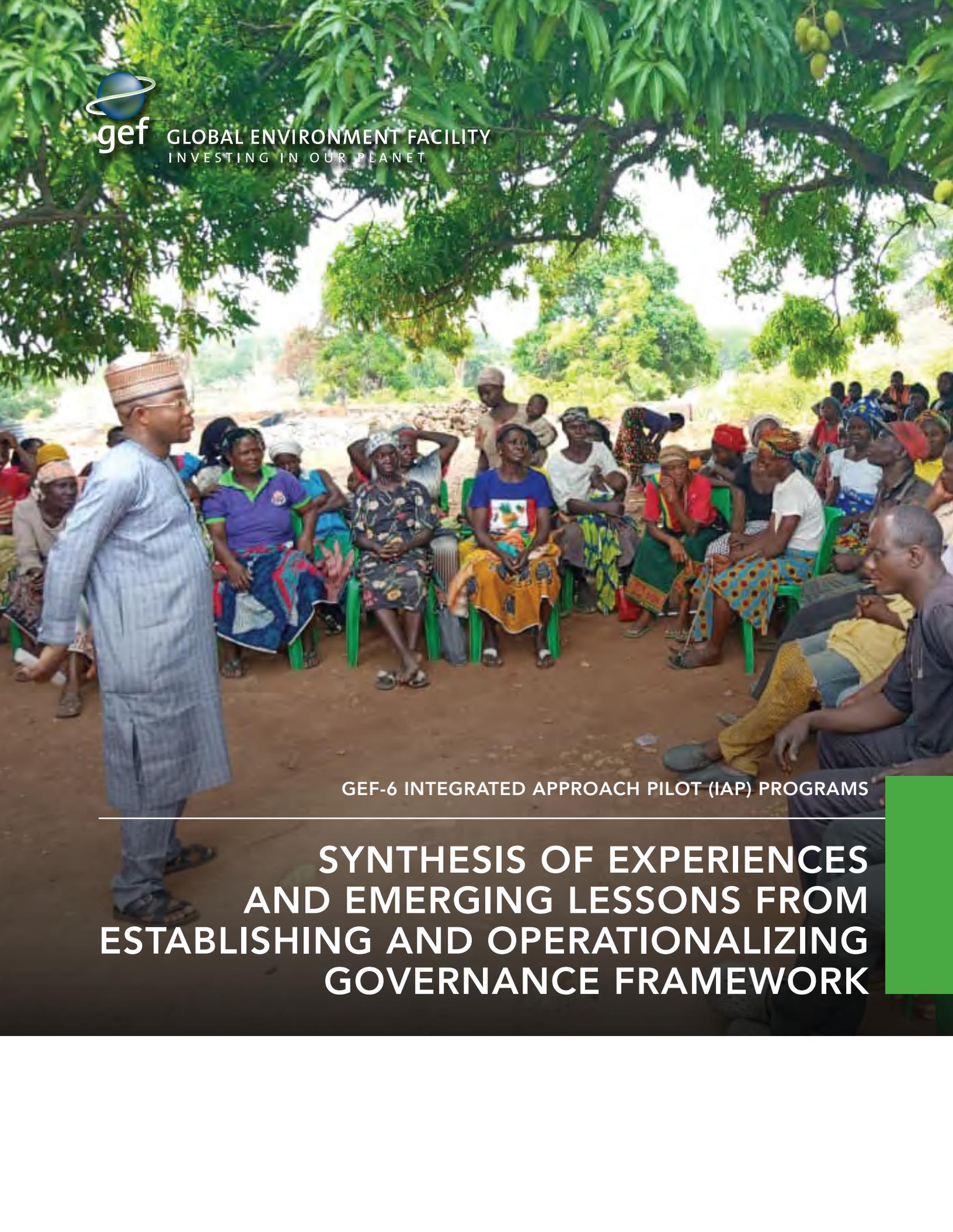




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GEF-6 INTEGRATED APPROACH PILOT (IAP) PROGRAMS

SYNTHESIS OF EXPERIENCES AND EMERGING LESSONS FROM ESTABLISHING AND OPERATIONALIZING GOVERNANCE FRAMEWORK

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LIST OF ACRONYMS

A&L	Adaptive Management and Learning
ARC	African Risk Capacity
BRICKS	Building Resilience through Innovation, Communication, and Knowledge Services
CAADP	Conference of Parties and the Comprehensive African Agriculture Program
EE	Executing Entities
GEB	Global Environmental Benefits
GEF	Global Environment Facility
GGP	Good Growth Partnership
GGWI	Great Green Wall Initiative
GIS	Geographic Information System
GPSC	Global Platform for Sustainable Cities
GPURL	Global Practice for Urban, Disaster Risk Management, Resilience, and Land
IAP	Integrated Approach Pilot
IEO	Independent Evaluation Office
MFI	Micro-Finance Institutions
MSPs	multi-stakeholder platforms
NEPAD	New Partnership for Africa's Development
NSC	National Steering Committee
OPS6	Sixth comprehensive evaluation of the GEF
PCU	Program Coordination Unit
PIR	Project Implementation Report
PSC	Project Steering Committee
RFS	Resilient Food Systems
SAWAP	Sahel and West Africa Program
SC-IAP	Sustainable Cities Integrated Approach Pilot Program
SLM	Sustainable Land Management
SSA	Sub-Saharan Africa
STAP	Scientific and Technical Advisory Panel
TAG	Technical Advisory Groups
TC	Technical Committee
UTNWF	Upper Tana-Nairobi Water Fund

EXECUTIVE SUMMARY

The three Integrated Approach Pilot (IAP) programs—*Food Security in Africa (Resilient Food Systems—RFS)*, *Deforestation-free Commodity Supply Chains (Good Growth Partnership—GGP)*, and *Sustainable Cities Program (SC)*—launched during GEF-6 were the first to introduce integration as a key organizing principle for GEF investment in global environmental benefits. To ensure that the programs are coherent and consistent, and at the same time align with diverse stakeholders and initiatives, an overall governance framework is required to support their implementation across multiple scales (local, national, regional and/or global). Since each program was designed using the GEF programmatic approach, i.e. a strategic arrangement of individual yet interlinked “child projects” that aim at achieving large-scale impacts on the global environment, this critical function is addressed through a separate coordination project for each of the programs.

With the programs now well advanced in their implementation, the GEF Secretariat engaged with the lead agencies to take stock of experiences with establishing and operationalizing governance frameworks. This paper provides an overview of the frameworks and syntheses of emerging lessons from their use in supporting implementation of the programs at the different levels. Since the focus is explicitly on understanding governance experiences across the three programs, no attempt has been made to evaluate achievements or impacts. Furthermore, the report refers to but does not include assessment of specific multi-stakeholder dialogues or related outcomes.

Overall, the review shows that all three IAP programs have taken important steps toward establishing governance frameworks and mechanisms necessary for advancing transformational change in the key

sectors targeted. As was envisioned from the outset, the benefits of having the established multi-agency platforms and governance frameworks greatly outweigh the challenges and issues encountered during the “building” phase of these complex governance structures. The experience so far suggests that GEF agencies are working collectively to ensure that coherence and consistency is achieved in delivering the IAP programs through the child projects. In addition, the coordination child projects are proving to be invaluable for anchoring the governance mechanisms at the regional level (for RFS) and global level (for GGP and SC), although experience and progress have been different for the programs.

The assessment identified the following four key emerging lessons, which may be invaluable for future programming to advance the integrated approach:

1. *Ensuring clarity of roles and responsibilities between global/regional and country child projects is a critical aspect of program governance to support internal coordination.*
2. *Governance frameworks and mechanisms have evolved at multiple scales to support implementation of the IAP programs.*
3. *The IAP program governance framework creates space for GEF agencies to harness their comparative advantages in collectively supporting countries, and mobilizing diverse stakeholders and initiatives for influencing transformational change.*
4. *Advancing a governance framework that balances internal program coordination with externally engagement is a key function of the global/regional child projects.*

The experiences and emerging lessons clearly suggest that multi-scale governance is a critical aspect of the integrated approach to tackling major drivers of environmental degradation. Governance frameworks and mechanisms help ensure that the program embraces complexity, accommodates diverse stakeholders, and builds ownership through dialogue and collective action. In this regard, the following specific highlights capture what we have learned so far and that may warrant consideration in future programs advancing the integrated approach:

Reinforcing the important role of coordination platforms for governance of programs

Although designed and considered as a child project under each program, these platforms are proving to be critical for keeping the programmatic wheels turning from the outset. Their timely preparation and submission, potentially soon after Council approval of the program framework document, could further strengthen alignment and linkages with other child projects during their design phase. Budgetary implications can be resolved to ensure appropriate funds are made available for regional/global level activities and coordination in all child projects that are part of the program.

Importance of balancing internal coordination with external linkages

Programs by design are expected to deliver targeted outcomes through the child projects, while at the same time influencing systemic change in institutions and policies that extend beyond the program. Governance mechanisms can play a critical role in supporting this dual function at multiple scales across the program, which will reinforce multi-stakeholder dialogues and participatory processes to promote the integrated approach to tackling environmental degradation.

Importance of having a dedicated focal point in child projects

To streamline the internal governance mechanisms within the program and increase ownership by countries and participating entities, it is invaluable for the coordination platforms to have access to a dedicated

focal point in each of the child projects. This will increase efficiency in decision-making for a coordinated approach to implementation and tracking progress and achievements. The child projects will also be able to allocate resources to support this important function.

Importance of having governance reflected in the monitoring and evaluation (M&E) framework at global/regional and country level

By ensuring early engagement with child projects during the design phase, the coordination platform will be best positioned to assess and accommodate priority indicators and tools for a coherent and consistent M&E framework. This will ensure a cost-effective approach to align and implement M&E activities across the program. Building indicators on coordination and global/regional activities in each child project can be a way to incentivize them and ensure contributions from all child projects.

Governance mechanisms are critical for long-term sustainability and systems resilience

Because GEF financing is seldom committed beyond the life of a program, it is essential that programs establish governance frameworks with strong ownership that will endure and ensure the sustainability of strategies that the platforms have developed. This requires mechanisms that foster integration of the program priorities and strategies within relevant policy processes at multiple scales. The potential for managing and mitigating risks or shocks is an essential aspect of the integrated approach to systems transformation. An effective governance framework is key to building a program-wide understanding of options and approaches to enhancing systems resilience.

Multi-layer governance framework is useful to facilitate an effective bottom-up approach and strengthen ownership at country level

The different layers can facilitate coherence and coordination of the project through shared membership, planning, and inputs to the decision-making framework. Having country-focused projects tends to increase ownership of the project from local

stakeholders, including national and sub-national governments. Programs with governance frameworks at different scales (national, district, community/village) can serve as important vehicles for information and knowledge-sharing. They link community members to project activities and decision-makers at different levels and vice versa.

Roles and responsibilities for each institution under the governance framework should be adequately defined

In the project design phase, institutions with a clear mandate and ownership for the sector should be identified. In the project preparation phase, roles and responsibilities should be clearly defined and documented with flexibility for adaptive management during project implementation.

INTRODUCTION

Three Integrated Approach Pilot (IAP) programs launched during GEF-6 were the first to introduce integration as a key organizing principle for GEF investment in global environmental benefits. The IAP programs were structured around major emerging drivers of global environmental challenges, that already have diverse stakeholders and initiatives operating at different levels around the world. Two were global programs focused on urbanization (Sustainable Cities) and commodity-driven deforestation (Commodities); the third was on sustainability and resilience for food security in the drylands of Sub-Saharan Africa. By targeting these globally important agendas, it was envisioned that the GEF will more effectively position the focal area investments to deliver transformational change at scale. The “integrated approach” will ensure that the programs will create space for such engagements to materialize both inside (i.e. coordinating child projects) and outside (i.e. linking externally with other initiatives) the program. Governance of the IAP programs was therefore a critical need from the outset because of their scale and complexity, and emerging lessons from how the governance frameworks have evolved will be invaluable for future GEF programming.

Each of the programs was expected to establish an overall governance framework to support their implementation across multiple scales (local, national, regional and/or global). At the *local and national levels*, an effective governance framework should enable country project teams to achieve outcomes in accordance with the IAP program priorities. Countries have certain political and institutional structures that distribute sectoral mandates and the incentives for engaging in integrated projects, and it may not be obvious initially for them to effectively engage.

For example, the sectoral priority needs of cities (transport, waste management, housing, etc.) in some countries are distributed between various government agencies that operate independently and with separate mandates. In the absence of a strong local or municipal government with full jurisdiction over the municipality, integrating these sectoral needs will pose a significant challenge.

The IAP programs were designed using the GEF programmatic approach, which considers a Program a strategic arrangement of individual yet interlinked “child projects” that aim at achieving large-scale impacts on the global environment.¹ A project dedicated to coordination of the program is a key feature of the programmatic approach, which enables a designated lead GEF agency to ensure coherent and consistent implementation of child projects designed under the program. At the *regional/global level*, the coordination project includes a governance framework to support program-level planning and decision-making by participating GEF agencies and partners involved in implementation of all child projects. In addition, the framework also facilitates linking the program externally to crowd-in diverse stakeholders and initiatives with knowledge, technical expertise, and resources that are invaluable for influencing transformational change.

This paper is an attempt to synthesize emerging lessons from the governance framework and mechanisms established to support implementation of the IAP programs at the different levels. The synthesis draws from reports prepared by the lead GEF agencies, with inputs from other implementing agencies and technical partners engaged in implementation of the programs. In order to put the emerging lessons into context of GEF programmatic

¹ Project and Program Cycle Policy GEF OP/PL/01, December 20, 2018.

approaches, the paper opens with brief background information on governance best practices and standards, including experiences of other GEF programs that embody the underlying principles of the integrated approach. Since the focus is explicitly

on understanding governance experiences across the three programs, no attempt has been made to evaluate achievements or impacts. Furthermore, the report refers to but does not include assessment of specific multi-stakeholder dialogues or related outcomes.



REVIEW OF GEF PROGRAM GOVERNANCE EXPERIENCES

As noted in a recent information document from the GEF Scientific and Technical Advisory Panel (STAP),² *“the starting point for integrated programming is to engage stakeholders and map the governance arrangements.”* In the context of the GEF programmatic approach, governance can be considered as relating to power dynamics and decision-making processes that support overall delivery of the programs.³ A governance mechanism is critical for engaging relevant stakeholders in decision-making, providing guidance on how decisions are taken, and establishing supportive frameworks to enable the implementation of the decisions.⁴

In a recent evaluation of 38 programs by the GEF Independent Evaluation Office (IEO), it was noted that while complexity was a major factor affecting outcomes in child projects, the programmatic approach modality in general provides better and larger scale results.⁵ The evaluation also found that the approach has improved the representation of a shift towards a more integrated systemic approaches and child projects under the programmatic approaches performed better with improved coherence. Two of the conclusions drawn by the IEO highlights the critical importance of an effective governance framework. First, the multidimensional nature of programs has generated greater need for coordination and management, with implications for efficiency, results, and performance; and second, decision making on program design needs to reflect greater transparency and clear roles for all players in the partnership.

1. HIGHLIGHTS FROM PREVIOUS GEF PROGRAMS

Although the IAP programs are unique in that they are integrated and multi-dimensional, there have been previous GEF programs that exhibited similar degrees of complexity with respect to an institutional framework for governance. Here we highlight two examples that are closest to advancing the integrated approach and embody many of the key principles behind the IAP programs.

GEF/World Bank Strategic Investment Program for Sustainable Land Management in Sub-Saharan Africa (SIP/TerrAfrica)

The SIP/TerrAfrica was designed as a continent-wide programmatic approach to help scale up investment in Sustainable Land Management (SLM). As a multi-partner and multi-country investment umbrella, the SIP/TerrAfrica portfolio included 36 projects involving 26 countries and six GEF agencies (AfDB, FAO, IFAD, UNDP, UNEP, and the World Bank). The program was the first major investment under the TerrAfrica partnership program, which was launched in late 2005 at the United Nations Conference to Combat Desertification (UNCCD) Conference of Parties and the Comprehensive African Agriculture Program (CAADP) agriculture ministers meeting as an Africa-led vehicle to improve investment programming on land management in Sub-Saharan countries, and scale up financial and non-financial support. All 36 projects were integrated into and helped catalyze the overall programmatic vision of participating countries.

² Tengberg, A. and Valencia, S. 2017.

³ Mansourian, S. 2016.

⁴ Ibid

⁵ GEF IEO. 2018.



Although the discrete investments were focused on generating global environmental benefits through targeted SLM practices, it was envisioned that the overall TerrAfrica governance framework would be strengthened through existing regional entities and platforms. Unfortunately, a regional platform under the SIP/TerrAfrica portfolio failed to deliver such support. A recent evaluation of the TerrAfrica partnership platform noted that there have been persistent governance and management challenges, including structural limitations that prevented optimal effectiveness. The evaluation also noted that in addition to inefficiencies in the management division between the World Bank and the New Partnership for Africa's Development (NEPAD), capacity, staffing issues, inefficient coordination, administration, and distribution of tasks were problematic and may have ultimately

contributed to a crisis in ownership. It is likely that an effective internal and external governance framework for the SIP/TerrAfrica program may have contributed to addressing these challenges for the partnership platform.

World Bank/GEF Sahel and West Africa Program (SAWAP) in support of the Great Green Wall Initiative (GGWI)

The SAWAP was designed as a regional programmatic approach with the objective of expanding sustainable land and water management in targeted landscapes and in climate-vulnerable areas in 12 West African and Sahelian countries, which would then contribute toward securing more food, fiber, freshwater, and firewood while protecting natural assets in the face

of climate variability and change. As part of the program, a regional child project entitled “Building Resilience through Innovation, Communication, and Knowledge Services” (BRICKS) was designed to serve as the governance framework for networking the 12 SAWAP country projects. Through direct engagement with three regional entities (Interstate Committee for Drought Control in the Sahel; Sahel and Sahara Observatory; West and Central Africa Office of IUCN), BRICKS created the space and opportunities for south-south learning, application of M&E tools, geospatial services, and portfolio-wide communication.

In addition to coordinating overall delivery of the SAWAP program, the internal governance mechanism enabled the three entities to facilitate stakeholder engagement, learning, and knowledge sharing between the 12 participating countries. Although the framework worked well to support and coordinate SAWAP delivery in the countries, the project Implementation Completion Report noted that BRICKS did not adequately foster alignment with other established regional governance systems and initiatives focused on natural resource management in the Sahel. It is therefore likely that this resulted in lost opportunities for achieving scale and impact beyond the GEF and WB investments in the region.

2. HIGHLIGHTS FROM THE IEO’S FORMATIVE REVIEW OF THE IAP PROGRAMS

As part of the Sixth Operation Studies (OPS6), the IEO conducted a formative review of the IAP programs.⁶ The review included an evaluation of the design process for each of the programs and their respective organizational and governance frameworks for demonstrating coherence toward delivery of outcomes. With respect to their design, the evaluation noted that all the IAP programs *“have been designed in a way that program and child projects objectives, results-based management frameworks, and M&E systems are aligned.”* Ensuring that this alignment is sustained and harnessed during the implementation phase is key to achieving impactful outcomes.

Regarding organizational framework, the evaluation noted that although the engagement by multiple GEF agencies involved was justified based on their comparative advantages, this inevitably introduced varying degrees of complexity for the programs. At the same time, however, coordination child projects or “supported knowledge platforms” were considered as the most important innovations for the programs. In addition to creating hubs for learning about innovations, exchanging ideas, and showcasing child projects, the coordination child projects inevitably serve as de facto anchors for ensuring programmatic coherence and consistency during implementation. Hence, as noted by the evaluation, they *“will require a strong commitment and support by all participating entities to provide the services and benefits they have been designed for.”*

⁶ GEF IEO 2018.

GOVERNANCE FRAMEWORKS FOR THE IAP PROGRAMS

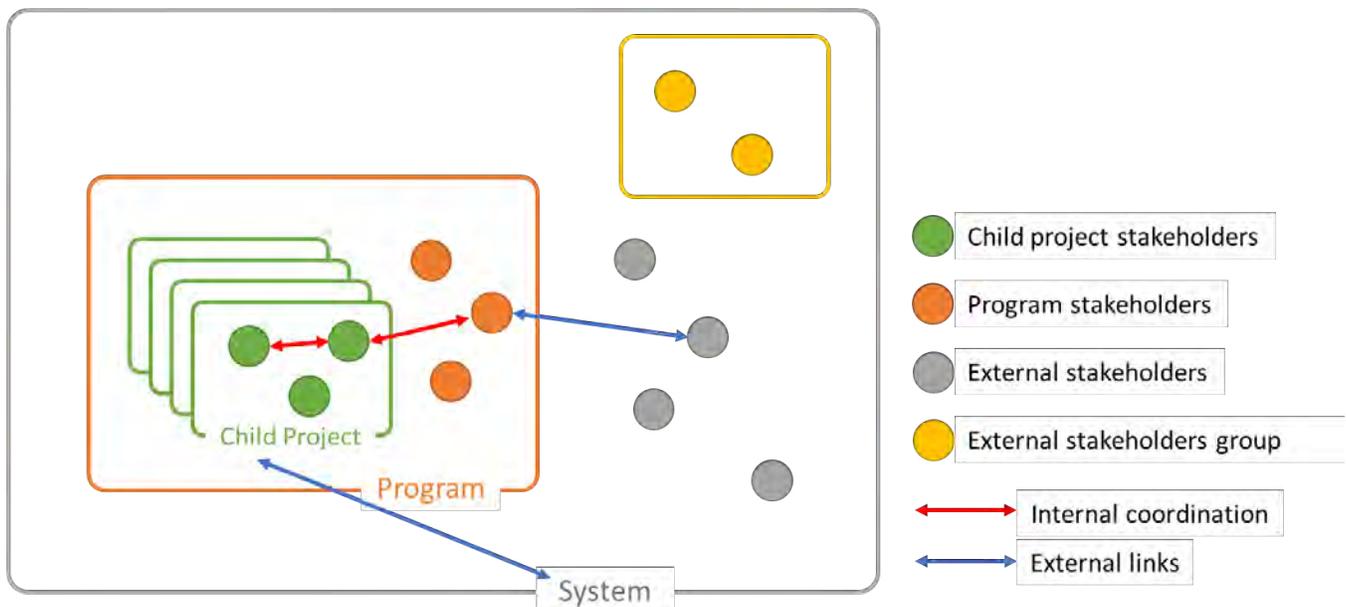
For the IAP programs, the GEF envisioned the emergence of effective governance frameworks that allowed for multi-stakeholder engagement and collaboration, involving GEF agencies, national governments, technical partners (scientific and development), private sector entities, and civil society organizations. Integration of these actors and institutions at the sub-national and national level is considered a precondition for inclusive governance.⁷ It is also important to have a good understanding of the roles of the actors and institutions, as well as whether their main influence is through control, action, or association (convening). These governance frameworks were essential for supporting decision-making processes, determining policy, processes that influence economic decisions, and identifying processes that promote implementation of law and policy.

In developing the governance frameworks, two key interdependent priorities were anticipated for each of the programs (Figure 1).

Internal coordination

To achieve coherence and consistency, transparency in decision-making, and accountability within the program. This is at the core of GEF programmatic approach modality and ensures that overall delivery of the program is in accordance with the Council-approved Program Framework Document. The lead agency has primary responsibility for ensuring that an appropriate governance framework is in place to mobilize and engage all stakeholders associated with the program (through the respective child projects) toward achieving this important function.

FIGURE 1: GENERIC FRAMEWORK FOR GOVERNANCE OF THE IAP PROGRAMS



⁷ Tengberg, A. and Valencia, S. 2017.

Linking externally

With other important stakeholders and relevant initiatives outside of those involved with the program, and in a manner that will increase scale/scope of the program and maximize potential for achieving systemic shifts or transformation. This need was key to ensuring that the *whole* of each the IAP programs was greater than *the sum of its parts*. This aspect of the program governance was essential for aligning the overall GEF investment to leverage the most important and influential stakeholders and initiatives seeking to advance transformational change. Such broader engagement enables the program to deliver more impactful outcomes through collective action.

As part of the GEF programmatic approach modality, both priorities are embedded in a separate child project that provides resources for global or regional coordination of the IAP program. This enables the lead GEF agency to identify, map, and consult extensively on the best options and models for a governance framework to meet these priority needs. In the absence of an explicit GEF policy or guideline on how governance frameworks should be developed, the global/regional child project plays an important role in evolving appropriate governance systems that consider the complex and interconnected nature of the challenge, need for inclusiveness and participation by diverse stakeholders, and existing institutional frameworks for influencing systemic change. Since the lead agency has primary responsibility for design and implementation of the project, it is expected to facilitate an open and transparent process toward both the internal and external aspects of the governance framework.

1. RESILIENT FOOD SYSTEMS

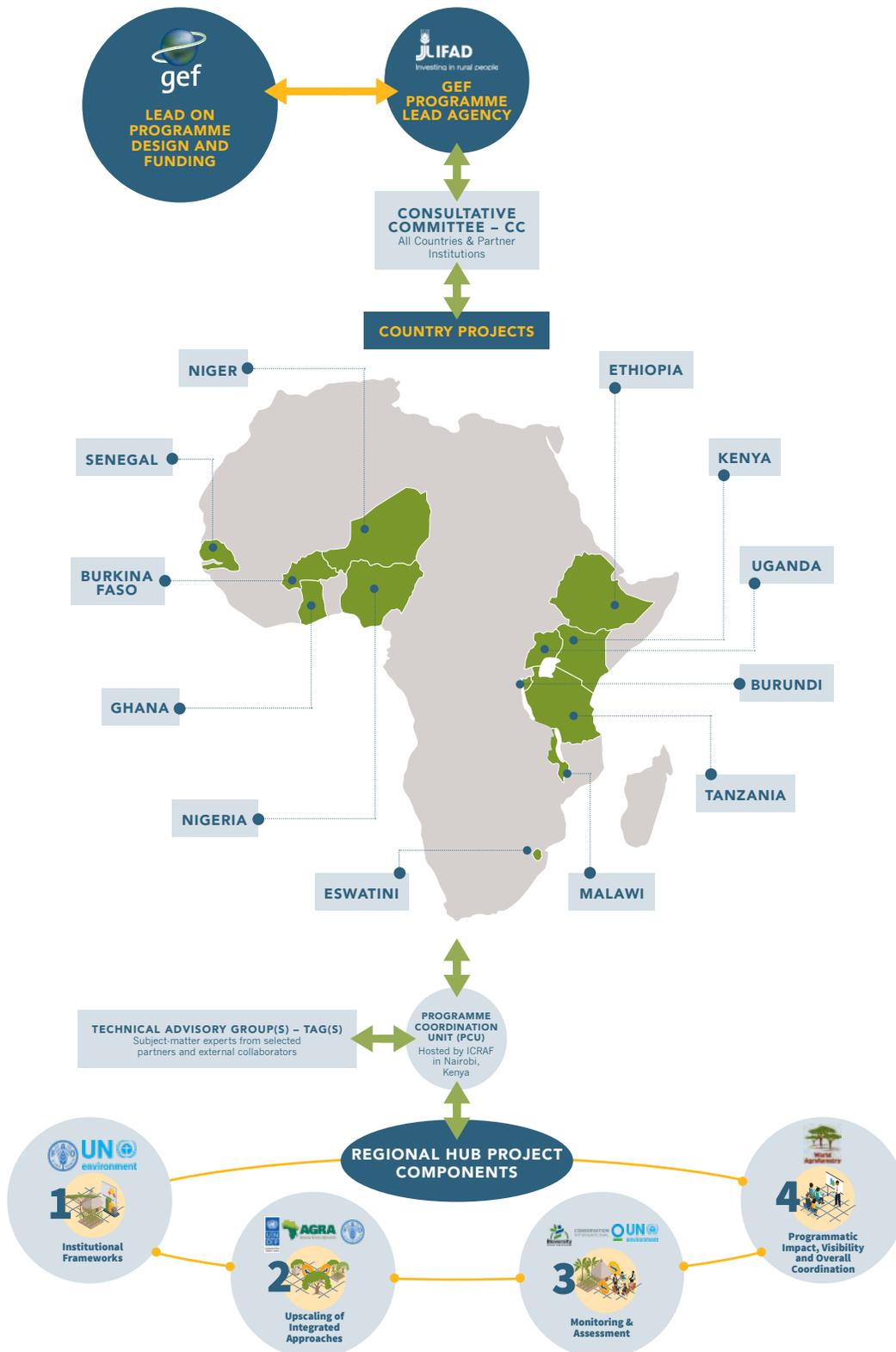
Through the Integrated Approach Program on “Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa (SSA),” which has been rebranded as the Resilient Food Systems (RFS) Program, the GEF is tackling major drivers of

environmental degradation by advancing a holistic approach fostering agricultural productivity in smallholder systems. The program was designed to position the management of natural capital as a priority in ongoing efforts to transform the agricultural sector and ensure sustainable food production in SSA. The International Fund for Agricultural Development (IFAD) serves as lead GEF agency for the program, with CI, FAO, UNEP, UNDP, and WB as participating GEF agencies. Three key executing partners are also playing a critical role in the overall implementation of the program: Alliance for a Green Revolution in Africa (AGRA), Bioversity, and World Agroforestry Center (ICRAF).

The organizational framework for implementation is structured to support delivery of 13 child projects, including one dedicated to coordination of the program (Figure 2). The coordination child project (or Regional Hub) led by IFAD serves as overall anchor for governance of the program, with two major functions: first it convenes seven international organizations to implement cross-cutting priorities for sustainability and resilience of smallholder agriculture; and second, a Program Coordination Unit (PCU) hosted at the World Agroforestry Centre that coordinates activities of the “hub” partners and technical support to country teams. Based on this structure and functions, the Regional Hub plays a key role in overall governance of the program, including coordinating internally to ensure coherence and consistency in delivery of child projects, and linking externally to facilitate alignment with regional entities and initiatives operating in the African agriculture space.

In terms of overall governance, a Consultative Committee provides strategic and policy guidance on both internal and external aspects and includes representation from the 12 participating countries and the funding and implementing partners. The Consultative Committee advises as and when required on implementation and other issues that might affect the achievement of the program objectives. When needed, technical advisory groups (TAGs) are also constituted with subject-

FIGURE 2: ORGANIZATIONAL FRAMEWORK FOR THE RESILIENT FOOD SYSTEMS (RSF) PROGRAM



matter experts from selected partners and external collaborators to guide the program on specific technical or scientific issues. So far only one TAG has been operational, focused on monitoring and assessment issues, with experts from the GEF STAP and the European Space Agency, in addition to several Hub partners.

Regarding governance mechanisms for internal coordination, the RFS program uses the Regional Hub to bring together different stakeholders (governments, private sector, communities, financiers/investors, etc.), to build coherence and momentum for advancing systemic change on policy, regulatory, and practice matters. In partnership with a range of actors and via existing platforms in sub-Saharan Africa, technical partners are helping country projects address barriers to the inclusion of ecosystem services approaches into policies and investments for improved and sustainable smallholder agriculture and food value chains. The focus is on promoting dialogue, models, metrics, and practices that bridge the agricultural and environmental agendas at various scales.

Programmatic coherence and consistency are fostered through cross-country knowledge exchange, which is facilitated by the Regional Hub using the following:

Regional Meetings

At least once a year during the annual program planning workshops, all country teams and Hub partners are brought together to share experiences and learn from one another. In addition to providing opportunities for stocktaking, discussing achievements, and addressing programmatic challenges, these meetings usually promote peer-to-peer learning between country projects and interactions with Hub partners.

Field Trips

These are organized in connection with the program planning workshops to promote practical learning and peer exchange through case studies

based on experiences of participating country projects. So far these have taken place in Ethiopia, Kenya, and Ghana.

Knowledge products and Communication

Knowledge products and communications materials are frequently produced to highlight achievements and results. This includes monthly internal bulletins, external newsletters, website content (including for the Program's virtual Knowledge Center), social media campaigns, knowledge briefs, and programmatic reports.

As a space for linking externally with diverse entities and other existing platforms in sub-Saharan Africa, the Regional Hub is helping to tackle barriers to the inclusion of ecosystem services approaches into policies and investments for improved and sustainable smallholder agriculture and food value chains. This involves, where possible, strengthening existing partnerships and institutional frameworks, learning and scaling successful methods, and facilitating the creation and strengthening of partnerships and engagement with multi-stakeholder science and policy platforms across the continent. For example, through the Regional Hub, the RFS program is now directly contributing to the regional environment and climate cluster two-year workplan under the United Nations and African Union Regional Coordination Mechanism—providing substantive inputs to UN and African Union priorities alignment agenda, especially on sustainable agriculture production through integrated approaches as a main priority for all African countries.

The RFS program is also liaising with other African regional entities such as NEPAD, and is currently exploring with the African Risk Capacity (ARC), which is working on resilience and production issues. Specific terms of the collaboration between ARC and the RFS are currently being defined, with the intent of consolidating proposed country level interventions. RFS also takes part in policy dialogue events such as the AFR100 Annual Partnership

Meeting and the Africa Green Revolution Forum, among others, where opportunities for collaboration are explored and discussed with diverse stakeholders.

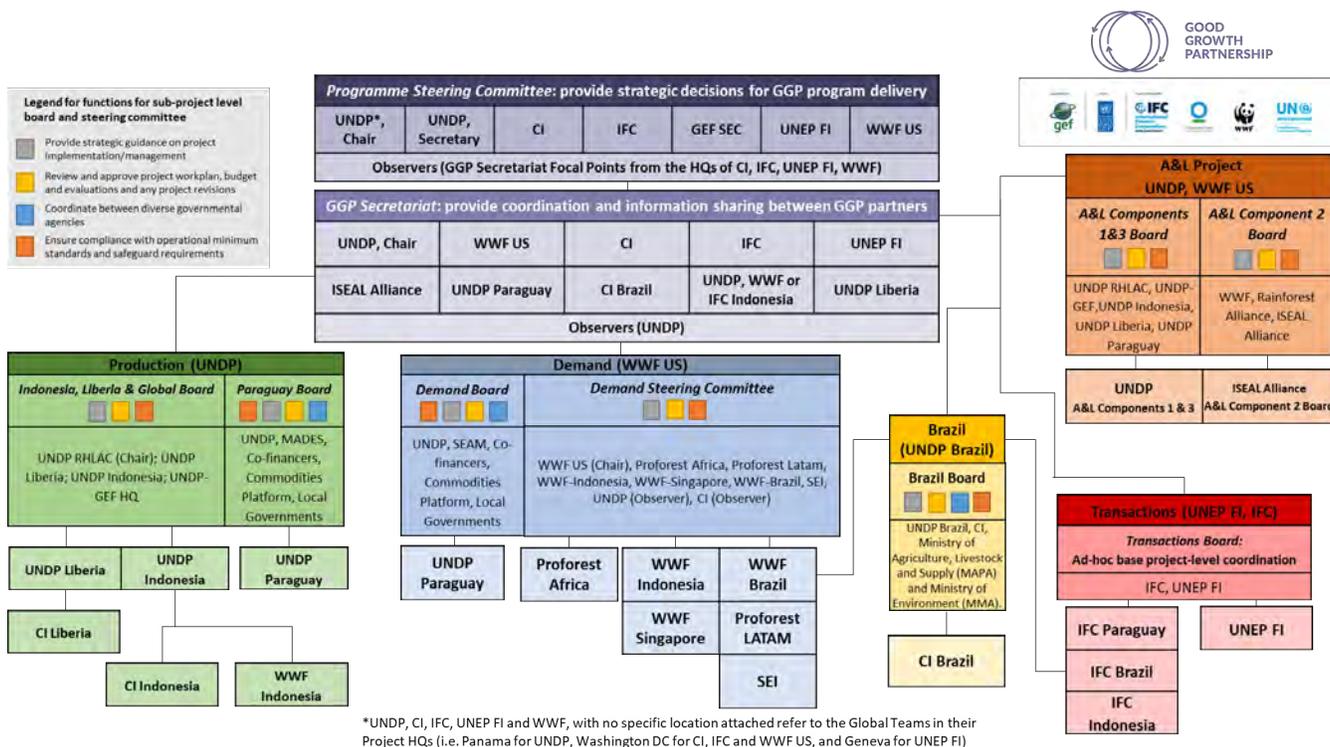
2. GOOD GROWTH PARTNERSHIP

The Taking Deforestation out of Commodity Supply Chains IAP program, which has been rebranded as the Good Growth Partnership (GGP), focuses on advancing the integrated approach to influence systemic change in global beef, palm oil, and soy supply chains. The program was therefore designed to integrate the three main dimensions of commodity supply chains: Production (Supply), Demand (Markets), and Financial Transactions. Five GEF Agencies--UNDP, CI, WWF, World Bank/IFC, and the UNEP--worked collaboratively on designing the program, which resulted in each agency taking on specific responsibilities either unilaterally or in

collaboration with another and based largely on their comparative advantages. Through the inter-agency consultation process, UNDP emerged as the consensus lead GEF agency for the program, which is a manifestation of its strength in the Green Commodities space.

The IAP program is being delivered through five child projects: Demand (with WWF-US), Financial Transactions (jointly with IFC and UNEP's Finance Initiative); Production (with UNDP); an integrated country level project on soy in Brazil (with UNDP and CI); and Adaptive Management and Learning, or A&L (with UNDP). Under each child project, various modalities and contractual agreements are established to delegate execution of activities to other organizations, including through responsible parties or sub-grantees agreements. As a result, the organizational framework for implementation of the IAP program includes a diverse array of partners (Figure 3).

FIGURE 3: ORGANIZATIONAL FRAMEWORK FOR GOVERNANCE OF THE GGP PROGRAM



Overall governance of the GGP program is anchored through the A&L child project, which is led by UNDP. The governance framework includes the following:

Steering Committee

The GGP Steering Committee takes strategic decisions for the GGP program and is accountable for GGP program delivery and achievement of expected outcomes.

Secretariat

The GGP Secretariat is responsible for coordination and information sharing between GGP Partners as well as documenting adaptive management. The GGP Secretariat reports to the GGP Steering Committee.

Project Board or Project Steering Committee

The Project Boards provide strategic guidance on project implementation and management actions to address project risks and challenges; review and approve project workplans, budget, evaluations, and any project revisions; facilitate coordination between diverse governmental agencies (in Brazil); ensuring its alignment with national and sub-national planning processes, policies, or strategies; ensure that the project complies with operational minimum standards and safeguard requirements; and discuss opportunities for adaptive management. Project Boards also help facilitate learnings between countries involved under each child project in the case of Production, Demand, and Transaction.

One of the differences between GGP and the two other IAPs is that GGP child projects are global projects focusing on thematic activities (Production/Transactions/Demand) implemented in multiple countries and not country-focused child projects (except for Brazil). The global A&L project was tasked with facilitating integration and creating linkages between child projects at the global and country levels, in order to achieve an integrated supply chain approach. In 2018,

the A&L team designed a process to foster child project integration at the global and country level. As part of this process, GGP child projects share their annual workplans, and discuss any potential synergies and joint activities for the coming year. Strategic joint activities are being prioritized and their implementation is regularly monitored. The integration process is taking place slightly differently at the global and country levels, adapting to the local dynamics between organizations. The GGP Global Project Manager facilitated the processes at global and country levels during the first year of project implementation in order to build the capacity of project teams that would duplicate the process. In the following years, country teams were then encouraged to lead the integration process, with support from the global A&L team as needed.

Operationally, the following mechanisms are used for internal coordination of the program:

- The Program Steering Committee meets twice per year, with at least one of these meetings being in person and the other one virtual. Ad-hoc meetings are organized at the request of GGP Steering Committee members.
- The GGP Secretariat ensures coordination between the child projects, with project managers meeting virtually on a monthly basis to discuss project implementation progress, challenges, and program-level activities.
- These monthly calls with the Secretariat serve the critical function of sharing information, documenting adaptive management, finding solutions to strengthen adaptive management, and identifying potential new areas of collaboration and specific joint activities. On a quarterly basis, country teams are invited to take part in the GGP Secretariat calls, which then focused on one specific GGP country.
- At the global level, ad-hoc meetings are organized in addition to the GGP Secretariat calls, as well as one in-person meeting each year, which enables Partners to coordinate and strengthen working relationships.

- A calendar indicating missions of GGP colleagues and their participation in events is also shared on quarterly basis so GGP Partners can identify new opportunities for in-person meetings. A calendar informing GGP Partners at the global level of program-level activities and inputs needed from them is also shared on a quarterly basis to help work planning.

With respect to linking externally, the A&L project serves as anchor for outcomes related to knowledge management, partnership development, and communications to maximize learning, foster synergies, and promote replication. The GGP stakeholder engagement process was formalized from the outset during the design phase of the program, which incorporated a participatory process involving countries, GEF agencies, and a wide range of stakeholders. GGP has since undertaken extensive external stakeholder consultations and outreach to industry and private and public organizations to gain a greater understanding of how the business sector tackles deforestation. Furthermore, the establishment of a culture of learning has helped tremendously for connecting with other members around a common engagement on good growth.

Because of the complexities and challenges in each commodity supply chain, commodity platforms and relevant roundtables are interwoven into the child projects' implementation to create space for dialogue and collaboration on an ongoing basis, in addition to more traditional bilateral stakeholder engagement, and contribute to the delivery of targeted outcomes. During implementation, engagement with stakeholders is principally through national and sub-national commodity-focused multi-stakeholder platforms, building on a Multi-Stakeholder Collaboration for Systemic Change approach, gathering actors from government, civil society, and business engaged in the transformation of commodity sectors, and facilitating collaboration between these actors to achieve systemic and lasting changes. Stakeholder engagement is also done through other platforms

convening specific targeted audiences involved in the commodity sector at the country or global levels. GGP has various roles on these platforms: it sometimes established them and/or supports their operation (Production and Brazil projects), or is an active member of existing platforms (Demand and Transactions projects). Specific mechanisms are highlighted below for each of the child projects:

The Production child project builds on UNDP's Green Commodities Program methodology on multi-stakeholder collaboration for systemic change, which facilitates the establishment and operation of government-led national and sub-national commodity platforms as the means to ensure structured dialogue on sustainable production within the target countries, thus facilitating action planning, policy reform, and improved enforcement capabilities. Based on root cause analysis agreed upon by a wide array of stakeholders, commodity platforms are developing and implementing strategies and action plans, leading to the practical alignment and implementation of public and private investments and other actions related to target commodities. Platforms enable public-private discussions, as well as greater coordination among different governmental institutions and ministries, and ensure that the views of smallholders, local communities, and disadvantaged groups are heard.

Through the **Financial Transactions child project**, stakeholder engagement with financial actors mainly takes place through existing and widely recognized platforms, such as the IKBI network of banks in Indonesia, the Brazilian banking federation FEBRABAN, the Brazilian Association of Development Banks, the GIZ supported Finance Lab, the Brazilian Coalition for Forest, Climate and Agriculture, and the Paraguayan Sustainable Finance Roundtable and Technical Roundtable on Sustainable Finance of the Central Bank. Engaging stakeholders through these platforms allowed a better reception and dissemination of trainings being developed and delivered.

The **Demand child project's** lead agency executing

partners (which themselves represent more than half a dozen NGOs) work with myriad stakeholders, and the modality will differ depending on the topic or constituent. At times, stakeholder engagement is facilitated through various existing platforms such as the Asia Sustainable Finance Initiative gathering finance, industry, academia, and science-based organizations; the African Palm Oil Initiative's multi stakeholder forums focusing on palm oil in 10 countries from West and Central Africa; the Paraguayan Roundtable for Sustainable Beef, which convenes corporate, government, and civil society participants to discuss sustainability topics and come to consensus on national criteria for sustainable beef; the Soft Commodities Forum, through which support is provided to traders groups focusing on soy and the Soy Buyers Coalition, a forum gathering retailers; and the Indonesia Business Council for Sustainable Development, through which retailers, brands, hotels, and restaurants are engaged and consulted. Using these established structures ensures the development of products that answers needs of stakeholders, as they are involved in the process itself (e.g. consultations through Soy Buyers Coalition for the development of the Soy Toolkit). In other situations, the project has helped to launch new platforms such as the Cerrativo collaboration of Cerrado-focused NGOs in Brazil. Often, however, practitioners are working directly with companies to influence or effect change. Individual companies can often be influential in a multi-stakeholder platform, and it was found that a combined one-to-one and multi-stakeholder platform approach is most influential in effecting change.

Through the **A&L child project**, the Green Commodities Community (the GGP Community of Practice) and Evidensia were established as the two main GGP learning platforms, which serve as key mechanisms for stakeholder engagement, through facilitated learning and knowledge exchange opportunities and an online library offered to stakeholders from government,

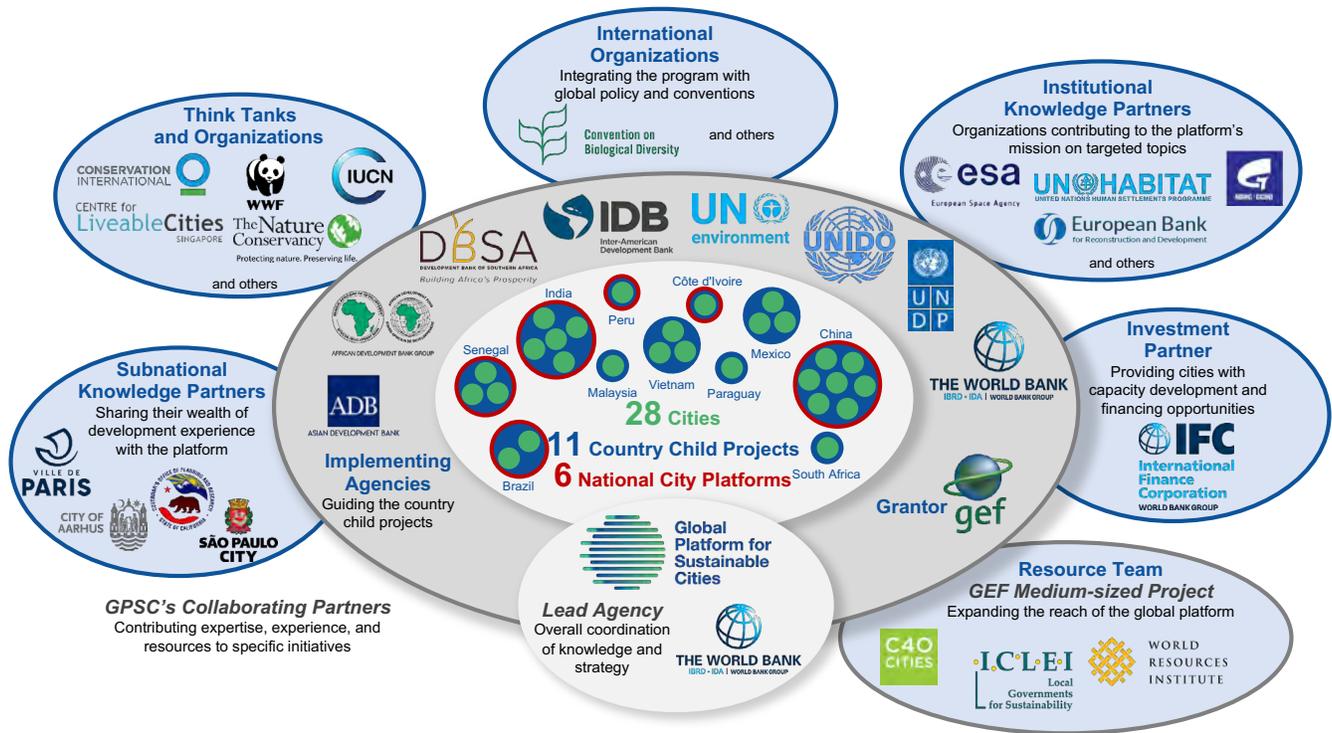
business, development agencies, and civil society organizations. Today the Green Commodities Community includes 183 members from 14 commodity-producing countries working on eight different agricultural and marine commodities and meets on a biennial basis at the Good Growth Conference, an event aiming at gathering commodity practitioners and offering them inspiring learning exchanges. It is also complemented by engagement with stakeholders convened at GGP roundtable/panel discussion events. Partnership and stakeholder engagement are also regularly discussed at the GGP Steering Committee level. For example, the Tropical Forest Alliance (TFA) was identified as a strategic partner and specific actions are taken and bilateral GGP/TFA meetings are organized to strengthen information sharing.

3. SUSTAINABLE CITIES

The Sustainable Cities IAP program was designed and structured to operate at two main levels: at the city-level in 28 cities distributed across 11 country child projects, and at the global level through a dedicated global child project, the Global Platform for Sustainable Cities (GPSC). [Figure 4](#) depicts how the overall program is organized for coordination internally and linking externally. The GEF agencies involved directly with implementation and delivery of country child projects are represented within the grey ring. On the outside of this ring are the various institutions, networks, and initiatives that are engaged through the global child project to support delivery of specific aspects of the program, including provision of technical expertise, knowledge, and services to the country child projects. One unique aspect of the framework is the "Resource Team," which comprised three organizations that worked collaboratively through GPSC to support knowledge and learning across the entire program.⁸ Engagement by the Resource Team was assured through a separate medium-sized project, for which the World Bank also serves as GEF implementing agency.

⁸ The Resource Team's medium-sized project has completed and was closed in October 2020.

FIGURE 4: ORGANIZATIONAL FRAMEWORK FOR THE SC-IAP



The overall program governance is anchored in the global child project, which was rebranded as the GPSC. The GPSC serves two main functions: first, it coordinates and binds the country projects together to create a space for interaction and knowledge sharing by cities in line with the IAP program objectives; second, it facilitates engagement with a wider network of entities and initiatives operating in the urban development space, to leverage their expertise, knowledge, and resources for advancing the program's integrated approach to urban planning, financing, and measuring sustainability. The GPSC is a knowledge platform managed by the World Bank as lead agency of the IAP program, and anchored within the Global Practice for Urban, Disaster Risk Management, Resilience, and Land (GPURL), which coordinates global strategy and engagement for the network.

The governance framework includes, (i) a Steering Committee that was jointly chaired by World Bank

senior management and the previous GEF CEO to provide strategic guidance on delivery of the overall IAP program; and (ii) an Internal Committee in the World Bank to guide implementation of the GPSC in terms of technical knowledge and strategy, and is made up of management and Global Leads from the World Bank's GPURL. Under the auspices of the GPSC, the World Bank as lead agency for the IAP program periodically organizes virtual meetings to engage with the GEF, the implementing agencies, and other key partners. The call agenda typically includes updates from the different partners, a time to propose activities, share lessons learned, and provide implementation status updates to the group.

The GPSC supports and facilitates external linkages with diverse stakeholders and initiatives through the following governance mechanisms:

Global Meetings

Annual Global Meetings were held to obtain contextual insights from the different cities and institutions involved in terms of technical knowledge, capacity development, and program implementation lessons learned. GPSC has held three preeminent global meetings to date in Singapore (2016), New Delhi (2017), and Sao Paulo (2019). Due to the COVID-19 pandemic and the resultant travel restrictions, GPSC initiated in 2020 the global online event series “[Building Back Better: Green, Healthy, and Inclusive Cities](#)” to bring together each week a diverse set of stakeholders on a range of topics relevant to cities’ recoveries. The nine events were open for public participation and a new series is planned for year 2021 focusing on GEF SC-IAP child projects.

Expert Working Groups

Expert Working Group Meetings on different themes were held to bring together domain experts to inform the development of different forward-looking knowledge products, such as for [Measuring the Impact of Urban Planning Strategies on Greenhouse Gas Emissions](#). Through this effort, GPSC also mobilizes a network of experts that include academicians and city representatives, and from other city-based organizations to discuss important topics critical to urban sustainability.

GPSC Website

GPSC Website was established to promote knowledge exchange and dissemination. The major components include country project information hosted on its City Dashboard; GPSC knowledge products and Resource Team collected resources; news and blogs; and a catalogue of events that showcase future, current, and archived materials.

National Platforms

Several child projects launched National Platforms to help engage through the child projects a wider network of cities within countries that are not included in the program. For instance, in Brazil, the child project created two national platforms dedicated to results monitoring and knowledge sharing where 214 Brazilian municipalities are signatories.

As part of GPSC, the Resource Team partners (WRI, C40, and ICLEI) also played a role in governance by leveraging their large city networks and broad technical expert base to increase access to knowledge through publications, events, and webinars. Examples of their engagement are as follows:

Peer-to-peer exchange

The Resource Team hosted nine peer-to-peer exchanges engaging 54 cities (14 of which were GPSC-affiliated cities). The exchange “A Living Lab for Sustainability and Innovation” was hosted in Washington, DC in January 2020 to share with stakeholders the innovative approaches that the district is taking to urban sustainability, along with hearing from the cities that attended about their own approaches.

City academies

Climate Action Planning academies were organized in Sao Paulo and Singapore. The Singapore event was held in conjunction with World Bank’s transit-oriented development topic as an example of leveraging the low-carbon benefits on an integrated approach.

Webinars

Twenty-two webinars were hosted by the Resource Team on a broad range of urban sustainability topics. The digital format allowed SC-IAP cities, and others, to participate in the activities.



Because of the focus on cities, the country projects under the SC-IAP also include multi-scale governance frameworks at the national level (see [Annex](#) for examples from Brazil, Malaysia, Paraguay, and South Africa). In general, these involve executing entities (EEs) that are typically national or municipal-level agencies, which support the GEF implementing agencies in coordinating the project activities with cities. The national EEs play an important role in influencing the national urban policy framework because city-level governments in most cases cannot influence legislation. Although most country child projects are executed by a national EE, one child project is executed by a municipal-level government (City of Johannesburg for South Africa project, see [Annex](#)) and city governments are mostly engaged as stakeholder or beneficiaries.

For projects having multi-lateral development banks (MDBs) as the GEF implementing agency, the core project management and governance processes typically follow the existing MDB lending

procedures. For the five projects implemented by UN Agencies and the Peru project, project management structures were set up as part of the GEF project activity, which took a few months in either project design/preparation or implementation period. Steering committees have been developed for projects for implementing agencies and EEs. Three projects with joint implementing agencies have separate steering committees under two implementing agencies because MDB projects tend to utilize existing project governance structures from their lending projects.

Several countries seeking to expand the integrated approach beyond their cities involved in the child projects are also creating or strengthen national level platforms as governance frameworks to support coordination and learning. Different types of national platforms have now been established, which will enable a greater reach for the SC-IAP to promote integrated urban planning and sustainability.

EXPERIENCES AND EMERGING LESSONS

All three IAP programs have taken important steps toward establishing governance frameworks and mechanisms that are necessary for advancing transformation change in the key targeted sectors. As was envisioned from the outset, benefits of having the established multi-agency platforms and governance frameworks greatly outweigh the challenges and issues encountered during the “building” phase of these complex governance structures. The experience so far suggests that GEF agencies are working collectively to ensure that coherence and consistency is achieved in delivering the IAP programs through the child projects. In addition, the coordination child projects are proving to be invaluable for anchoring the governance mechanisms at regional level (for RFS) and global level (for GGP and SC-IAP), although experience and progress have been very different for the programs. Four key lessons have emerged based on the assessment that may be invaluable for future programming to advance the integrated approach.

1. ENSURING CLARITY OF ROLES AND RESPONSIBILITIES BETWEEN GLOBAL/ REGIONAL AND COUNTRY CHILD PROJECTS IS A CRITICAL ASPECT OF PROGRAM GOVERNANCE TO SUPPORT INTERNAL COORDINATION

Each of the IAP programs was designed to ensure that all associated child projects are subsequently aligned with the program-level objectives and results framework. As highlighted in the IEO Evaluation of the Programmatic Approach Modality, this coherence was reflected in the Council-approved Program Framework Document, which set out the overall objectives and how the program will contribute to meeting them, including the specific contribution of its child projects. An

effective governance framework was therefore essential for coordinating the program internally, so that coherence and consistency can be maintained during implementation. This important function is anchored in the separate coordination child projects under each of the programs, and for which the lead GEF agencies also serve as implementing agencies.

The RFS and SC-IAP programs that are explicitly designed with multiple child projects involving multiple countries have used the coordination child projects to establish internal governance mechanisms that emphasize planning, knowledge sharing, and learning at program level. The mechanisms primarily include the use of (i) steering committees comprising of representation from participating agencies and technical partners, which meet regularly to take stock of progress, discuss constraints, and review work plans; (ii) annual meetings to facilitate networking, capacity development, dialogue, and knowledge exchange among key stakeholders involved with implementation of child projects; and (iii) knowledge and communication platforms to synthesize and disseminate results, emerging lessons, and best practices.

Because the GGP program child projects are organized along the commodity supply chain, the internal governance mechanism emphasizes both coordination and adaptive management. The former mirrors mechanisms used in the other two IAP programs, while the latter involves an additional mechanism to foster integration and alignment of delivery processes toward achieving the desired outcome of shifting the commodity supply chains toward sustainability. This is done through annual integrated planning workshops that gather all the child projects at the global and

country levels to align and coordinate activities, including engagement with key supply chain actors, as well as through the global inter-child projects coordination and governance mechanisms (GGP Steering Committee and Secretariat). In the case of Brazil, where a child project was specifically designed to advance the integrated approach for the soy supply chain, the Project Board also serves as steering committee to provide overall guidance on planning and implementation.

These mechanisms are highly dependent on commitment of the GEF agencies and technical partners involved with implementation of the different child projects, and clarity of roles and responsibilities between the coordination projects and country/thematic child projects. The IAP programs are addressing this challenge by focusing on operational issues that directly support and strengthen delivery of project outcomes in the countries and using adaptive management when needed. For example, with the coordination child projects having created space and convening processes for knowledge sharing and exchange, country project teams are harnessing the opportunity to access technical expertise, best practices standards and innovations for advancing the integrated approach. As a result of these engagements, the coordination child projects are also helping to promote consistency through, for example, the application of tools and metrics across the portfolio, including for monitoring and evaluation, and for addressing cross-cutting priorities such as gender mainstreaming, resilience, and knowledge management.

At the same time, child projects are also playing an important role by contributing to the global/regional platforms data and results from implementation of program activities in target geographies. In the RFS program, this is further enhanced by the fact that some agencies engaged with implementation of the coordination child projects are also serving as agencies for some country child projects. In the case of the GGP program, the supply chain approach is enhancing

linkages among global, national, and sub-national levels and increasing connection between countries implementing similar activities. The extent of this bottom-up effort to engage with and contribute to the coordination platforms is only constrained by the limited resources allocated by countries for investing in global or regional activities.

2. GOVERNANCE FRAMEWORKS AND MECHANISMS HAVE EVOLVED AT MULTIPLE SCALES TO SUPPORT IMPLEMENTATION OF THE IAP PROGRAMS

The multi-scale nature of IAP programs not only required streamlining of governance between the different scales, but also at the different scales where implementation of program activities is taking place. The evolving governance mechanisms are tailored to the specific needs of each program for advancing the integrated approach to tackling drivers of environmental degradation. At the program level, the coordination platforms anchor both the internal and external dimensions of governance, with mechanisms to achieve coherence and consistency across all child projects, while at the same time fostering linkages with other initiatives and entities to influence systems shift at the global and regional levels. Beyond the coordination project, country child projects or teams also play an important role to link with other external relevant initiatives and entities at the local level. The global/regional platforms have taken on distinct forms in their approach to governance at this level, but all share similar experience with respect to management of complexities associated with each of the programs.

Resilient Food Systems

The RFS program has a Regional Hub that includes multiple GEF agencies and technical partners, all of whom were engaged with the lead GEF agency during the program design phase. The partners have distinct roles and responsibilities but are working collectively to advance the overall program agenda. Although the organizational framework

appears complex, with seven agreements (or sub-agreements), the hub project is helping the institutions forge new alliances to bridge the gap between agricultural and environmental agendas by promoting integrated approaches that improve smallholder agriculture.

Sustainable Cities

The SC-IAP, on the other hand, has a global platform (GPSC) that is coordinated exclusively by the lead agency and engages the GEF, implementing agencies, and partners in governance of the program through periodic virtual meetings. The lead agency worked in tandem with the Resource Team, which brought together key city networks and technical partners to provide expert, capacity development, and networking services to participating countries and cities.

Good Growth Partnership

The GGP program is using the A&L project as a framework for coordinating the program globally, including engagement with initiatives and other organizations for GGP program-level partnerships. One of the key responsibilities of the A&L project is to support and facilitate adequate technical sequencing of activities between the different child projects, which is critical for aligning and integrating them to influence transformational shifts in the commodity supply chains. Facilitating integration between child projects at the global and national levels and deepening relationships between GEF agencies involved in GGP helped GGP agencies work with a larger group of stakeholders and improve alignment between GEF agencies on their stakeholder engagement. This approach was highlighted by the IEO Review *“as a paradigm shift for the GEF’s operational modalities, by expanding a traditional national government-focused model to reflect on a wider range of actors involved in key commodities, including key stakeholders and the private sector, which is crucial for advancing systemic shifts and transformational change.”*

Governance within child projects under the programs is also a key aspect of program

implementation to advance the integrated approach at national and sub-national scales. For the RFS and SC-IAP, with explicit focus on countries, the governance mechanisms have evolved for internal coordination of project activities as well as to influence institutions, policies, and innovative practices. The RFS program countries use multi-stakeholder platforms (MSPs) to bring together different sectors and stakeholders in the environment, agriculture, and food security spaces at different levels to promote policy integration and enhanced sharing of experiences and knowledge, which is expected to lead to more supportive policies and incentives for smallholder agriculture. In some countries, MSPs are operating at local levels in the form of village natural resource management committees, catchment management committees, and village development committees that link with extension services to promote integrated approach to natural resources management. For example in Kenya, the Upper Tana-Nairobi Water Fund (UTNWF) project is guided by the national steering committee (the governance structure of the project) as well as at the landscape level by the Board of Management and the Board of Trustees of the water fund (the core governance structure of the Fund). Both committees include a range of stakeholders and sectors and have shared membership. In addition, UTNWF Counties Advisory Committee supports integration of the water fund activities within counties by engaging in formalized MoUs with county governments (see [Annex](#)).

For the SC-IAP, all country child projects have governance frameworks to support implementation at two levels: nationally and at the city level. The governance mechanism at the national level focuses primarily on coordinating implementation of project activities within the broader context of urban transformation in the country. For example, in the Paraguay child project, the Ministry of Environment and Sustainable Development coordinates the overall project at the national level as Executing Entity, while the Municipality

of Asuncion takes a key role in implementation of each project component (see [Annex](#)). Some countries are leveraging partners to promote national platforms for the sustainable cities' agenda by using the GEF investment in integrated urban planning and implementation. For instance, Brazil's Sustainable Cities Program and the Center for Strategic Studies and Management developed a National Knowledge Platform to support municipalities to track progress and disseminate innovative urban solutions (see [Annex](#)). The platform has been hosted by the Ministry of Science, Technology, Innovation and Communication since March 2020 for country ownership and sustainability of the platform. At the city level, coordination mechanisms have been established with representation from the local or municipal government, development partners, and civil society organization.

The GGP program depends on child projects' Project Boards as the primary governance mechanism for guiding the implementation of the individual supply chain child projects globally and in the four participating countries. There is, however, no formal cross-child project governance structure at the country level, which makes integration challenging. Instead, coordination mechanisms were created such as the annual integrated planning workshops, regular meetings between child projects country teams, and coordination through global cross-child projects governance structures (GGP Steering Committee and GGP Secretariat). Each of the child projects also have mechanisms to coordinate engagement with supply chain actors. The UNDP-led Production project supports the establishment and operations of government-led national and sub-national commodity platforms gathering actors involved in commodity production across multiple sectors as the means to ensure a structured dialogue on sustainable production within the target countries, thus facilitating action planning, policy reform, and improved enforcement capabilities. The IFC-led Financial Transactions project engages directly

with existing and widely-recognized platforms to influence financial entities, and the demand project similarly engages with multi-stakeholder platforms focused on sustainable use of the commodities.

3. THE IAP PROGRAM GOVERNANCE FRAMEWORK CREATES SPACE FOR GEF AGENCIES TO HARNESS THEIR COMPARATIVE ADVANTAGES IN COLLECTIVELY SUPPORTING COUNTRIES, AND MOBILIZING DIVERSE STAKEHOLDERS AND INITIATIVES FOR INFLUENCING TRANSFORMATIONAL CHANGE

Although seemingly complex, the organizational framework of the IAP programs reflects how the component child projects are mapped, including the different GEF agencies involved. The coordination platform serves as anchor for agencies to plan and work collectively on the global issues each of the programs are tackling. The governance frameworks for internal coordination took time to be developed, particularly in the RFS program, where multiple GEF agencies are involved in the implementation of the Regional Hub project. As the roles and responsibilities of other GEF agencies have become increasingly clear and well defined, the platforms are emerging as important spaces for decision-making on both internal and external priorities. The internal governance mechanism now in place enables the agencies involved with country/thematic child projects to participate in program-level activities. As a result, the platforms are evolving into coalitions that are harnessing strengths of the different agencies to foster multi-stakeholder dialogues and promote collective action toward influencing transformational change.

Resilient Food Systems

For the RFS program, the regional Hub project serves as anchor for deployment of knowledge resources and technical expertise in the participating GEF agencies (IFAD, CI, FAO, UNEP, and UNDP) and technical partners (AGRA, Bioversity, and World Agroforestry Center), each of which also has entry points for regional

processes and initiatives. Through these partners, the Hub project is increasingly engaging with regional entities and initiatives across the continent, including the Africa Union, to influencing policies and new directions for smallholder agriculture transformation. At the country level, different types of governance frameworks are being used to promote and support multi-stakeholder dialogues for agricultural transformation, including intra-governmental coordination mechanisms. For example, in Ethiopia, a multi-layer governance framework supports coordination and engagement of diverse stakeholders (see [Annex](#)). This includes the Project Steering Committee operating at the national level providing overall guidance; the 12 district-level steering and technical committees operating across all implementing districts and are responsible for project activities at the community level; and finally the landscape management or watershed committees in each of the 12 districts that implement landscape-level activities, mobilize communities, and monitor the enforcement of bylaws to ensure protection and rehabilitation of watersheds. Shared membership and technical support across all three levels of governance ensures coherence and clear transmission of information.

Good Growth Partnership

The GGP program through the A&L project coordinates and harnesses strengths of five GEF agencies—UNDP, WWF, CI, WB/IFC, UNEP—that each bring unique supply chain experiences and networks to the program, through their work with recipient country national and sub-national governments, global and national CSOs, and private sector entities. Specifically, UNDP brings sectoral transformation, sustainable commodity production, and government engagement, CI brings landscape level conservation and sustainable commodity production expertise, WWF brings consumer campaign, market transformation initiatives, and relationship with companies (e.g. McDonalds), and IFC and UN Environment Finance Initiative bring financial expertise and partnership with the financial services sector. The internal

governance mechanisms now in place are helping them harness these strengths, collectively engage in multi-stakeholder dialogues, and work together toward deforestation-free commodity supply chains, including at the national level in participating countries such as Indonesia (see [Annex](#)).

Sustainable Cities

For the SC-IAP, the World Bank as lead GEF agency has mobilized major knowledge partners such as: the European Space Agency, which provides geospatial data to the cities; the IFC, as Investment Partner; and think tanks and organizations that contribute their own specialized expertise. Although this wider network of GPSC's collaborating partners do not have a direct role or influence on program governance, their expertise, knowledge, and shared resources are invaluable for supporting urban transformation within and beyond the participating cities.

4. ADVANCING A GOVERNANCE FRAMEWORK THAT BALANCES INTERNAL PROGRAM COORDINATION WITH ENGAGING EXTERNAL INITIATIVES AND STAKEHOLDERS IS A KEY FUNCTION OF THE COORDINATION CHILD PROJECTS

The IAP programs were designed to be anchored in geographical contexts that reflect the nature of the drivers and associated threats being tackled. The RFS program is focused on Sub-Saharan African countries located in dryland regions where the risk of degradation is exacerbated by effects of climate change; the global “supply chain” approach of the GGP program is anchored in countries where the commodity-driven deforestation risks are high; and the SC-IAP operates within the context of the world's ongoing urbanization trend, and focuses on countries and cities that are embracing low-carbon pathways for urban development. A key priority for each of the programs was establishing governance frameworks to accommodate the dual function of coordinating implementation internally (child projects) and linking externally with relevant stakeholders and initiatives.

Resilient Food Systems

The RFS program includes an explicit focus on engagement as a strategy to foster common understanding of ecological sustainability and resilience as the basis for achieving economic sustainability and resilience. MSPs promoted under the program are playing a critical role in ensuring that the institutional frameworks will endure beyond the program and become permanent joint decision-making structures. At the country level, engagement mechanisms are being developed to foster inter-ministerial cooperation and harmonization of national policies and strategies (e.g. on land management, water, food security, climate change, renewable energy, etc.). For example, in Niger, the Family Farming Development Program (ProDAF) under RFS has been developing strategic and operational partnerships at both national and regional levels for innovations in monitoring. The partnership with the National Centre for Environmental and Ecological Monitoring has made it possible to set up a geospatial environmental monitoring system in order to consolidate the impacts of the project on the biophysical and human components in the intervention area. In addition, under the agreement with the Office of the High Commissioner for the Nigeriens Nourish Nigeriens initiative—a key member of the governance framework—several activities were carried out to boost capacity in monitoring efforts such as training and updating monitoring systems. The regional Hub project is playing a key role in supporting these engagement processes within the program and externally through the implementing and executing partners.

Good Growth Partnership

An important feature of the GGP program relates to working across multiple scales, from local to national, regional, and global. With the governance and coordination mechanisms now in place, collaboration between different supply chain projects is helping to create synergies horizontally (in target landscapes) and vertically (local to global).

For example, UNDP, CI, and WWF-Indonesia are each involved in different districts in the Production project, but all share knowledge and experience related to policy, mapping of high conservation value and high carbon stock forests, and farmer support, in order to help each other (see [Annex](#)). Similarly, the Demand project (WWF-Indonesia) also interacts with Production partners (WWF-Indonesia, UNDP Indonesia, and CI Indonesia) in relation to supply chain mapping and learning tours for media and influencers as part of the consumer campaign. This also allowed the creation of collaboration between GEF agencies beyond the GGP projects, or between GGP projects and external initiatives led by GEF agencies. Additionally, the Green Commodities Community led by the A&L project is a platform where expertise and lessons learned from GEF agencies (through GGP projects but also beyond), external initiatives, and other stakeholders are being shared, allowing for knowledge exchange and fostering replication of best practices.

Sustainable Cities

For the SC-IAP, GPSC serves as a space where cities can tap into best practices and innovations for sustainable urban development and share their experience with others. For instance, GPSC provided technical assistance on the Malaysia child project to conduct a sustainability outlook diagnostic. At same time, it provides a global convening space for city-based organizations and other stakeholders that will help promote the transformation of urban systems and scale up global environmental benefits. Through its governance framework, the GPSC is evolving into a multi-stakeholder platform for cutting-edge knowledge and dialogue on good practices of sustainable urban development, which cities can harness to design and implement projects using the integrated approach. Ongoing efforts to ensure stronger engagement by city-based organizations and others will help crowd-in more countries and cities to maximize potential for impactful outcomes.

IMPLICATIONS FOR FUTURE INTEGRATED APPROACH PROGRAMS TO ADVANCE SYSTEMS CHANGE

The experience and emerging lessons from the IAP programs clearly suggest that multi-scale governance is a critical aspect of the integrated approach to tackling major drivers of environmental degradation. Governance frameworks and mechanisms help ensure that the program embraces complexity, accommodates diverse stakeholders, and builds ownership through dialogue and collective action. In this regard, the following specific highlights capture what we have learned so far and that may warrant consideration in future programs advancing the integrated approach:

Reinforcing the important role of coordination platforms for governance of programs

Although designed and considered as a child project under each program, these platforms are proving to be critical for keeping the programmatic wheels turning from the outset. Their timely preparation and submission, potentially soon after Council approval of the program framework document, could further strengthen alignment and linkages with other child projects during their design phase. Budgetary implications can be resolved, to ensure appropriate funding are made available for regional/global level activities and coordination in all child projects that are part of the program.

Importance of balancing internal coordination with external linkages

Programs by design are expected to deliver targeted outcomes through the child projects, while at the same time influencing systemic change in institutions and policies that extend beyond the program. Governance mechanisms can play a critical role in supporting this dual function at multiple scales across the program, which will reinforce multi-stakeholder dialogues and participatory processes to promote the integrated approach to tackling environmental degradation.

Importance of having a dedicated focal point in child projects

To streamline the internal governance mechanisms within the program and increase ownership by countries and participating entities, it is invaluable for the coordination platforms to have access to a dedicated focal point in each of the child projects. This will increase efficiency in decision-making for a coordinated approach to implementation and tracking progress and achievements. The child projects will also be able to allocate resources to support this important function.

Importance of having governance reflected in the M&E framework at the global/regional and country level

By ensuring early engagement with child projects during the design phase, the coordination platform will be best positioned to assess and accommodate priority indicators and tools for a coherent and consistent M&E framework. This will ensure a cost-effective approach to align and implement M&E activities across the program. Building indicators on coordination and global/regional activities in each child project can be a way to incentivize them and ensure contributions from all child projects.

Governance mechanisms are critical for long-term sustainability and systems resilience

Because GEF financing is seldom committed beyond the life of a program, it is essential that programs establish governance frameworks with strong ownership that will endure and ensure sustainability strategies of platforms developed. This requires mechanisms that foster integration of the program priorities and strategies within relevant policy processes at multiple scales. The potential for managing and mitigating risks or shocks is an essential aspect of the integrated approach to systems transformation. An effective



governance framework is key to building a program-wide understanding of options and approaches to enhancing systems resilience.

Multi-layer governance framework is useful to facilitate an effective bottom-up approach and strengthen ownership at the country level

The different layers can facilitate coherence and coordination of the project through shared membership, planning, and inputs to the decision-making framework. Having country focused projects tends to increase ownership of the project from local stakeholders, including national and sub-national governments. Programs with governance frameworks at different scales (national, district, community/village)

can serve as important vehicles for information and knowledge-sharing. They link community members to project activities and decision-makers at different levels and vice versa.

Roles and responsibilities for each institution under the governance framework should be adequately defined

In the project design phase, institutions with a clear mandate and ownership for the sector should be identified. In the project preparation phase, roles and responsibilities should be clearly defined and documented with flexibility for adaptive management during project implementation.

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RESILIENT FOOD SYSTEMS PROGRAM

ETHIOPIA

PROJECT SUMMARY

Project title: Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience

GEF grant: \$11.1 million/ Co-financing \$144.9 million

Implementing agency: United Nations Development Programme (UNDP)

PROJECT FOCUS

Objective:

- To **enhance** long-term sustainability and resilience of the food production systems by addressing the environmental drivers of food insecurity in Ethiopia.

Components:

- **Institutional Frameworks Enhance biodiversity and ecosystem goods and services within food production systems** to support policy and institutional reform and scaling up of integrated natural resources management.
- **Scaling up of Integrated Landscape Management Approach Achieves Improved Productivity of Smallholder Food Production Systems and Improved Household Access to Food and Nutrition** to support improved integrated soil and water management as well as diversified and increased access to food.
- **Enhanced Knowledge Management and Monitoring and Assessment support** to engage in multi-scale monitoring of ecosystems services and GEBs at landscape level taking into consideration key gender and socio-economic indicators.

GOVERNANCE FRAMEWORK

The project has a multi-layer governance framework, a key feature of most of the Food Security IAP child projects. At the **national level** the Environment, Forest, and Climate Change Commission is the government implementing partner, which is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP and GEF resources. A Project Steering Committee (PSC) provides overall guidance and management for project implementation and provides technical support. In

this regard it serves a dual purpose. In addition to the political appointees (the Deputy Commissioner, Regional Heads, District Administrators) all national steering committee members are experts from partner ministries and organizations (Ministry of Water, Ministry of Agriculture, Ministry of Finance, Ethiopia Biodiversity Institute, Ethiopian Wildlife Conservation Authority, and Ethiopia Meteorology Agency).

District (woreda) steering committees are responsible for the implementation of each project activity at community levels. District Steering Committee (DSC) is comprised of the District Administrator (Chair); EFCCC representative (Secretary to SO); project site

officer (PSO); district cooperative promotion office; community-based organization representatives (including women and youth groups); NGO representative; a representative for Micro-Finance Institutions (MFI); and representatives from district sectoral offices. District steering committees are supported by district technical committees.

At the **landscape level** there are landscape management or watershed committees and gender teams in each of the 12 districts and a member at sub-district level. These landscape-level committees are receiving technical support from the district technical committees to implement landscape-level activities at the community level. They mobilize communities and monitor the enforcement of bylaws to ensure protection and rehabilitation of watersheds.

A key aspect of the governance mechanisms helping to influence the broader agenda is the establishment of a web-based, GIS embedded system for multi-scale monitoring of ecosystem services and global environmental benefits (GEBs). The monitoring database will be based at the federal Environment, Forest and Climate Change Commission and six regional environment bureaus. The system will have a data collection and submission center at the district level.

At the district level, all the 12 districts documented their best practices and shared at the national level. In addition, 3 of 12 districts have televised the project on a local station. The project has also established direct links with other initiatives such as the National Green Legacy initiative, through which support was provided for planting 1,011,776 trees in one day in nine districts covering 336.91 hectares of land. In addition, the project is becoming a good model in most of the districts in addressing food insecurity. Hence, all food security-related interactions in these districts are replicating the integrated landscape management approach adopted by this project.

The project is also linking externally by building on success of other GEF-funded projects, such as on "area closure" from the Mainstreaming Incentives for Biodiversity project and on "nursery management" from the previous Promoting Autonomous Adaptation at the Local Level in Ethiopia project and the on-going

Climate Change Adaptation in the Highland areas of Ethiopia project. Through training of project teams that is conducted by UNDP on an annual basis, the project is exposed to other UNDP-supported project teams and lessons from other projects. Lessons from the project are shared with UNDP for further sharing with other Platforms.

At the same time, the IAP project best practices in value chain development, gender mainstreaming, and integration of poultry and fishery in the nursery sites are being taken up by other projects (e.g. Forest Sector Development project).

KEY HIGHLIGHTS

Governance framework supporting information exchange and learning

The various committees (e.g. watershed management committee, district technical committees) serve as important vehicles for information and knowledge-sharing. They link community members to project activities and decision-makers at woreda, zone, regional, and national levels and vice versa.

Engagement with multiple stakeholders in support of project delivery

Private sector and other civil society stakeholders have been engaged at the national level for specific technical purposes and tasks to be conducted at the national and site level. In terms of **civil society**, the project through the PSC and executing agency is working with six universities and one agriculture research center to conduct specific activities under each component such as a soil fertility study to inform the integrated soil and water management interventions; a feasibility study on potential options for rehabilitating degraded sites; and invasive species control. Ethiopia is engaging the **private sector** to facilitate and advocate for improved implementation of Environmental Mitigation Plans, promotion of value chain support schemes and support to Private Sector Social Responsibility at landscape levels. The project is also planning to leverage the opportunities that arise from the approval of the Payment for Ecosystem Services bill, which was supported by the recently completed Mainstreaming Incentives for Biodiversity Conservation project.

KENYA

PROJECT SUMMARY

Project title: Establishment of the Upper Tana-Nairobi Water Fund (UTNWF)

GEF grant: \$7.8 million/ Co-financing \$26.4million

Implementing agency: International Fund for Agricultural Development (IFAD)

PROJECT FOCUS

Objective:

- A well-conserved Upper Tana River basin with improved water quality and quantity for downstream users (public and private); maintaining regular flows of water throughout the year; enhancing ecosystem services, specifically food security, freshwater and terrestrial biodiversity; and improving human well-being and quality of life for upstream local communities.

Components:

- Establishment and institutionalization of a Water Fund Management Platform.
- Improving the Upper Tana catchment ecosystems that support livelihoods, food security, and economic development.
- Robust knowledge management and learning systems implemented to direct UTNWF management and share lessons both nationally and regionally Project Management and Coordination.
- Establishment and institutionalization of a Water Fund Management Platform
- Improving the Upper Tana catchment ecosystems that support livelihoods, food security, and economic development
- Robust knowledge management and learning systems implemented to direct UTNWF management and share lessons both nationally and regionally Project Management and Coordination

GOVERNANCE FRAMEWORK

The project is jointly executed by an international NGO—The Nature Conservancy (TNC)— and the Ministry of Environment and Forestry (ME&F). The ME&F maintains its oversight role over the project, while delegating day-to-day management and implementation to TNC, which coordinates and hosts a Project Management Unit (PMU).

The project has a multi-layer governance framework with the **national** Project Steering Committee (PSC) including a range of stakeholders: Ministries (ME&F, Ministry of Agriculture, Livestock and Fisheries -MoALF, and The National Treasury); State Agencies (National Museums of Kenya, Water Resources Authority, Kenya Forest Service, Water Services Regulatory Board); Private sector and related

Government/IFAD projects (Upper Tana Natural Resources Management Project, Kenya Cereals Enhancement Programme–Climate Resilient Window).

At the **landscape** level, there is the UTNWF Board of Trustees (BOT) and Board of Management (BOM)- Members of the BoT are drawn from both the public and private sector, and include two public sector officials from Ministry of Water and the Ministry of Environment and Forestry, while the rest are appointed as individuals.

At the **county** level, the UTNWF Counties Advisory Committee (CAC) supports integration of the water fund activities within counties by engaging in formalized MoUs with county governments. The creation of the CAC has been instrumental in coordination of county government-related decision-

making systems, implementation of activities through staff seconded to the project by counties, and provision of co-financing and political support.

GOVERNANCE MECHANISMS HELPING TO INFLUENCE THE BROADER AGENDA

The project has influenced the approach of integrated landscape management in Kenya and with other IAP child projects. UTNWF has hosted other IAP projects for south-south learning visits, shared lessons on public-private partnerships, implementation of technologies such as rainwater harvesting, real time river monitoring systems, and visualization of data, among others.

Within Kenya, as a scale out, UTNWF lessons and experiences have informed the development (initiation) of two other water funds in Kenya—Eldoret and Mombasa. It has also leveraged UTNRMP (a large loan program funded by GoK/IFAD), that has a strong focus on food security. The UTNWF works closely with UTNRMP in the county governments of Nyeri, Murang'a, Laikipia, and Nyandarua and links with the private sector for market off-take, e.g. Frigoken for Green beans. This collaboration is bolstered through governance mechanisms as the UTNRMP has representation in the PSC, and technical support during the UTNWF's annual project supervision missions organized by IFAD. The two projects also have learning sessions where best practices are exchanged, and synergies enhanced during implementation.

In addition, other members of the Project Steering Committee are actively involved in sharing the

approaches of the project. These include the Ministry of Environment and Forestry as part of their regular knowledge sharing and learning among projects under the Ministry and UTNWF National Information Centre established at the National Museum of Kenya which shares project achievements, lessons and best practices with stakeholders.

KEY HIGHLIGHTS

Multi-layer governance framework facilitates the bottom-up approach and the ability to engage many levels of stakeholders

The Board of Trust and Board of Management are the core governance structure of the Water Fund. The Project Steering Committee is a project structure that oversees the operationalization of the project into a fully functional Water Fund. The three structures provide seamless coherence and coordination of the project through shared membership, clear terms of reference, and iterative planning and decision-making framework. For instance, the Principal Secretary responsible for the Environment and Forestry Ministry co-chairs the PSC with the president of the BoT of the Water Fund. Project work plans and decisions are developed through a bottom-up approach: the project management team with implementing partners generates the drafts, which are then reviewed by Board of Management and presented to BoT before tabling to PSC. In addition, the UTNWF CAC supports integration of the water fund activities within counties by engaging in formalized MoUs with county governments.

NIGER

PROJECT SUMMARY

Project title: Niger: Food-IAP: Family Farming Development Programme (ProDAF)

GEF grant: \$8.3 million/ Co-financing \$60.3million

Implementing agency: International Fund for Agricultural Development (IFAD)

PROJECT FOCUS

Objective:

- To ensure sustainable food security and strengthen smallholder farming resilience.

Components:

- Scaling up of integrated approaches through for sustainable family farming through soil and water conservation interventions and monitoring and assessment of environmental indicators.
- Accessing Markets- Farmers more efficiently market their agro-silvo-pastoral production surplus.

GOVERNANCE FRAMEWORK

The implementing agency for the project is IFAD, with Executing functions provided by Ministry of Agriculture and Livestock, Haut- Commissariat à l'Initiative 3N (Office of the High Commissioner for the 3 N Initiative (HCi3N)).

At the **national level**, the Project Steering Committee provides overall strategic orientation and ensures the alignment of the project with the national strategies. Members include the Secretary General of the Ministry of Agriculture (President), I3N, Ministry of Planning, Ministry of Finance, Ministry of Environment, a representative of National Council for Sustainable Development, Rural Code, and representatives from the regions governors and council of Maradi, Tahoua, and Zinder, the network of National Chamber of Agriculture RECA, the Chamber of Commerce and Industry.

Other major stakeholders in the project include the Regional Directorate of the Environment, Water User Associations, local authorities (communes), Public Building and Works, regional and departmental services for waterworks, specialized service providers and the Regional Agriculture Chambers. ProDAF is also partnering with local research institutions and

centers of excellence, including the National Institute for Agricultural Research of Niger; ICRAF and the International Centre for Research in the Semi-Arid Tropics (ICRISAT), both CGIAR centers, for expertise on agricultural practices and innovative planting materials; in addition to the AGRHYMET Regional Centre, for observation and management of climate risks.

The project also has representation at **regional level**, with three autonomous regional project management units. In the ProDAF intervention regions, funding has enabled the consultation among various stakeholders and actors involved in sustainable land and water management activities to harmonize interventions and avoid duplication. These consultations take the form of Communal Concertation Frameworks of the Stakeholders in 30 municipalities, coordinated by the Regional Councils in the three regions of Maradi, Tahoua, and Zinder and are formalized through partnership agreements.

GOVERNANCE MECHANISMS HELPING TO INFLUENCE THE BROADER AGENDA

In Niger, the RFS ProDAF project has been developing strategic and operational partnerships at both national and regional levels for innovations in monitoring. The

partnership with the National Centre for Environmental and Ecological Monitoring has made it possible to set up a geo-local environmental monitoring system in order to consolidate the impacts of the program on the biophysical and human components in the intervention area. In addition, under the agreement with the Office of the High Commissioner for the 3N initiative (Nigeriens Nourish Nigeriens), key members of the governance framework, several activities were carried out to boost capacity in monitoring efforts such as training and updating monitoring systems.

Additional efforts in knowledge management and capacity development include the organization of several workshops to share regional concerns in Food and Nutrition Security. With high levels of participation (nearly 900 representatives from regional and departmental levels), these events have been effective in taking stock of achievements, sharing experiences, and preparing for irrigated crop seasons in the region

as well as informing the design of future initiatives funded by IFAD and GCF.

KEY HIGHLIGHTS

Solid partnerships with organizations on the ground support effective and sustained program outputs

Niger's 3N initiative, Nigeriens Nourishing Nigeriens, commenced in 2012 as a result of strong political will to combat hunger and poverty in the country. The 3N initiative was created to eradicate famine and reduce poverty by enhancing sustainable agricultural development and by improving the resilience of rural communities to food insecurity. As the 3N initiative focuses on sustainable agricultural practices, such as irrigation, erosion control measures, and afforestation, these goals directly benefit from the implementation activities of ProDAF in Niger, which focus on the rehabilitation of degraded lands.

GOOD GROWTH PARTNERSHIP

INDONESIA

PROJECT SUMMARY

Project Title: Reducing Deforestation from Commodity Production/Indonesia; Enabling Transactions/Indonesia; Generating Responsible Demand for Reduced Deforestation Commodities/Indonesia

Landscapes: Riau, North Sumatra and West Kalimantan provinces; Pelalawan, South Tapanuli and Sintang districts

GEF grant (approximately): 7.43M USD (6M under Production, 1.28M under Demand, 150K under Transactions)

Implementing agency: UNDP Indonesia (Production); IFC Indonesia and UNEP FI (Transactions); WWF-Indonesia (Demand)

PROJECT FOCUS

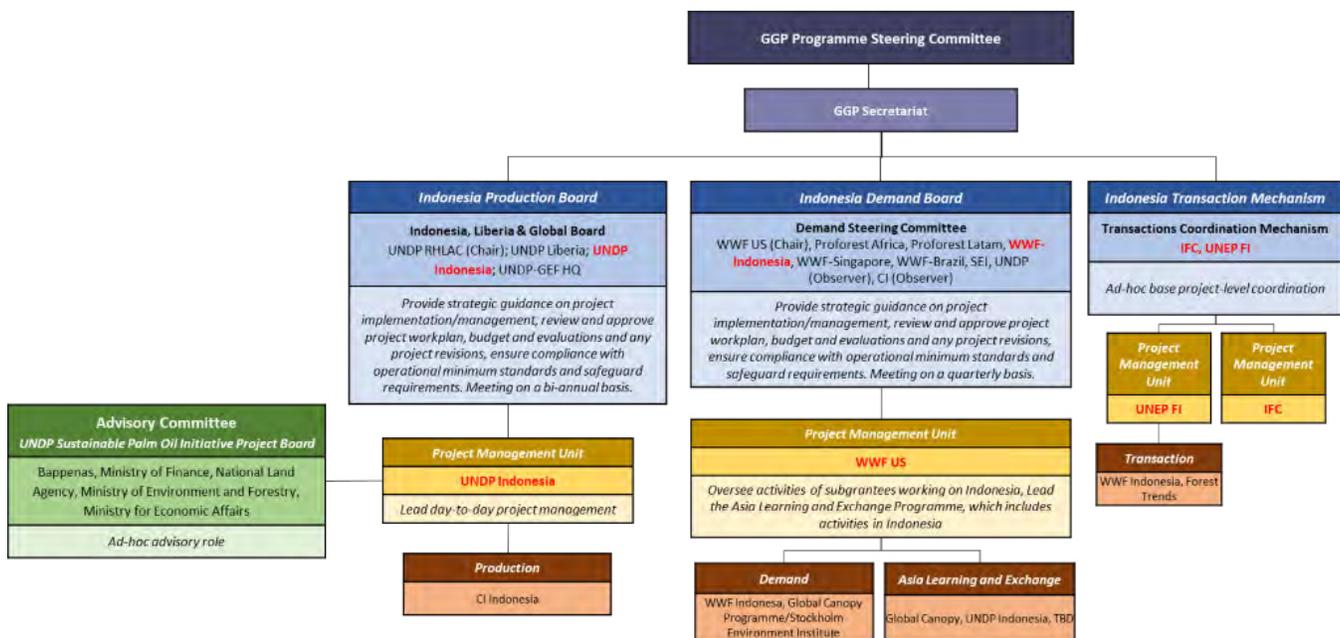
Objective:

- Support the sustainable production of palm oil while conserving forests and safeguarding the rights of forest-dependent communities in Indonesia (Production).
- Strengthen the financing environment for sustainable Indonesian palm oil production through design and pilot sustainable commercial transactions and risk management tools (Transactions).
- Strengthen the enabling environment and public and private sector demand for reduced deforestation palm oil produced in Indonesia in priority markets (Demand).

Components:

- Production
 - Dialogue, action planning, policies, and enforcement
 - Farmer support systems
 - Land-use plans and maps in targeted landscapes
 - Knowledge management and M&E
- Transactions
 - Support to commercial transactions*
 - Support to financial markets and institutions*
 - Support to public sector – incentives and co-financing for Transactions
- Demand
 - Mainstreaming demand for reduced deforestation commodities with major buyers and traders
 - Promoting reduced deforestation commodities in major markets
 - Advancing supply chain transparency, traceability and decision support tools

* Work done through co-financing (IFC's IPODS project).



GOVERNANCE FRAMEWORK

The GGP Program Steering Committee composed by the five GGP GEF agencies at the global level and the GEF Secretariat takes strategic decisions and is accountable for the GGP program delivery, including in Indonesia. The GGP Secretariat ensures coordination between the GGP child projects on a monthly basis, including on Indonesia-related activities. The Production and Demand child projects have their own Project Board/Steering Committees which include Indonesian representatives but also representatives from other countries. UNDP Indonesia (Production) and WWF-Indonesia (Demand) have their own project management unit, leading the day-to-day project management. Some Demand work in Indonesia is also conducted by other subgrantees such as Global Canopy Program/Stockholm Environment Institute for Trase, or through the Asia Learning and Exchange program. In the case of Transactions, the UNEP Finance Initiative (UNEP FI) does not have a dedicated project management unit and their work is managed by the global team, and implemented by executing agencies (Forest Trends, WWF-Indonesia). A regional UNEP FI staff based in Bangkok provides ad-hoc support for coordination

with GGP Partners at the country level. Similarly, IFC Indonesia does not have a project management unit for GGP, and mostly contributes to GGP through co-financing via the Indonesia Palm Oil Development for Smallholders project.

In the case of the Production project, as most of the activities are linked to policy development, an informal Advisory Committee exists so key government stakeholders involved during project implementation can be consulted. This Advisory Committee is the Project Board of a different project implemented by UNDP Indonesia (Sustainable Palm Oil Initiative) and UNDP Indonesia takes advantage of this existing structure to consult with government stakeholders on GGP activities implementation.

Under the Production project, stakeholders involved in palm oil production including government, private sector, civil society, and development partners were consulted as part of the Indonesian Sustainable Palm Oil Forum (FoKSBI) and deeply involved in the development of the National Action Plan for Sustainable Palm Oil (NAP). A network of sub-national platforms was established in the project targeted provinces and districts. Each of these platforms has a governance mechanism which allows decision making.

For instance, FoKSBI has a Steering Committee made up of key representative ministries and chaired by the Coordinating Ministry of Economic Affairs. Since the NAP was formalized into a Presidential Instruction in November 2019, the governance mechanism is shifting. As mandated by the Instruction, a NAP Implementation Team is being created, as is a NAP Implementation Secretariat. These governance structures will have to be replicated at Provincial and District levels where FoKSBI were created, officially taking over from them as mechanisms to ensure NAP Implementation and multi-stakeholder dialogues and collaboration to improve the enabling environment for sustainable palm oil.

Under the Transactions project, financial actors are being engaged mainly through the IKBI network of banks in Indonesia, which will be the targeted audience for the trainings on management of risks including deforestation developed by UNEP FI. IKBI was launched in May 2018 and gathers the largest Indonesian banks to promote responsible banking practices. The IKBI Secretariat is run by WWF-Indonesia and endorsed by the Financial Services Authority of Indonesia (OJK).

Under the Demand project, business associations and corporations including retailers, brands, hotels and restaurants are being consulted and involved in project implementation through the Indonesia Business Council for Sustainable Development (IBCSD), a CEO-led association of companies operating in Indonesia that share the commitment to promote sustainable development and part of the World Business Council for Sustainable Development global network. Thanks to a partnership agreement between IBCSD and WWF-Indonesia, the project team used this platform to hold workshops and launch commitments and guidelines with the support of industry associations, financial institutions, and the Ministry of Trade. An assessment of existing platforms and gaps determined that it would be more effective to engage through the existing IBCSD platform rather than create a new platform.

KEY HIGHLIGHTS

Communication between child projects at country level

The establishment of the following mechanisms was key to ensure a good flow of information between Partners and facilitate collaboration and integration.

During the first year and a half of the project, monthly calls were organized between the agencies implementing the Production, Demand, and Transactions projects activities in Indonesia. After that at least quarterly touch points have been happening between the projects to catch up on progress. Additional ad hoc communication, mostly by email, is happening as needed between GGP Partners in Indonesia.

Every year, an integrated planning workshop is organized during which country child project teams share their annual workplans and identify potential synergies, areas for collaboration and joint activities to be implemented during the year. Monitoring of this integrated workplan is conducted on a quarterly basis, to assess how the joint activities are being implemented and share with the GGP Global Project Manager an update on the status of integration between child projects in Indonesia.

Dedicated agency to lead communication

Another key lesson is that it is important for one agency to lead the communication and collaboration processes. In the case of Indonesia, the quarterly calls as well as the annual integrated planning workshops are led by UNDP Indonesia, as the lead agency for Production. Having one agency leading on this integrated planning process and ensuring that all Partners include the joint activities (despite not being reflected in their own child project document) in their workplans is key to make integration operational.

Communication between country and global level

Key monthly global and country updates are shared between GGP child project managers at the GGP Secretariat level, including on progress of activities,

challenges faced and monthly priorities in Indonesia. Each child project manager can thus report on any potential new collaboration identified and feedback to their country team any issues mentioned at the Secretariat level.

Similarly, progress achieved in Indonesia and strategic issues are discussed at the GGP Steering Committee level, and any potential new collaboration or strategic direction identified by the Steering Committee including on integration is communicated by child project managers to their own country teams.

Role of programme and child project boards/ steering committees in Indonesia

The GGP Steering Committee plays an important role in supporting the coordination and integration between child projects both globally and at country level. Its decisions and recommendations may have a direct bearing on how the child projects work together and integrate in Indonesia. For instance, decisions taken by the GGP Steering Committee strongly supported integration between the child projects.

Child Project Boards/Steering Committees are child project focused and influence mostly the component

that they relate to (e.g. the Production Child project board influences the Production component in Indonesia and not the Demand or Transaction ones). They make decisions on annual work plans and budgets, key changes that are required (e.g. changes to the log frame, MTR recommendations' management responses, project extension) that have a direct bearing on countries' activities in Indonesia.

Overall, the key lesson here is that without a Programme Steering Committee, it would not be easy for child projects governance structure to influence country teams in achieving an integrated approach in Indonesia.

Other governance structures such as multi-stakeholder platforms through which consultations with stakeholders are facilitated can have an impact on project components implementation, especially on policy development. This consultation and engagement with stakeholders allow a better alignment between project implementation and stakeholders and beneficiaries' needs, and then ensure a higher support from stakeholders. In the case of policy development under the Production project, this revealed being useful to secure a higher buy in from government representatives.

SUSTAINABLE CITIES

BRAZIL

PROJECT SUMMARY

Project title: Promoting Sustainable Cities in Brazil through Integrated Urban Planning and Innovative Technologies Investment

Cities: Brasilia and Recife

GEF grant: \$25 million/ Co-financing \$195 million

Implementing agency: United Nations Environment Programme (UNEP)

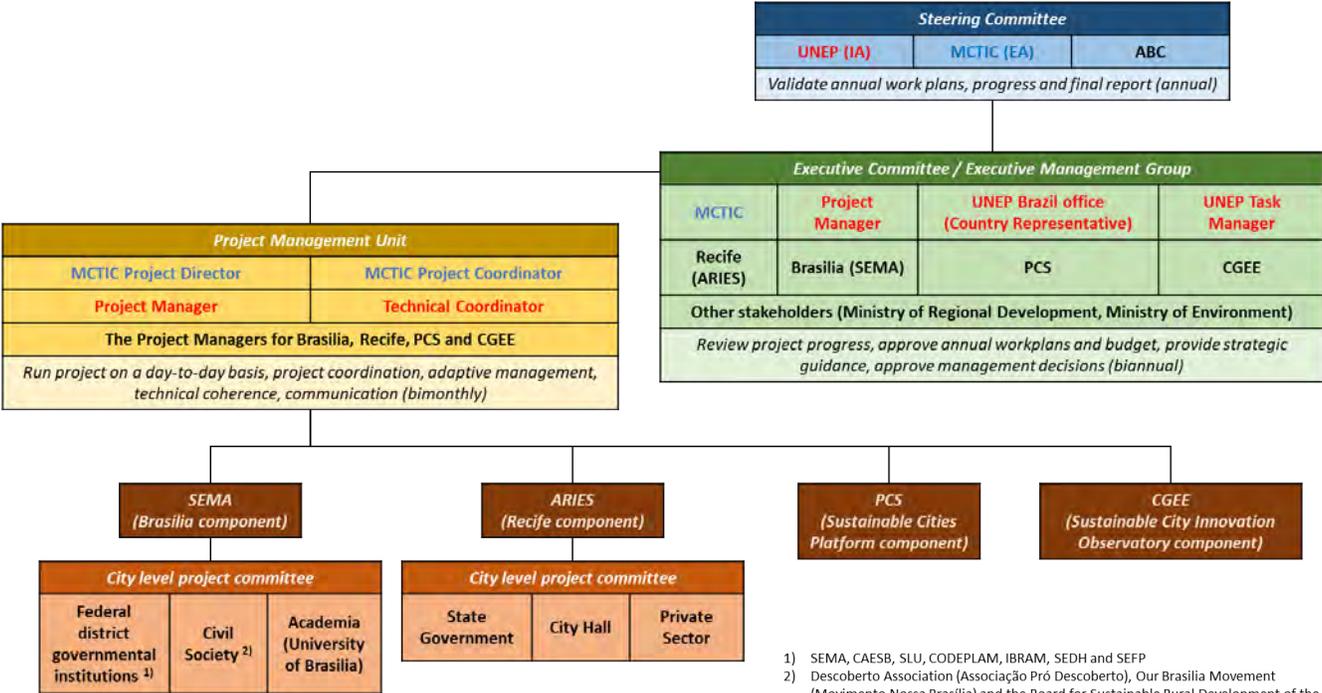
PROJECT FOCUS

Objective:

- Promote sustainability in Brazilian cities through integrated urban planning and innovative technologies.

Components:

- Promote integrated urban planning in Brasilia and Recife.
- Demonstrate the benefits of innovative technologies for sustainable development.
- Promote learning, ambition and scale-up through a Sustainable Observatory and National Knowledge Platform.



1) SEMA, CAESB, SLU, CODEPLAM, IBRAM, SEDH and SEFP
 2) Descoberto Association (Associação Pró Descoberto), Our Brasilia Movement (Movimento Nossa Brasília) and the Board for Sustainable Rural Development of the North Lake (Conselho de Desenvolvimento Rural Sustentável do Lago Norte)

GOVERNANCE FRAMEWORK⁹

The overall governance framework for the project comprises a Steering Committee, Executive Committee, a Project Management Unit, and City-level Project Committees (see figure above). The Steering Committee and Executive Committee manage the project at the national level, providing strategic guidance and review, and validation of annual work plan and budget. The project is managed by the Project Management Unit on a day-to-day basis, having bi-weekly meetings with focal points designated for each of the project components. At the city level in each of the two cities, Project Committees serve as spaces for engagement with the state and municipal government, academic institutions, private sector, and civil society.

The Executive Committee serves as the interface for engaging beyond the project. It includes two other ministries with mandates in urban development, biodiversity, and land degradation that were involved in the early stage of implementation. Through the PMU, the project is linked to two sub-national platforms created to engage broader participants. The Sustainable Cities Platform targets Brazilian municipalities, supporting local governments to declare ambitious targets that their cities will aim to meet to achieve the SDGs, and to monitor progress on meeting these targets. The Sustainable City Innovation Observatory supports local, state, and national policymakers and other stakeholders (including academia) in promoting sustainable urban development by developing and disseminating innovative urban solutions, which are catered to different Brazilian regional contexts. More description and access to the platforms are available [here](#).

KEY HIGHLIGHTS

Government ownership for sustainability of the national knowledge platform

The Ministry of Science, Technology, and Innovation (MCTI) has been hosting the national platform since March 2020, with the support of GEF financing and co-executing partners to make the platform fully operational. While this demonstrates strong ownership of the project, alternative arrangements are being explored to ensure long-term sustainability of the platform. This includes drawing on support of the national and sub-national governments, civil society, and the private sector.

Formal and informal communication channels are used to overcome complexity

Formally, the official channel for information flow is through PIRs and the half-yearly progress reports. GPSC information, publications, and webinars is channeled from UNEP to the project partners through the project management unit (consisting of MCTI and the co-executing partners, including Recife and Brasilia). The cities then share this information with their constituents. Informally, a WhatsApp group created by the PMU facilitates instant sharing of project progress and developments in the participating cities. A project mailing list also facilitates sharing of documents.

As for the National Platform, to ensure coherence, build synergies, and avoid duplication between two platforms, the MCTI project management team holds weekly meetings with the co-executing partners, CGEE and PCS. They also have a team dedicated to the coordination of the actions between the two institutions for the Knowledge Platform.

⁹ **Acronyms:** Brazilian Ministry of Science, Technology, Innovation and Communication (MCTIC); Brazilian Cooperation Agency (ABC); Sustainable Cities Program (PCS); Center for Strategic Studies and Management (CGEE); Government of the Federal District, represented by the Secretariat for Environment (SEMA); Recife Agency for Innovation and Strategy (ARIES); Environment Sanitation Company of the Federal District (CAESB); District System of Urban Cleaning (SLU); Federal District Planning Company (CODEPLAM); Brasilia Environment Institute (IBRAM); Federal District Secretariat of Urban Planning and Habitat (SEDUH); Federal District Secretariat of Economy (SEFP)

PARAGUAY

PROJECT SUMMARY

Project title: Asunción Green City of the Americas – Pathways to Sustainability

City: Asunción and 10 cities of its Metropolitan Area

GEF grant: \$8.3 million/ Co-financing \$240 million

Implementing agency: United Nations Development Programme (UNDP)

PROJECT FOCUS

Objective:

- Improve the quality of life of the population of Asunción and its Metropolitan Area (AMA) and provide multiple benefits, integrating mobility and transport, solid waste management, and green urban areas.

Components:

- Enable a framework for a sustainable and resilient city.
- Develop sustainable mobility and transport .
- Improve chemical and waste management.
- Manage urban green areas to protect natural reserves and urban biodiversity.

GOVERNANCE FRAMEWORK¹⁰

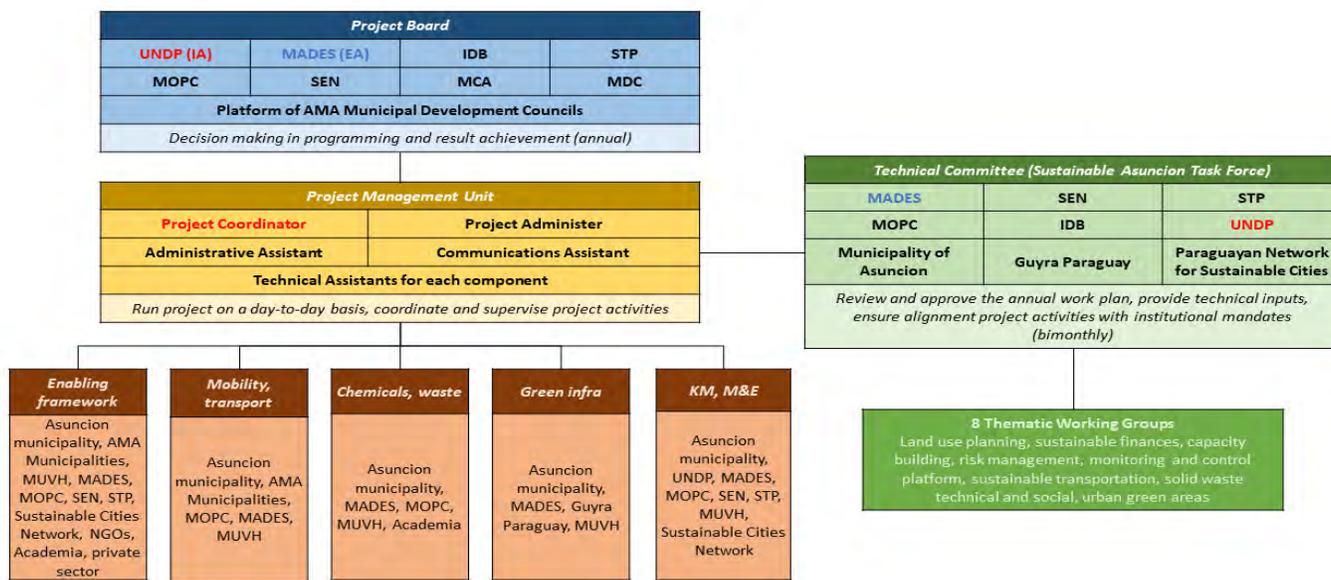
The governance framework is anchored on the Project Board, which includes representation from the Ministry of Environment and Sustainable Development as the National Executing Agency, UNDP as chair; Technical Planning Secretariat; Ministry of Public Works and Communications; National Emergency Secretariat; City of Asuncion; and the Asunción Municipal Development Councils. The Project Board meets every year and provides the highest level of governance regarding programming, management decisions, and achievement of results. The Project Management Unit provides overall technical direction and managerial leadership for the project. The Technical Committee reviews and approves the annual work plan as well as provides technical inputs in respective area of work. Eight thematic Working Groups are integrated by the technical government officials, supporting the members of Technical Committee.

The Project Management Unit runs the project on a day-to-day basis and ensures that the project

delivers results specified in the project document in accordance with required quality standards and within the specified constraints of time and cost. It also works closely with institutions represented in the Project Board, the Technical Committee. and key stakeholders, and carries out the necessary organizational arrangements for project meetings and hires and manages contracts together with UNDP Procurement Unit the contracts of local and international experts according to UNDP-GEF requirements.

There is also a Technical Committee (Sustainable Asuncion Task Force), which meets every two months to review the annual work plan, provide technical inputs for the achievement of products and/or results in their respective area of work, and is responsible for ensuring alignment of project activities with institutional mandates as well as for the adequate participation of all key target groups in project activities and project-related decision-making processes. The Technical Committee includes

¹⁰ Acronyms: Ministry of Environment and Sustainable Development (MADES); Technical Planning Secretariat (STP); Ministry of Public Works and Communications (MOPC); National Emergency Secretariat (SEN); City of Asuncion (MCA); Representative of the Municipal Development Councils (MDC); Ministry of Urban Planning, Housing and Habitat (MUVH); National Emergency Secretariat (SEN).



representation from Government Institutions (Ministry of Environment and Sustainable Development, Secretary of National Emergency, Technical Secretary of Planning and Development, Ministry of Public Works and Communications, Ministry of Urban Planning, Housing, and Habitat); the Municipality of Asuncion; International Organizations (IDB and UNDP); and NGOs Guyra Paraguay and Paraguayan Network for Sustainable Cities).

Municipal Development Councils (MDCs) serve as spaces to involve public, private sector, and civil society stakeholders in the project. The MDCs are a consultation group for each municipality with the following objectives: (i) Improve the articulation between the public sector, civil society, and the private sector, and contribute to improving governance; (ii) Support the local development process and initiatives that contribute to improvement of the quality of life of the general population; (iii) Incorporate the inclusion approach of all local stakeholders; (iv) Strengthen transparency in public management by activating the participation of its members. The MDC functions are: (i) Validation and monitoring of the Municipality's Strategic Priorities Agenda; (ii) Preparation, monitoring, and evaluation of the Municipal Development Plan; (iii) Promotion and facilitation of dialogue, consensus, and coordination between the different stakeholders (public and

private), and levels of government (municipal, departmental, and national) present in the territory; (iv) Development of local capacities in terms of local development management; (v) Promotion of a culture of transparency and accountability; (vi) Promotion of alignment and articulation in the use of external resources (investment private, national public investment, international cooperation) according to the local priorities.

KEY HIGHLIGHT

Formal and informal communication channels are used to overcome complexity

A bimonthly bulletin is sent via email to the members of the technical committee. This bulletin contains information on the main activities that have been carried out and the results. The deliverables (products) of each consultancy are sent via email to the leading national counterpart according to the Annual Work Plan. The website of the project includes information about the project, including the project document and all the publications by the project. All activities are discussed within the eight thematic working groups during meetings and via email. UNDP Paraguay and National Counterparts social media accounts actively share knowledge with the broader public.

MALAYSIA

PROJECT SUMMARY

Project title: Sustainable City Development in Malaysia

City: Melaka

GEF grant: \$3 million/ Co-financing \$21 million

Implementing agency: United Nations Industrial Development Organization (UNIDO)

PROJECT FOCUS

Objective:

- Promoting the sustainability of Melaka through integrated urban planning and innovative technologies.

Components:

- Integrate climate change considerations into urban planning strategies and strengthen the national urban policy framework.
- Implement a smart-grid urban energy system in Melaka.

GOVERNANCE FRAMEWORK¹¹

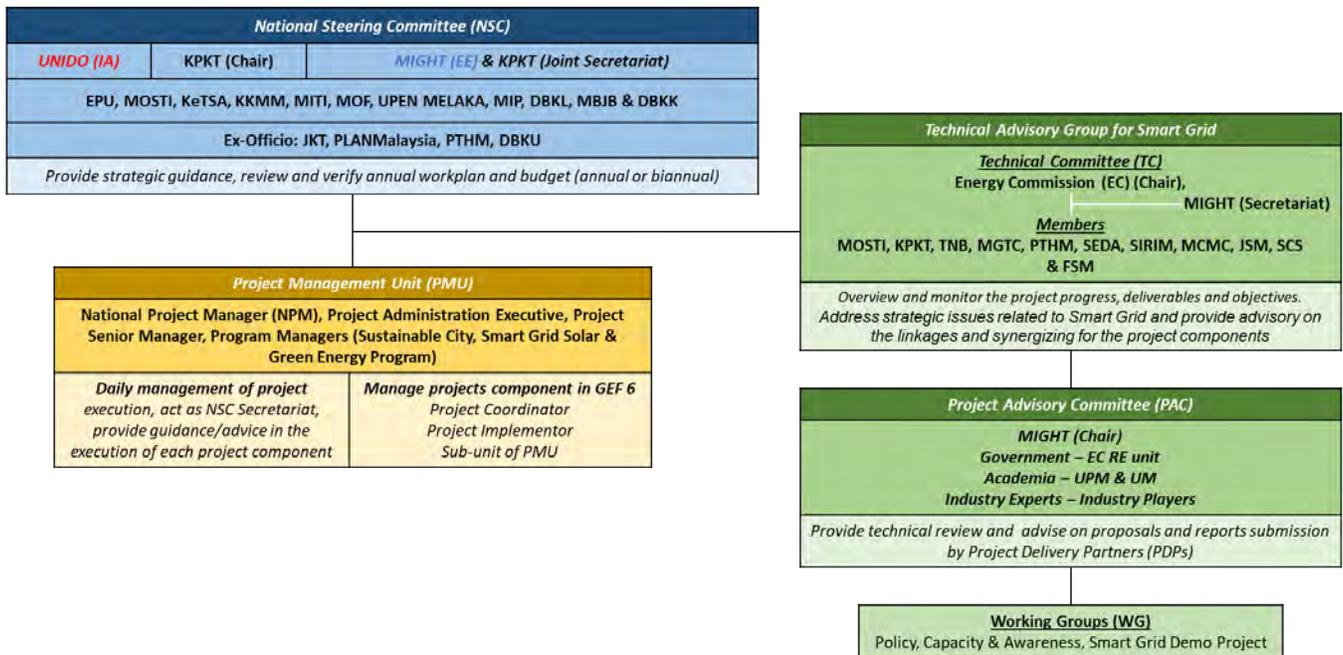
The National Steering Committee (NSC) is chaired by KPKT, providing strategic guidance and coordination between various ministries, state and local authorities, and other stakeholders. The local project executing agency is the Malaysian Industry-Government Group for High-Technology (MIGHT), which hosts the PMU with support from UNIDO. The NSC members comprise organizations from the government Ministry and Agencies with multi-disciplinary backgrounds that provide guidance and inputs in meeting the GEF-6 program objectives. The Technical Committee (TC) oversees the Smart Grid Projects, approving the project deliverables and reports and ensuring the project meets its objectives. The TC is chaired by the Energy Commission (EC), which is an Agency under Ministry of Energy and Natural Resources. EC is the statutory body responsible for regulating the energy sector.

The TC is supported by the Project Advisory Committee (PAC) which reviews and deliberates

project proposals, progress report, and activities and provide advice on the Smart Grid projects. The PAC comprises technical and knowledge personnel from academia and industry. The local project executing agency is the MIGHT, which also hosts the PMU.

The National Steering Committee provides a platform for dissemination of the project's work to a larger audience through the membership of committee members. The project has also supported the development of the **Malaysia Smart City Framework** and funds have been allocated to supporting awareness-raising activities directed at other cities, civil society, and the general public since its launch. Another medium that is being developed is the Smart and Sustainable City Portal called **Malaysian International Centre for Sustainable City (MylCSC)**. It is a web-based portal that hosts information on policy, activities, projects, and forums dedicated to sustainable city work.

¹¹ **Acronyms:** Ministry of Housing and Local Government (KPKT); Malaysian Industry Government Group for High Technology (MIGHT); Ministry of Finance (MOF); Ministry of Energy and Natural Resources (KeTSA); Ministry of Science, Technology and Innovation (MOSTI); Ministry of Communications & Multimedia Malaysia (KKMM); Local Government Department (JKT); Economic Planning Unit (EPU); State Economic Planning Unit (UPEN); Malaysian Institute of Planners (MIP); Kuala Lumpur City Hall (DBKL); Johor Bahru City Council (MBJB); Kota Kinabalu City Hall (DBKK); Melaka Green Technology Corporation (PTHM); Kuching North City Hall (DBKU); Standard and Industrial Research Institute of Malaysia (SIRIM); Malaysia Green Technology and Climate Change Centre (MGTC); Tenaga Nasional Berhad (TNB); Sustainable Energy Development Authority (SEDA); Malaysian Communications and Multimedia Commission (MCMC); Energy Commission (EC); University of Putra Malaysia (UPM); University of Malaya (UM); Global Performance Technical Consulting Sdn Bhd (GPTP); System Consultancy Services Sdn. Bhd (SCS); Malaysia Green Technology Corporation (FSM).



KEY HIGHLIGHTS

Formal and informal communication channels are used to overcome complexity

As the project has complex governance structure, communication across different institutions flows via various mediums (email, phone, meetings). Regular meetings of NSC, TC, PAC, and Working Groups also play a critical role in communication within the project. Primary day-to-day communication channels include phone calls, online meetings using Microsoft teams or Webex, and email for announcements and content sharing. WhatsApp groups were created for certain projects (eg. MyICSC). Besides this, MIGHT has published an e-Newsletter together with MSCA to communicate to all stakeholders. The PMU also communicates in forums and meetings organized by MIGHT and KPKT.

SOUTH AFRICA

PROJECT SUMMARY

Project title: Building a Resilient and Resource Efficient Johannesburg: Increased Access to Urban Services and Improved Quality of Life

City: Johannesburg

GEF grant: \$9 million/ Co-financing \$124 million

Lead Implementing agency: Development Bank of Southern Africa (DBSA)

Co-Implementing agency: United Nations Environment Programme (UNEP)

PROJECT FOCUS

Objective:

- Fostering city-level resilience, resource efficiency, emissions reductions and other co-benefits through area-based pilot demonstrations, systems analysis (food), and improved integrated planning.

Components:

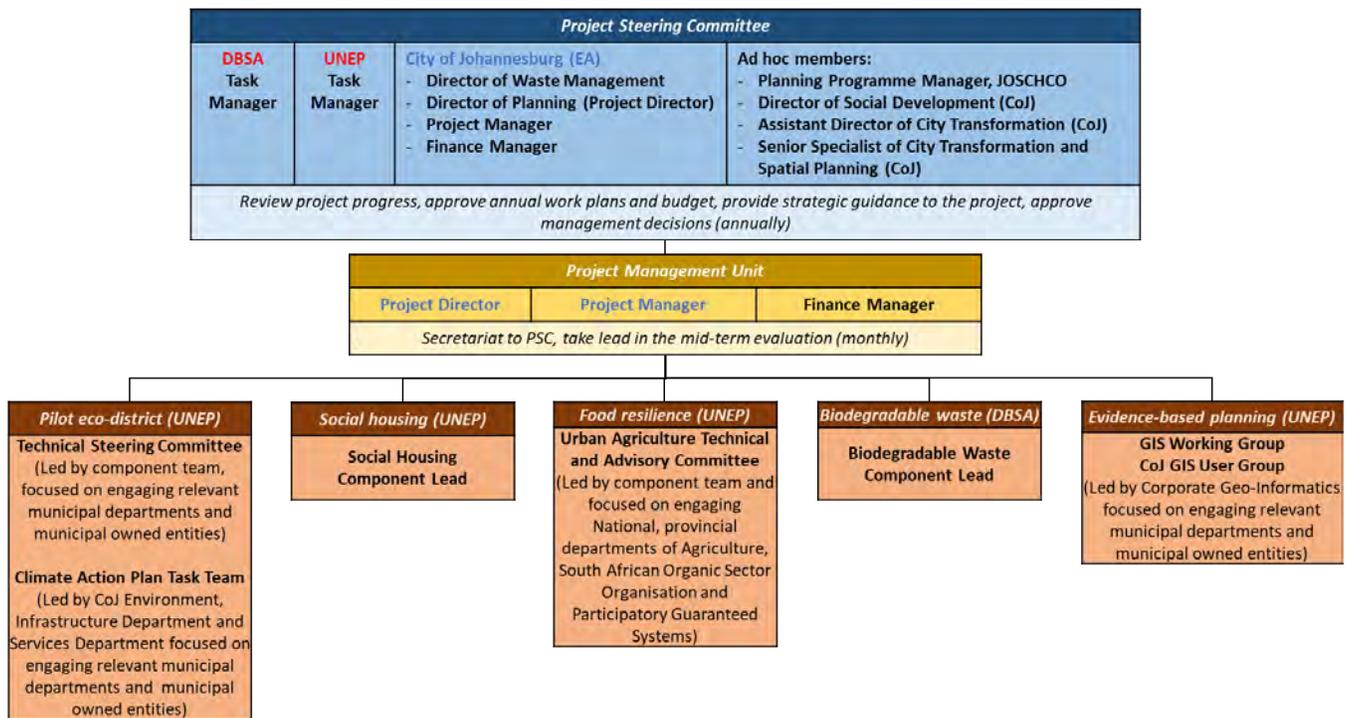
- The project aims to complement the city's long-term environmental and sustainability plan – the Growth and Development Strategy 2040 (GDS 2040) – and its Corridors for Freedom (CoF) vision of a socially and economically cohesive South Africa. The program will achieve its objectives through these steps:
- Focus on low-energy zones identified in GDS 2040, including those in the CoF area, with the goal of integrating traditional sectors such as sustainable housing, transport, and recycled materials.
- Combine three priority areas of organic waste management and waste-to-energy, composting for food security, and clean fuels for public transport.
- Develop an indicator framework to support evidence-based decision making and planning.

GOVERNANCE FRAMEWORK

The project is jointly implemented by UNEP and DBSA. The project will be overseen by the Project Steering Committee (PSC), chaired by the Project Director and including representation from UNEP, DBSA, and the City of Johannesburg. The Project Management Unit is responsible for day-to-day project implementation, reporting to the Project Director. The City of Johannesburg appointed the Director of Planning as Project Director.

Each component lead has a list of relevant stakeholders to be engaged, and the engagements are championed and undertaken at the component level by each group. Roles and responsibilities of key group of stakeholders are:

- **Technical Steering Committee (Eco-District):** The Committee oversees and assists in formulation of the City's Green Building policy.
- **Social Housing Component Lead.**
- **Urban Agriculture Technical and Advisory Committee (Food Resilience):** The Committee makes recommendations and/or provides key information and material to the Food Resilience component team. The Committee provides technical expertise and assists in the determination of important activities for the successful implementation of the component.
- **Biodegradable Waste Component Lead:** The construction of the biodigester is overseen by a project steering committee that comprises of University of Johannesburg (which played a key role in designing the plant), the City of Johannesburg, and DBSA. The Biodigester engineer works closely with the PSC. A construction lawyer shall also be engaged. The Project Director also participates in meetings of the steering committee.



- GIS Working Group and City of Johannesburg GIS User Group Meetings (Evidence-based Planning):**
 The component team participates in these groups for the purposes of soliciting thematic expertise into the component, and reporting on the project implementation progress.

KEY HIGHLIGHTS

Joint implementation by two GEF agencies creating synergies for the project

Though DBSA and UNEP are responsible for separate project components with separate budgets, the two agencies are harnessing their comparative advantages in delivering the overall project. The collaboration

further extends into formal reporting processes, such as preparation of Project Implementation Report (PIR). DBSA, as the lead implementing agency, is responsible for submitting the PIR to the GEF Secretariat, but Task Managers from both agencies have worked jointly to complete the report and agree on performance ratings.

Ownership by City-level Executing Entity

The City of Johannesburg as Executing Entity for the project shows strong ownership for the project, and this could potentially enhance longer-term sustainability of project outcomes.

The Global Environment Facility (GEF) was established 30 years ago on the eve of the Rio Earth Summit to tackle our planet's most pressing environmental problems. Since then, it has provided more than **\$21.5 billion** in grants and mobilized an additional **\$117 billion** in co-financing for more than **5,000 projects** and programs. The GEF is the largest multilateral trust fund focused on enabling developing countries to invest in nature, and supports the implementation of major international environmental conventions including on biodiversity, climate change, chemicals, and desertification. It brings together 184 member governments in addition to civil society, international organization, and private sector partners. Through its Small Grants Programme, the GEF has provided support to more than 25,000 civil society and community initiatives in **135 countries**.

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