009 in recognition of global agricultural commodities and how they contribute to economic, social and environmental sustainability and the need to strengthen UNDP’s support and leadership in this field. GCP works to transform agricultural production and trade across the globe by establishing sustainable agro-commodity sectors in producer countries. It offers a holistic approach bringing together public and private sector efforts to address the structural problems and institutionalize systemic solutions to sustainable agro-commodity production. Indeed, no single stakeholder – government, private sector, civil society or international organizations – is capable of solving the issues in commodity supply chains alone. Poverty, deforestation, climate change, food security, water issues, biodiversity, and land use policies are interlinked problems that require collaboration on an unprecedented scale. The objective of the Green Commodities programme is to enable 8 million farmers managing 20 million hectares to improve their practices by 2020. This has the potential to benefit 40 million people worldwide. To make these changes possible at such a large scale, GCP works to address root causes limiting sustainability of sectors and establish enabling environments at the national level. An effective enabling environment consists of elements such as clear public policies, a well-functioning legal framework, clarity regarding land use planning, effective enforcement mechanisms, accessible credit structures and effective farmer extension services.  |

1. **MAIN ACHIEVEMENTS OF THE PROJECT**

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| **Description of the main achievements of the Project throughout the year per output** |
| * *GCP strategy:*
* GCP Strategy 2017-2020 was updated in Q1 and reviewed again in Q4 to further align the 2018 planning processes with the strategy and new project portfolio, imperatives and capacity of the GCP team.
* GCP management committee was established in Q4 to support the increased project engagement and growth of the GCP team and its project portfolio.
* *Guidance documents and platforms:*
* 7 new guidance materials based on practitioners’ needs were finalized, translated into Spanish and made available to the GCP community.
* GCP focal points provided tailored support to Platform Teams for: Indonesia Palm Oil, Paraguay Beef and Soy, Global Marine Commodities, Liberia Palm Oil, Papua New Guinea Palm Oil, Dominican Republic Cocoa, and Ghana Cocoa.
* *Community of Practice:*
* 4-day COP was organized held in Indonesia in October 2017. A diverse group of between 80-100 people from 11 countries participated, coming from private sector, government, UNDP, civil society, donors, and media. The technical programme enabled participants to help shape the dynamic expansion of our Community of Practice, learn to communicate convincingly about their work, and compare experiences with other sustainable commodity practitioners; the event provided a forum for the GCP team to describe clearly to all parties the benefits of commodity-specific National Action Plans.
* 1-day workshop for platform practitioners held in Indonesia. 30 participants from at least 5 countries were trained on the Life Cycle of National Commodity Platforms.
* More than 80 guidance documents available for the National Platform Community of Practice via a free and public Google Drive. Most documents are available both in English and Spanish.
* *Engagement with private sector:*
* GCP strengthened its existing partnerships with Mondelez and IKEA, continued to grow its positive working relationships with ADM, Cargill, Unilever, Ferrero, M&S, and established new contacts with Mars, Tesco, PepsiCo, Danone, HSBC, Olam.
* 25 companies attended the launch of Good Growth Partnership at the UN Headquarters.
* *Global debate and policy:*
* GCP led the successful launch of the GGP global launch in New York in September led by UNDP Administrator and GEF CEO with over 150 leaders of government, industry and civil society.
* Participated in: TFA2020 General AssBembly in Brazil, RSPO annual meeting in Indonesia, and Amsterdam Declaration meeting in Germany.
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1. **PROJECT PERFORMANCE**

Indicate the progress in the products and activities programmed for the year

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| **Product 1** | Global Strategy, Partnerships, and Knowledge Management |
| **Project ID** | 79521 (Output 89497) |
| **Indicator(s)** | 1. GCP Strategy allows GCP to be well positioned globally, operate effectively at country level and grow its portfolio. 2. Number of companies, donors and NGOs partnering with GCP.3. KM system operational and of value to COs and project teams. |
| **Base Line (s)** | 1. Global strategy was developed in 2010 and needs updating to take account of growth of GCP.2. Partnerships are healthy with global initiatives, governments, NGOs and companies but are in need of strengthening to be more effective.3. Knowledge management is limited. |
| **Year Target (s)** | 1. Global GCP has been updated to reflect growth of programme and team, and to position GCP well for the coming years. 2. Existing partnerships with companies, donors, and NGOs are maintained and strengthened, and new partnerships are pursued and developed. 3. Knowledge managment and learning are a core part of GCP’s operations. |
| **Activity 1.1** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Review Strategy/Update | - Update GCP Strategy- Set up GCP management committee- Implement and update Global 2016-2017 Communication Action Plan- Develop M&E approach and structure- Align strategy and work planning processes | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below.  | Q1-Q4100 |
| **Comments** | - The GCP Strategy 2017-2020 was updated in Q1 and reviewed again in Q4 to further align the 2018 planning processes with the strategy and new project portfolio, imperatives and capacity of the GCP team. These reviews allowed for strategic decisions to be made as to the focus of the GCP work going forward. This extended process is captured in the report of the Panama workshop and in the revised strategy. - A GCP management committee was established in Q4 to support the increased project engagement and growth of the GCP team and its project portfolio. - A review and analysis of result frameworks from each country project in which GCP is engaged was undertaken during Q2 and Q3, including child projects of the Good Growth Partnership supported by GCP. The review led to the development of a differentiated M&E strategic approach and an initial theory of change for GCP that encompass the multiple roles GCP already plays across the 11 projects it supports. The role analysis, the initial theory of change and the M&E strategic approach will serve as the basis to a layered GCP M&E system that will be developed in 2018 and that is to cover the wide-ranging accountability and performance management requirements of the various dimensions of the GCP. - The GCP Communications Action Plan was reviewed and updated to ensure that it continued to provide effective guidance for communications work throughout 2017 |
| **Activity 1.2** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Guidance Documents/ Platforms | - Establish and lead a global working group on implementing and monitoring National Action Plans- Develop guidance materials based on practitioners’ needs- Provide regular support to Platform Teams as requested- Support to the establishment of Papua New Guinea Palm Oil Platform - Support knowledge sharing on cocoa and deforestation in Cote D’Ivoire | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below. | Q1-Q4100 |
| **Comments** | * Global working group on implementing and monitoring National Action Plans met every month online, and exchanged knowledge and experience on implementing and monitoring national action plans.
* 7 new guidance materials based on practitioners’ needs were finalized, translated into Spanish and made available to the GCP community: Engaging Stakeholders – GCP Guidance, Making National Action Plans Official (Sept 2017 EN), Monitoring Committee FAQ (Sept 2017 EN), Engaging Government at the Highest Level to get their buy into NAPs (Feb 2017 EN), Financing National Action Plan implementation (Sept 2017 EN), GCP Platform strategic communications guidance (Sept 2017 EN), National Action Plan Template (Sept 2017 EN).
* A further 5 guidance documents were developed significantly and will be finalized in 2018.
* Each project was supervised by a GCP focal point which provides support to Platform Teams as required by the team as well as regular follow up on implementation progress. GCP tailors its support to the following platforms: Indonesia Palm Oil Platform discussions, province consultations, development of National Action Plan, Paraguay Beef and Soy National Platforms, Global Marine Commodities Platforms, start-up of palm oil platforms in Liberia and Papua New Guinea, Dominican Republic Cocoa, Ghana cocoa.
* GCP conducted a high-level meeting on the establishment of a PNG Palm Oil Platform in Port Moresby in April 2017.
* GCP produced and delivered in May 2017 a final report on the modalities of establishing the PNG Palm Oil Platform.
* GCP produced and published in July 2017 a guidance document on cocoa and deforestation in Cote D’Ivoire.
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| **Activity 1.3** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Operationalize COP | * Hire Learning and Impact Senior Advisor
* Maintain KM system with all guidance
* Systematize and share lessons learned between platforms
* COP Evaluation and Strategy development for future integration with GGP
* Design and facilitate COP workshop
* Design and facilitate training workshop
* Training Platform teams on GCP platform methodology

Run Platform Monitoring & Learning Tool and present results | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below. | Q1-Q4100 |
| **Comments** | * GCP appointed Pascal Fabie as Senior Adviser Learning and Impact.
* Maintain KM system with all guidance: As of December 2017, more than 80 guidance documents were available for the National Platform Community of Practice via a free and public Google Drive. Most documents are available both in English and Spanish.
* Knowledge is shared thru the GCP´s National Commodity Platform Guidance which is a Google Drive online access for platform practitioners to access information such as: 1- Guidance Overview, 2- Root Causes Analysis, 3- Platform Design, 4- Measuring Success, 5- Platform Life Cycle, 6- Platform Governance, 7- Stakeholder Engagement, 8- Platform Management, 9- National Action Plan, 10- Gender, 11- Working Group Implementation & Monitoring.
* Systematize and share lessons learned between platforms: COP webinars and workshops are used to share lessons and systematized experiences among practitioners. Countries supported include Indonesia, Philippines, Paraguay, Costa Rica, Dominican Republic, Ghana, Papua New Guinea, Liberia, Ecuador, and Peru. This is done via a variety of tools.
* COP Evaluation and Strategy development for future integration with GGP: In Q2 an evaluation was done of how well the COP approach and tools used serve the practitioners and to understand what they wanted done better. This informed the development of a future strategy for the COP, which was finalized with the partners, and consulted with practitioners and with all partners from the Good Growth Partnership. The strategy describes the enhanced approach and extended structure of the future COP, which is now called the Green Commodities Community.
* Design and facilitate COP workshop: A 4-day COP was organized in Indonesia in October 2017. A diverse group of between 80-100 people from 11 countries participated, coming from private sector, government, UNDP, civil society, donors, and media. The programme enabled participants to help shape the dynamic expansion of our Community of Practice, learn to communicate convincingly about their work, and compare experiences with other sustainable commodity practitioners; the event provided a forum for the GCP team to describe clearly to all parties the benefits of commodity-specific National Action Plans. The topics covered included: establishing effective monitoring systems on progress towards a sustainable commodity, identifying new approaches and good practices on smallholder empowerment and reducing deforestation, and contributing to how National Commodity Platforms are embedded institutionally.
* Design and facilitate training workshop: A training Workshop for Platform practitioners was organized for 1 day in Indonesia. We had 30 participants from at least 5 countries. They learned about the Life Cycle of National Commodity Platforms, and worked on a scenario platform to apply what they were learning.
* Training Platform teams on GCP platform methodology: Training sessions for the platform teams in Ecuador, Indonesia, and Papua New Guinea were held.
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| **Activity 1.4** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Engagement with Private Sector | * Hire senior dedicated private sector advisor for GCP
* Update/develop overall engagement strategy and structure for private sector
* Establish new and strengthen existing private sector partnerships
* Develop joint proposals with private sector
* Ensure significant private sector participation in launch of Good Growth Partnership
* Raise profile of GCP through participation in industry events
* Launch of a new private sector group
 | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below. | Q1-Q4100 |
| **Comments** | * GCP appointed Charles O’Malley as Senior Partnerships Advisor.
* GCP strengthened its existing partnerships with Mondelez and IKEA.
* GCP continued participation on Mondelez CocoaLife Advisory Board, strengthening our work with MDLZ in Ghana, Cote D’Ivoire, Dominican Republic.
* GCP developed a P4F proposal for Ghana and a concept note for Cote D’Ivoire as well as GCF proposal with $80m of private sector co-financing.
* 25 companies attended the launch of Good Growth Partnership at the UN Headquarters.
* GCP continued to grow its positive working relationships with ADM, Cargill, Unilever, Ferrero, M&S.
* GCP established new contacts with Mars, Tesco, PepsiCo, Danone, HSBC, Olam.
* GCP conceptualized and consulted on the creation of a new private sector group for GCP led by private sector advisor to explore how to strengthen public-private sector collaboration for sustainable agricultural production.
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| **Activity 1.5** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Global Debate and Policy | * Participate in identified relevant international events (conferences, workshops etc.)
* Develop capacity of national and global teams to influence debate and policy
 | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below. | Q1-Q4100 |
| **Comments** | * GCP participated in the TFA2020 General Assembly in Brazil, in the RSPO annual meeting in Indonesia, in the Amsterdam Declaration meeting in Germany, etc.
* GCP led the successful launch of the GGP global launch in New York in September led by UNDP Administrator and GEF CEO with over 150 leaders of government, industry and civil society.
* GCP provided support to national teams in Indonesia, Peru, Costa Rica, Paraguay, Ecuador, Cote D’Ivoire to amplify their media outreach activities around key milestones and/or events, such as the launch of an innovative new forest monitoring system in Costa Rica, or public consultations on the Indonesian National Palm Oil Action Plan. All country teams benefited from the production of new guidance on platform communications, which was developed through a consultative process involving country teams to reflect their real-life challenges, lessons learned and best practices. This note formed the basis for training provided to country teams during the 2017 Green Commodities Community annual meeting.
* GCP launched a communications group, which provides an informal forum through which country-based professionals can share their ideas, challenges, solutions and collaborate to further improve and boost communications around sustainable commodities.
* For awareness raising and promotion, GCP produced and published 9 articles in various media, 4 issues of the ‘GCP Highlights’ newsletter, 3 knowledge products, and support to the high-profile launch of the Good Growth Partnership. Regular twitter maintenance saw followers growing from 518 to 770 in 2017.
* GCP saw its newsletter membership grow to 700 subscribers.
* GCP strengthened its relationship with influential media in the sustainable commodities space.
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| **% of achievement Product 1** | **Year** | **Comments** |
| 100 | N/A |

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| **Project Progress during the year** |
| **% Progress of all products** | **Year** | **Commments** |
| 100 | N/A |

1. **PROJECT RISKS**

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| **No.** | **Description** | **Date identified** | **Type of Risk** | **Countermeasures adopted** |
| 1 | Partner co-financing does not materialize. | 30/9/2014 | Financial | The GCP has maintained close relationships with donors and companies to ensure continued willingness to support the process. Contributions from SECO and IKEA in 2017 demonstrate successful approach.  |
| 2 | Political support for the project diminishes. | 30/9/2014 | Political | Project team, CO and GCP team have defined a plan to build and nurture political relationships. Careful and constant dialogue with political counterparts has significantly reduce this risk. |
| 3 | Weak partner institutions prevent implementation of necessary action. | 30/9/2014 | Organizational | The project has managed this risk in two ways: first, by conducting a comprehensive analysis of institutional capacity to identify shortcomings, and second, by actively supporting institutional capacity building through the project activities. We have built capacity of counterpart institutions through our projects and community of practice to further mitigate the risk.  |
| 4 | Operational challenges in managing multi-stakeholder processes and partnerships limit consensus-building and coordinated action. | 30/9/2014 | Operational | This is one of the most important risks for the project, it is also a risk that UNDP has managed directly, by a) careful selection of project staff, b) rigorous monitoring and troubleshooting throughout the project lifetime, c) coaching of country project staff by GCP international staff, and d) effective participation in community of practice and inter-project learning processes. We have managed multi stakeholder processes through guidance and capacity building of teams at country level and risk has been mitigated. |
| 5 | Platforms move so slowly that companies / market loses faith in them | 06/02/2015 | Operational | Platform participation expectation management will be honest and upfront. Private sector participants will be specifically coached (changing their mindsets) on why platform processes take as long as they do, and what benefit of this is. This was updated on Feb 6, 2015 in the GCP Programme Strategy 2015-2017. Strong communications and progress on the ground have maintained our credibility and positive reputation with partners. |
| 6 | Delays to delivery plans allow GCP competitors to copy ideas and crowd out the funding space. | 13/12/2016 | Financial | All procedures will be streamlined as much as possible within UNDP to ensure smooth progress. Stronger communications and ownership of ideas will support fundraising and GCP unique identity. |
| 7 | Group of coffee growers who don’t feel represented by the National Council for Coffee, and are looking for a space for national representation.  | 09/02/2017 | Political | Key stakeholders, including coffee growers, are invited to engage in dialogue, where facilitation can provide a space to feel heard and resolve conflict.  |

1. **MAIN DIFFICULTIES IN THE EXECUTION**

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| **N0.** | **Description** | **Date identified** | **Type** | **Countermeasures adopted** |
| 1 | The GCP team has doubled in the last year, and has a decentralized structure. This rapid team growth means that a few people hold significant institutional memory and many are learning together. At the same time, people are often unaware of what others are doing.  | 01/05/2017 | Organizational | Monthly team calls provide a forum for discussion of challenges and achievements across the team. The in-person annual meeting brought everyone together and enabled greater collaboration and strategic planning. The GCP management committee was established in 2017 to support the growth of the GCP team and its project portfolio. |
| 2 | There are many important and worthwhile potential commodity platforms around the world, but with limited resources GCP is unable to pursue all of them.  | 30/9/2014 | Strategic | Ongoing strategic discussions ensure that GCP’s resources are devoted to the most relevant projects, that new projects align with the GCP Strategy.  |
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1. **NEXT YEAR CHALLENGES (2018)**

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| **No.** | **Description** |
| 1 | In the coming year the GCP team will support a growing portfolio, and will need to balance the needs of ongoing projects with those in the early phases of implementation as well as continuing to pursue future opportunities for engagement.  |
| 2 | Financial contributions are a key success factor for the programme, and existing partnerships will continue to be strengthened while new partnerships are developed.  |
| 3 | Political sensitivities around commodity issues are significant in some of the countries in which GCP operates, and the project will continue to build relationships and facilitate dialogue in order to enable successful implementation.  |

1. **LESSONS LEARNED\***

Describir brevemente las lecciones aprendidas durante el año.

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| **No.** | **Description** | **Application** |
| 1 | Dialogue and trust are crucial to the successful establishment and implementation of national commodity platforms, and each is an ongoing process.  | Potential future platforms will depend on the groundwork laid by stakeholder engagement and dialogue at all levels, and existing platforms will be strengthened by continued work in this area.  |
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