

**Global Project
Green Commodities Programme Phase II
Project Appraisal Committee Minutes
30/07/2021**

Participants

Chair:

Haoliang Xu, Bureau for Policy and Programme Support, Director

Participants:

Linda Maguire, Regional Bureau for Latin America and the Caribbean

Noura Hamladji, Regional Bureau for Africa

Agi Veres, Regional Bureau for Europe and the CIS

Sarah Poole, Regional Bureau for Arab States

Christophe Bahuet, Regional Bureau for Asia and the Pacific

Priya Gajraj, Bureau for Management Services

Gulden Turkoz-Coslett, Bureau for External Relations and Advocacy

George Conway, Crisis Bureau

Written comments were received from RBLAC/Panama Regional Hub, BMS and RBAP/Bangkok Regional Hub.

Project Overview

Despite progress made through sustainable supply-chain initiatives, most agro-commodity sectors continue to be plagued by production practices that lead to substantial pressure on ecosystems, generate negative social impact, and fail to improve the livelihoods of rural households. The deficiencies and challenges in the overall enabling environment for sustainable commodity production that limit opportunities for sector-wide change can be grouped into the following six barriers:

1. *Perverse policies and incentives constrain sustainable commodity production in developing countries*
2. *Limited knowledge and capacity for sustainable production practices*
3. *Lack of multi-stakeholder collaboration to address systemic change*
4. *Inadequate financial services for green commodity producers*
5. *Weak business case for green commodities*
6. *Limited opportunities for learning and knowledge-sharing between changemakers*

The Green Commodities Programme is addressing the above barriers through an integrated approach aiming at delivering system-wide change in the way commodities are produced, traded, processed and marketed. A particular focus is dedicated to barriers number 2, 3 and 6, which were identified as the ones holding the highest potential to catalyse system-wide transformation towards more sustainable

agricultural commodity systems, including through spill-overs which would affect the remaining barriers. During more than 10 years of engagement with agricultural commodity sectors (including palm oil, coffee, cocoa and beef among the others), the GCP has learned that the *how* is at least as important as the *what* when dealing with transforming agricultural commodity sectors, and has embraced Multi-Stakeholder Collaboration for Systemic Change (MSCFSC) as the DNA at the centre of the programme's initiatives. In practice, this will be delivered through achieving the following three main outputs.

Output 1: Strengthened potential of Collaborative Action initiatives and projects to bring about systemic shifts to sustainable commodity production.

Output 2: Programmes and projects in priority commodity sectors strengthened in terms of technical quality, system thinking, and innovation.

Output 3: Strengthened knowledge exchange among Green Commodity Community members, promoting uptake of MSCFSC and other relevant approaches and tools for sustainable commodity sectors.

Comments and Discussion

See matrix of PAC member comments and BPPS team responses below. The Technical Proposal for FOLUR (Food Systems, Land Use and Restoration) Global Platform is included here as an Annex to provide additional background and context to the GCP workstreams.

Decision

The PAC has in principle endorsed the project for approval, with the understanding that the project document will be revised based on the comments received and the discussions that have taken place.

Process

The draft PAC Minutes and revised project document have been circulated to PAC members for final endorsement. As no objection was received by the indicated deadline of 3 August 2021, the PAC Minutes and final project document have been considered endorsed.

Haoliang Xu

05-Aug-2021

Haoliang Xu
Director
Bureau for Policy and Programme Support

Date

MATRIX OF COMMENTS AND RESPONSES			
Criteria	Bureau/Agency	Comments	Response
Strategic	RBAP/Bangkok Regional Hub	How about PNG (palm oil)? [in reference to the country portfolio for output 1 – Collaborative Action].	<p>Concerning the sustainable development of the palm oil sector, Papua New Guinea (PNG) has been and remains a key country of interest for the Green Commodities Programme and, although not currently in the portfolio of countries where GCP is supporting collaborative action under output 1, it could be joining the portfolio throughout implementation [please see target to expand Collaborative Action portfolio from 4 to 20 countries between 2021 and 2026] based on demand and funding.</p> <p>PNG is a FOLUR country and as GCP is leading the Good Growth Partnership in the FOLUR Global Knowledge to Action platform, PNG will receive support through that means, however not individually but through regional or global capacity building sessions.</p> <p>In addition, the programme continues to be engaged in discussions with the UNDP CO in PNG through the advisory services pillar, including through collaboration around proposal development and donor outreach.</p>
		In the past GCP also provided advisory services on policy development (i.e., sectoral policies). This seems to be toned down in this proposal or perhaps is not very explicit. Consider making this more evident if still a priority.	As mentioned in the description of the Advisory Services pillar (output 2), GCP aims to continue leading on providing technical, system and innovation advisory services on MSCFSC, economic and financial incentives, policy reform, land use management and farmer support for sustainable commodities. This may include, in some cases, supporting with technical advice on policy development. As part of the programme, GCP will engage in a thorough review of the existing model for the provision of advisory services to make sure the offer stays relevant to the demand of country offices and UNDP partners.

Relevant	RBLAC/Panama Regional Hub	<p>The programme describes in the TOC and its strategy the work with some COs, with special reference to Peru (coffee) and Paraguay (beef) for the LAC region. Likewise, the programme refers to the close and joint work that will be carried out with the FOLUR – WB financing projects. It is suggested to explain in more detail the following:</p> <ul style="list-style-type: none"> • Selection criteria to work with a CO (based on demand, commodities, have a FOLUR programme, other). • Explain in more detail the relationship between GCP and FOLUR child projects: for example, how will the GCP coordinate with the COs and partners of each FOLUR project? • Specify whether the costs of working with GCP with a FOLUR-CO will be covered with GCP budget or FOLUR project. • Specify how the team of GCP experts will work with the COs – on demand? 	<p>During its phase II, the Green Commodities Programme aims to expand substantially its overall country portfolio to cover additional countries affected by the unsustainable production of key agricultural commodities that are important for the development of local and national economies and that have a high negative impact on the environment. Additional criteria for GCP to be able to engage effectively with a Country Office include:</p> <ul style="list-style-type: none"> • CO interest in collaborating and co-creating with the GCP • CO demand for GCP advisory services • Donors interest to fund GCP supported efforts in a specific country <p>Regarding FOLUR, the GCP is in the process to be contracted by the World Bank - the lead Implementing Agency - as an executing partner, bringing with it the Good Growth Partnership partners, under the FOLUR Global Knowledge to Action Platform child project. As part of its engagement in this role, the GCP and the GGP partners will be providing different capacity building and technical advisory services to FOLUR child projects based on the child projects' needs. A needs assessment at the programme level, driven by FAO and in collaboration with UNDP GCP will be rolled out as soon as a critical mass of child projects are operational. Coordination with the FOLUR country projects in relation to the Global Platform "services" will be done through the World Bank. The exact process is being defined by the WB to strike the right balance to avoid being a bottleneck and managing the number of requests from FOLUR partners to country projects, and will be communicated in due course by the WB. Obviously, outside the global platform, UNDP led FOLUR country projects will have the opportunity to outreach to GCP</p>
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			<p>for other needs not covered by the global platform child project.</p> <p>Concerning costs of working with GCP in the context of FOLUR, all capacity building and technical advisory services in scope for GCP through the FOLUR Global Platform (please see Technical Proposal made to the WB attached) will be taken care of by the GCP budget. Anything outside that scope should be covered by FOLUR country projects. Note that the support provided through the FOLUR Global platform will not be individual but through regional or thematic cohorts of country projects.</p> <p>Outside the context of FOLUR, GCP works with COs on demand, within the scope of its Pillars as defined in the Prodoc, and based on the criteria mentioned at the top of this response as it relates to specific bilateral engagements.</p>
	RBAP/Bangkok Regional Hub	<p>This has to be based on the existing and future capacity needs of the local practitioners. Capacity needs assessment will have to be conducted to define the capacity needs of local stakeholders/practitioners. [in reference to activity result 3.1 and the learning, trainings and dialogue events which will be offered by the Green Commodity Community]</p>	<p>Consultations are run by the Green Commodities Community managing team on a yearly basis, to make sure the offer stays relevant to the learning needs of the community members. Additionally, as planned and showcased in the project document, the community will be investing in strengthening its monitoring system – which will feed programming with information on the learning journey of community members and provide an opportunity to assess emerging needs.</p>
		<p>Please consider having a specific training tailored for CO/RBX management for our representatives to familiarize with the FACS/GCP narrative properly and utilize it in high level strategic circles and communication efforts.</p>	<p>With thanks for the suggestion, this will be duly considered as highly relevant. We are already engaging all the Regional Hubs through the NCE RTLs to define regional FACS narratives and action plans. As we do so, we familiarize the NCE teams on the FACS and GCP narratives, and eventually would like to include reaching out to RBX and COs with a webinar on FACS. However, there is no one size fits all and that has to be</p>

			demand driven, hence will be discussed with all Regional Hubs bilaterally and organized where demanded.
Principled (SES, LNOB)	RBLAC/Panama Regional Hub	<p>On risks and SES:</p> <ul style="list-style-type: none"> • It is suggested to include the SES information in question 10 of the QA. • It is suggested that the risks identified in the SES be included in the risks of the programme to ensure that they are recorded in the risk log (ERM) and the management of these is evidenced in the corporate risk platform. 	<p>A note was added on the overall project risk categorization, together with a reference to the fact that the full SES can be consulted in Annex 2.</p> <p>All SE risks were included among the overall programme risks (Annex 3) and will be recorded in the risk log in Atlas.</p>
Management & Monitoring	BMS	<ul style="list-style-type: none"> • Multi-year Work plan on page 34-40 is that the “Planned Budget by Year” is not aligned with “Budget by Account” due to missing the monitoring and evaluation budgets by year. It is recommended to add these costs by year. • The DPC budget is approximately at 3% of total budget while they have already factored in the General Services (GS) and International Professional (IP)’s staff costs. It would be good to clarify what is the DPC here in order to ensure that the DPC (Direct project costs) is not duplicated to the GS/IP staff costs. • The GMS budget is accurately at 8%. 	<ul style="list-style-type: none"> • Monitoring and Evaluation budgets have been disaggregated by year as requested, to align budget by year vs budget by account. • DPC Costs includes the costs of the services provided by the Panama Regional Hub for the implementation of the programme activities. These services are related to finance, procurement, human resources, issuance of contracts, security, travel, assets, and others. Costs budgeted under the GS/IP accounts are not included under DPC and therefore not duplicated, as they are related to the Programme staff like the Global Head, Project Manager and Programme Associate.

	RBAP/Bangkok Regional Hub	Suggest to include COs as one of the Senior beneficiaries.	This was considered and thoroughly discussed with relevant parties during the preparation of the project document. Considering the global nature of the programme, and the fact the additional COs will be engaged throughout implementation, a decision was made to engage Regional Hub (RH) Managers as Senior Beneficiaries, in representation of their whole region. As such, and as mentioned on p. 42 of the project document, RH Managers are expected to gather inputs and feedback from relevant COs on the performance of GCP prior to board meetings.
		As the programme is going to partner with private sectors, has ESG related risks taken into consideration through the pvt sector DD process?	Private Sector Due Diligence has been conducted in the past (during GCP Phase I) for companies we are still hoping to engage in Phase II. It will be conducted for every new company we will seek to engage.
	RBLAC/Panama Regional Hub	Please confirm that the due diligence process has been or will be carried out for private sector partners (Mondelez, IKEA, another).	Private Sector Due Diligence were conducted for Mondelez and for IKEA during GCP Phase I. Additional Corporate Due Diligence has been conducted by RBAS for IKEA in 2020. GCP will conduct due diligence for every new private sector company to be engaged.
		<p>About the Results Framework:</p> <ul style="list-style-type: none"> We suggest reviewing the indicators to ensure that some include the gender perspective and focus of the target groups. This will make visible the impact of working with people and the change that will be generated through the actions of the project. 	<p>GCP commits to apply an Age, Gender and Diversity (AGD) approach systematically to direct data collection exercises, and otherwise promote it, in support of inclusive programming.</p> <p>Whenever relevant, indicators in the results framework include a gender-disaggregated target, in alignment with the QA recommendations for a GEN-2 project. Nevertheless, the programme will be developing additional (evolving) internal gender-sensitive process indicators to monitor meaningful participation in collaborative action initiatives under output</p>

			<p>1, trainings under output 2, and community events organized under output 3.</p> <p>A gender action plan was also developed and is attached to the project document, as Annex 4. Among the others, the project document and Gender Action Plan state that a strong gender lens will be included in the outcome monitoring frameworks which will be developed for collaborative action, and the community of practice.</p> <p>Hence, we consider this comment as addressed, although we remain open to consider more concrete and specific recommendations on this matter.</p>
Efficient	RBAP/Bangkok Regional Hub	Coordinating and working [with] other UNP practices may be intrinsic to the collaborative approach proposed by the project, However, it would be helpful if the ProDoc explicitly mentions the need to liaise with other UNDP practices, i.e., SDGi, governance, poverty and inequality, resilience, and gender equality...	A list of key delivery and knowledge partners is outlined on pp. 18 and 19, including both internal and external partners. Of course, the list is not exhaustive and additional partners, including from the suggested list, will be engaged when and if relevant throughout implementation.
Effective			

Annex 1 :

FOLUR Global Platform Technical Proposal

TECHNICAL PROPOSAL

(Selection No. 1274425 & Expert Technical Assistance, Capacity Building, Knowledge Management and Advisory Services in Support of the FOLUR Global Platform)

Section A: Consultants' Organization

Section B: Consultants' Experience

Section C: Comments/Suggestions on the Terms of Reference

Section D: Description of Approach, Methodology and Work Plan

Annex 1: Team Composition, Task Assignments & Level of Effort (LOE)

Annex 2: CV of Proposed Key Personnel

Annex 3: Work Schedule

Annex 4: UNDP Management of Sub-Contracts and Third-Party Risk

A - Consultant's Organization

UNDP works in about 170 countries and territories, helping to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress. As the UN's development agency, UNDP plays a critical role in helping countries achieve the Sustainable Development Goals. Our mission is to eradicate poverty while protecting the planet. We help countries develop strong policies, skills, partnerships and institutions so they can sustain their progress.

UNDP work is concentrated on three focus areas:

- Sustainable development
- Democratic governance and peacebuilding
- Climate and disaster resilience

In all our activities, UNDP encourages the protection of human rights and the empowerment of women, minorities and the poorest and most vulnerable.

In 2010, UNDP launched the [UNDP Green Commodities Programme \(GCP\)](#) in recognition of the importance of global agricultural commodities in achieving the SDGs, with a mission to improve the lives of farmers and their communities, and protect high conservation value forest and important vulnerable ecosystems. Working on 8 commodities (palm oil, cocoa, coffee, beef, soy, pineapple, cashmere and fisheries) in 12 countries (Dominican Republic, Costa Rica, Ecuador, Peru, Paraguay, Liberia, Côte d'Ivoire, Ghana, Philippines, Indonesia, Mongolia and Papua New Guinea), GCP facilitates neutral spaces where change-makers can collaborate in National Commodity Platforms representing all stakeholders, by using the principles of Multi-stakeholder Collaboration for Systemic Change (MSCFSC). MSCFSC is a process of interactive learning, empowerment and participatory governance that enables stakeholders with interconnected sustainability problems and ambitions, but often differing interests, to collectively act, innovate, and be resilient and adaptive when faced with the emerging risks, crises and opportunities of a complex and changing environment. By bringing stakeholders together GCP's work creates more impact from a given investment, more resilience in the change process, stronger stakeholder alignment, and fertile ground for on-going innovation, expansion, and duplication.

Building on the initiatives of GCP, UNDP led the creation of the [Good Growth Partnership \(GGP\)](#) in 2017. Working across the production, financing and demand layers of commodity supply chains, the partnership convenes a wide range of stakeholders and initiatives to reduce deforestation and enable sustainable development in three global commodity supply chains - soy, beef and palm oil - which are considered among the biggest drivers of tropical deforestation today.

The Partnership is funded by the Global Environment Facility, and is implemented in collaboration with the following **partners, which UNDP Green Commodities Programme (GCP) will bring as sub-grantees in support of the FOLUR global platform:**

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- [Conservation International](#) (CI): for over thirty years, CI has been working to spotlight and secure the critical benefits that nature provides to humanity. Combining fieldwork with innovations in science, policy, and finance, they have helped protect more than 6 million square kilometres of land and sea across more than 70 countries.
 - [United Nations Environment Programme Finance Initiative](#) (UNEP FI) is a partnership between UNEP and the global financial sector to mobilize private sector finance for sustainable development. UNEP FI works with more than 350 members – banks, insurers, and investors - to help create a financial sector that serves people and planet, while delivering positive impacts.
 - [World Wide Fund for Nature](#) (WWF): As the world’s leading conservation organization, WWF works in nearly 100 countries. At every level, we collaborate with people around the world to develop and deliver innovative solutions that protect communities, wildlife, and the places in which they live.

Instead of treating production, demand and finance interventions as separate tracks, the Partnership looks at where the layers of the supply chain integrate and overlap to enhance financial incentives and demand for sustainably produced agricultural commodities. By combining forces, the Good Growth Partnership aims to provide a model of wide-scale systemic change, which capitalizes on the strengths of each partner.

GGP has a strong focus on knowledge creation and sharing. As such, it is developing knowledge products both at the level of the individual layers of interventions (Production, demand and finance) and at the integrated level. Knowledge sharing both within and outside the partnership is supported via the continual development of a wider community of practice, namely the [Green Commodities Community](#) (GCC), founded in 2014 by the Green Commodities Programme. The community’s current program includes virtual workshops and ongoing exchange on practical approaches to conducting multi-stakeholder dialogue, engaging the private sector, strengthening forest governance, developing effective national extension services and monitoring land use change, among other themes. A defining characteristic of the Green Commodities Community is the significant participation from major commodity producing nations. It is essential for lessons, knowledge, and experience to be cultivated and shared by those on the ground, in regional and national governments and from the farmers themselves. Without these voices and experience, interventions for supply chain sustainability miss the granular relevance, tangibility, and invaluable wisdom from those who live and depend on the land.

Every second year, the Green Commodities Community has been convening at the **Good Growth Conference**, which has been designed to provide experiences that can transform the views and practices of key decision makers in commodities sectors, beyond fostering new partnerships and knowledge exchange.

The Good Growth Partnership has supported the establishment of **Evidensia**, an initiative that is led by the **ISEAL Alliance**. This online repository of information consolidates data, fills gaps in the evidence base and helps to inform decision-making by synthesizing and communicating available information about sustainable production and voluntary sourcing initiatives and commitments. Launched in 2019, Evidensia is oriented to meet the needs of business leaders, policy makers, and researchers as they

shape standards and sustainable supply chain interventions. UNDP GCP under FOLUR will bring ISEAL as a sub-grantee to use its services to the benefit of the FOLUR Country Projects.

UNDP GCP through GGP will bring to FOLUR:

1. Its **well-established partnership** between WWF, CI, UNEP FI, and UNDP, which has demonstrated its ability to work with global, national and landscape, levels stakeholders in the countries it operates. It does so by using effective and efficient coordination mechanisms and coalition partners' teams on the ground. The partnership also includes affiliate partners such as ISEAL Alliance, Proforest, and Trase.
2. A **track record**. It achieved key impact at landscape level, including the protection of 110,500 hectares of HCV/HCS (with up to one million hectares expected at project end by 2022), and over 10M t CO₂e emissions avoided in current GGP areas of interventions. The coalition also developed and is developing a rich and varied set of knowledge assets with opportunity for further proof of concept.
3. Its **Multi-Stakeholder Collaboration processes** to align stakeholders to act on complex issues, such as land use planning, production and land use allocation policies, farmer support systems.
4. Its **digital global Community of Practice (the Green Commodities Community - GCC) and Evidensia** to share our tested approaches and to boost learning and replication across commodities and geographies.
5. Its **strong convening power** for both the public and private sector thanks to each partner's networks and comparative advantage, and its already developed partnerships, including with private sector alliances such as the Tropical Forest Alliance (TFA), World Business Council for Sustainable Development (WBCSD), Consumer Goods Forum, Roundtable on Sustainable Palm Oil (RSPO), Global Roundtable for Sustainable Beef (GRSB) and Roundtable for Responsible Soy (RTRS), and private sector players (e.g. COFCO, Unilever, Cargill, McDonald's and PepsiCo).

All of these will be put at the disposal of FOLUR, add value and reduce costs for the FOLUR Global Platform, which will not have to invent or replicate those features.

In addition, thanks to its large portfolio of work on Food and Agricultural Commodities Systems, UNDP will be able to expand and inject FOLUR issues and ideas into separately funded ongoing engagements. These include the on-going and future work of UNDP GCP and GGP, UNDP's engagement with 1000 landscapes for 1 billion people initiative, UNDP's support to the UN Decade of Action on Ecosystem Restoration in partnership with other UN agencies, UNDP's engagement in the UN Food Systems Summit through game changer solutions to be implemented post-summit, and finally its engagement in the CBD and UNCCC COPs.

B - Consultant's Experience

Assignment name: Good Growth Partnership (GGP) Production child project (Reducing deforestation from Commodities Production)	Approx. value of the contract (in current US\$): 14.5 MIL
Country: Global (global support, plus country support to Indonesia, Liberia, and Paraguay) Location within country: Indonesia: <ul style="list-style-type: none"> - Sintang District (West Kalimantan Province) - South Tapanuli District (North Sumatra Province) - Pelalawan District (Riau Province) Liberia: <ul style="list-style-type: none"> - Grand Cape Mount, Bomi, Gbarpolu and Bong, in Western Liberia Paraguay <ul style="list-style-type: none"> - Boquerón Centro - Boquerón Norte - Agua Dulce 	Duration of assignment (months): 60 months
Name of Client: Global Environmental Facility (GEF)	Total No. of staff-months of the assignment: 109
Contact Person, Title/Designation, Tel. No./Address: Pascale Bonzom, Global Project Manager, Good Growth Partnership, United Nations Development Programme, Regional Hub for Latin America and the Caribbean, Panama City, Panama pascale.bonzom@undp.org	

<p>Start date (month/year): June 2017</p> <p>Completion date (month/year): June 2022</p>	<p>No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 109</p>
<p>Name of associated Consultants, if any: Conservation International (CI) Indonesia and Liberia and WWF Indonesia</p>	<p>Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed (e.g. Project Director/Coordinator, Team Leader):</p> <ul style="list-style-type: none"> - Andrew Bovarnick, Programme Director; - Pascale Bonzom, Global Project Manager; - Lise Melvin, Senior Programme Advisor - Pascal Fabié, Senior Adviser - Learning & Impact - Leif Pedersen; Senior Commodity Advisor - Nicolas Petit, Senior Commodity Advisor - Charles O'Malley, Senior Private Sector Partnership Advisor
<p>Description of Project:</p> <p>The GGP Production project is a child project under the UNDP-GEF 6 Integrated Approach Pilot (IAP) program, Taking Deforestation out of Commodity Supply Chains. The IAP program is advancing an integrated, supply chain approach to tackling the underlying root causes of deforestation from agriculture commodities, specifically beef, palm oil, and soy that together account for nearly 70% of deforestation globally. This approach consists of linked projects covering production, demand, transactions and knowledge management and learning. The Production project focuses on building the sustainability of the commodity production systems being strengthened, which requires it to be firmly embedded within national and sub-national institutions and to deliver clear benefits to key national, as well as international, stakeholders.</p>	
<p>Description of actual services provided by your staff within the assignment:</p> <ul style="list-style-type: none"> - Support to the establishment and operations of national and sub-national commodity platforms as a mean to ensure structured dialogue on sustainable production within the target countries, thus facilitating action planning, policy reform and improved enforcement capabilities, including to policies and enforcement; - Strengthening of farmer support systems, including extension programs; - Contribution to the development of spatial plans aimed at ensuring commodity production and expansion within appropriate areas, as well as the reduction and eventual elimination of deforestation associated with commodity expansion, beginning with HCV and HCS areas; - Gathering and sharing lessons systematically and effectively with a special emphasis on developing and disseminating knowledge. 	

Assignment name: GGP Adaptive Management and Learning (A&L) child project	Approx. value of the contract (in current US\$): 2.7 MIL
Country: Global Location within country: N/A	Duration of assignment (months): 60 months
Name of Client: Global Environmental Facility (GEF)	Total No. of staff-months of the assignment: 41
Contact Person, Title/Designation, Tel. No./Address: Pascale Bonzom, Global Project Manager, Good Growth Partnership, United Nations Development Programme, Regional Hub for Latin America and the Caribbean, Panama City, Panama, pascale.bonzom@undp.org	
Start date (month/year): February 2017 Completion date (month/year): December 2020	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 41
Name of associated Consultants, if any: ISEAL Alliance	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed (e.g. Project Director/Coordinator, Team Leader): <ul style="list-style-type: none"> - Andrew Bovarnick, Programme Director; - Pascale Bonzom, Global Project Manager; - Lise Melvin, Senior Programme Advisor - Pascal Fabié, Senior Advisor - Learning & Impact - Charles O'Malley, Senior Private Sector Partnership Advisor
Description of Project: The GGP Adaptive Management and Learning (A&L) project is a child project under the UNDP-GEF 6 Integrated Approach Pilot (IAP) Program, <i>Taking deforestation out of commodity supply chains, a.k.a as GGP</i> . The IAP program advances an integrated supply chain approach to tackling the underlying	

root causes of deforestation from agriculture commodities, specifically beef, oil palm, and soy that together account for nearly 70% of deforestation globally.

In addition to overall coordination of the Program to ensure coherence and consistency, monitoring and reporting, as well as communications and partnership building, this A&L project fosters substantial knowledge management at the global level to advance the supply chain approach for beef, soy, and oil palm. This includes a Global Community of Practice (the Green Commodities Community) to share best practices and promote learning, and Evidensia, a Global Research Impacts platform to develop robust and policy-relevant evidence base on the effectiveness of different voluntary sustainability standards for deforestation-free commodities.

Description of actual services provided by your staff within the assignment:

- Development of an IAP brand identity;
- Program-level monitoring and reporting;
- Knowledge management within the Program and with external initiatives, including the operations and strengthening of the Green Commodities Community as a Global Community of Practice to facilitate learning on effective interventions to address deforestation in supply chains and to provide a learning framework to explore cross-cutting themes such as gender and private sector engagement;
- Development through Evidensia, of a robust and policy-relevant evidence base on the effectiveness of Voluntary Sustainability Standards and similar mechanisms being used to implement deforestation-free and sustainable production and sourcing initiatives.
- Implementation of a partnership strategy with global-level cross cutting partners.

Assignment name: GGP Brazil - Taking Deforestation out of the Soy Supply Chain	Approx. value of the contract (in current US\$): 6.6 MIL
Country: Brazil Location within country: MATOPIBA region	Duration of assignment (months): 54 months
Name of Client: Global Environmental Facility (GEF)	Total No. of staff-months of the assignment: 54
Contact Person, Title/Designation, Tel. No./Address:	

<p>Luana Assis de Lucena Lopes, Programme Associate, UNDP Brazil, Brasilia, Brazil</p> <p>luana.lopes@undp.org</p>	
<p>Start date (month/year): January 2017</p> <p>Completion date (month/year): December 2021</p>	<p>No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 48</p>
<p>Name of associated Consultants, if any: Conservation International (CI)</p>	<p>Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed (e.g. Project Director/Coordinator, Team Leader)</p> <ul style="list-style-type: none"> - Marcel Viergever, Sustainable Production Senior Manager (2016 – 2017) - Miguel Moraes, Senior Program Director (2018 -) (part-time) - Bruno Coutinho, Knowledge Management Director (2018-) (part-time) - Artur Paiva, Project Manager (2017 – 2018) - Karine Barcelos, Project Manager (2018 -)
<p>Description of Project:</p> <p>Rapid expansion of agriculture in the Matopiba region of Brazil is threatening habitats of globally significant biodiversity. Sustainable production is prevented by: suboptimal capacity to implement the new Forest Code; insufficient technical assistance and extension services to support farmers to adopt sustainable agriculture practices; a lack of transparency regarding land titles; and insufficient awareness within the supply chain as to the compliance of producers with relevant legislation.</p> <p>The project objective is to reduce deforestation in the agricultural frontier and to promote sustainable soy production in 6,000,000 ha of the Matopiba region. This is a child project under the UNDP-GEF 6 Integrated Approach Pilot (IAP) program, which takes a “supply chain” approach to tackling the root causes of deforestation from agriculture commodities.</p>	
<p>Description of actual services provided by your staff within the assignment:</p> <ul style="list-style-type: none"> - Engage, with support from local enforcement agencies, municipal representatives, producer associations, traders, producers, and rural extension services; - Identify, with support from local enforcement agencies and local partners, the local demand for local services and information to promote the project's actions; - Engage with rural extension agencies and traditional communities; 	

- Support producers to register their rural property in the Brazilian rural environmental system (SICAR), in compliance with the National Legislation (Forest Code);
- Support producers in the proposal to recover their environmental liabilities within the scope of the Environmental Regularization Program (PRA);
- Engage with representatives of the United Nations Development Program (UNDP) with respect to the execution of the project;
- Engage with partners in the implementation of the Demand Components and Financial and Commercial Transactions initiative with respect to the execution of project activities and to ensure the integration of activities within the logic of the project;
- Engage with the members of the Steering Committee to inform them about the progress of execution and impacts produced and other matters related to the execution;
- Engage with the members of the Executive Committee (partners in the execution of the Brazilian Rural Society (SRB); Brazilian Foundation for Sustainable Development (FBDS);
- Manage all aspects of project execution;
- Support the preparation of semi-annual / annual planning exercises;
- Support the preparation of progress and impact monitoring reports;
- Support in the preparation of mid-term and final evaluations of the project;
- Support in the preparation of financial reports;
- Coordinate, in cooperation with local coordinators and project assistants, the day-to-day execution of the project;
- Preparation of terms of reference for short-term consultancies and for bidding processes to subcontract services;
- Support the preparation of field visits and monitoring;
- Support data collection for monitoring;
- Support the identification of lessons learned;
- Support the preparation of information and material for dissemination

Assignment name: UNDP's Green Commodities Programme (GCP)	Approx. value of the contract (in current US\$): 12 MIL
Country: Global Location within country: N/A	Duration of assignment (months): 72 months
Name of Client: - Norway (UN REDD) - SECO	Total No. of staff-months of the assignment: 77

<ul style="list-style-type: none"> - GIZ - IKEA - MONDELEZ 	
<p>Contact Person, Title/Designation, Tel. No./Address:</p> <p>Andrew Bovarnick, Global Head of the Green Commodities Programme, UNDP Regional Center for Latin America and the Caribbean, Panama City, Panama</p> <p>Email: andrew.bovarnick@undp.org</p>	
<p>Start date (month/year): January 2014</p> <p>Completion date (month/year): Ongoing</p>	<p>No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 77</p>
<p>Name of associated Consultants, if any: N/A</p>	<p>Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed (e.g. Project Director/Coordinator, Team Leader):</p> <ul style="list-style-type: none"> - Andrew Bovarnick, Global Head ; - Lise Melvin, Senior Programme Advisor - Pascal Fabié, Senior Advisor - Learning & Impact - Leif Pedersen; Senior Commodity Advisor - Nicolas Petit, Senior Commodity Advisor
<p>Description of Project:</p> <p>More than 70% of the poor in developing countries live in rural areas. Agricultural commodities are the engines of economic growth in rural areas. Most agro-commodity sectors, however, are plagued by production practices that lead to increasing pressure on ecosystems, generate negative social impact, and fail to improve farmers' livelihoods. The many negative aspects of agricultural production systems pose serious risks to the agricultural sectors themselves and to the people who depend on them for their livelihoods. Unless agro-commodity sectors are modernized, and production practices are upgraded the future viability of many sectors is uncertain.</p> <p>The project objective is to reduce environmental impacts from agricultural commodities production, while increasing economic opportunities for developing countries, and in particular low-income</p>	

commodity producers, from supply chain trade, through the scaling up and institutionalizing support for sustainable production.

Description of actual services provided by your staff within the assignment:

- For the global component: developing and managing the global strategy, knowledge management and learning, partnerships, and fundraising functions, to create an enabling environment conducive for change.
- For the national level component: supporting efforts towards strengthening the enabling environment for investments and collaboration for commodity production, namely through the National Commodity Platform Approach.

Assignment name: Learning for Nature and the Nature for Life Hub	Approx. value of the contract (in current US\$): 650K (Total value of funding package over 2.5 years)
Country: Global Location within country: N/A	Duration of assignment (months): 36 months
Name of Client: UNDP	Total No. of staff-months of the assignment: 120
Contact Person, Title/Designation, Tel. No./Address: Jamison Ervin, Manager, Nature for Development Program, Global Programme on Nature for Development, Nature, Climate, Energy, UNDP jamison.ervin@undp.org	
Start date (month/year): December 2018 Completion date (month/year): ongoing	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 75

<p>Name of associated Consultants, if any:</p> <ul style="list-style-type: none"> - Marie Tremolet UNDP - Marion Marigo, UNDP - Viktoriia Brezheniuk, UNDP - Daniel Perez, UNDP - Eva Gurria, UNDP - Adeline Thompson, UNDP - Julie Kapuvari, UNDP 	<p>Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed (e.g. Project Director/Coordinator, Team Leader):</p> <p>Jamison Ervin, Manager, Nature for Development Program</p>
<p>Description of Project:</p> <p>Learning for Nature (www.LearningForNature.org) - A learning portal serving more than 19,000 learners from more than 175 countries on the intersection of nature and development, with more than 100 learning assets.</p> <p>Nature for Life Hub (www.NatureForLifeHub.org): We created a 4-day event involving over 200 speakers, including 20 heads of state, and a dozen major CEOs, with more than 480 million social media impressions</p>	
<p>Description of actual services provided by your staff within the assignment:</p> <p>Oversight, development, monitoring, execution</p>	

C – Comments and/or Suggestions on the Terms of Reference

UNDP proposes the following modifications to the Terms of Reference:

- We request to add **ISEAL after GGP in the ToRs sentence**: “*GGP will contribute to knowledge products related to impact, effectiveness, and business value of sustainability initiatives, consolidating studies, practices, and success from the FOLUR CPs and partners*”.
- **Section C (Scope of Work for Good Growth Partnership of the UNDP)**, under Pillar C states, ‘*GGP/ISEAL will continue to support and advance Evidensia as a go-to source for policymakers and stakeholders in the FOLUR CPs. Activities will increase the user base and traffic of Evidensia by 20% each year.*’ We request that this KPI is reduced to a 10% annual increase in user traffic to the site, so that the goal is commensurate with the budget allocated to ISEAL for this activity. This should be reflected in Section D. Description of Deliverables too.

D - Description of Approach, Methodology and Work Plan

a. Technical Approach and Methodology

Background

Agriculture is an essential pathway to meeting the World Bank Group's (WBG) twin goals—eliminating extreme poverty by 2030 and promoting shared prosperity. Food production must increase by at least 35 percent to meet the needs of the rising global population. This task becomes even more challenging considering that the largest impact of climate change will be on Agriculture. Yet, agriculture is also a major contributor to climate change. Improving resilience while reducing agriculture's environmental footprint is an integral part of any strategy to sustainably improve food production and boost shared prosperity. Meeting today's challenges on the food and agriculture agenda will require major strides in agricultural innovation and climate smart agriculture, efficiency in food production and distribution systems, promoting environmentally and socially sustainable production practices to reduce the impact on natural habitats while proactively restoring degraded landscape, strengthening agricultural policy and institutions, promoting more efficient and green agribusiness value chains, and joint private- and public- sector action.

The Agriculture and Food Global Practice (GP) works with and across multiple sectors, in recognition of the fact that Agriculture's outcomes often depend on actions that lie outside the Practice and Agriculture's outcomes often directly impact the outcomes other GP's seek to achieve, such as on the environment, jobs and health. Environmental losses created by food production systems often have root causes based in global commodity supply chains, unsustainable practices, misaligned incentives and subsidies, consumer demand, and a range of governance issues, including management capacity, planning, institutional mandates, and inclusiveness and rights. Misaligned incentives arise because ecosystem services are generally under-valued, and markets do not naturally incentivize sustainable practices or ensure resilient landscapes. Moving land use management approaches and agricultural production practices toward sustainability is an essential part of climate change adaptation. Both the private sector and public sector need to be engaged in addressing these sustainability challenges.

Women are seldom recognized, much less empowered to shift towards the use of more sustainable practices, despite the crucial contribution they make in commodity value chains, agricultural landscapes and forest sectors as farmers, workers, processors, and entrepreneurs. They generally possess fewer assets (land, livestock, and human capital), have less access to productive inputs (seed, fertilizer, labour, and finance), and have less access to rural advisory services (extension, technical trainings) than men. Women are also major contributors to restoration work, especially on common lands, but again, their roles in creating benefit or in restoration are often not acknowledged formally to enable equitable access to rights and benefits from the restored resources. Recognizing that gender

issues are critically important in achieving successful outcomes, efforts towards transforming and making our global food and land use systems more sustainable, must prioritize gender as an entry point.

Several regions, crops and countries stand out for the pace and scale of land use change and environmental degradation. Growing demand for palm oil, beef, soy, coffee, and cocoa will increase the pressure on forests and natural habitats in coming decades. Similarly, demand for food staples such as rice, wheat, maize, and livestock, is set to grow rapidly with population and rising prosperity, adding to the current needs of millions of undernourished in the developing world. Unsustainable practices are common in many places where oil palm, beef, soy, cocoa, coffee, and the target staple foods are produced and sourced.

FOLUR

The Food Systems, Land Use and Restoration (FOLUR) Impact Program (IP), financed under GEF-7, is designed to respond to these challenges and seeks to promote sustainable integrated landscapes and efficient food value chains at scale. The FOLUR IP aims to encourage transformation to more environmentally sustainable production practices and more resilient landscapes. The FOLUR IP has two main elements – a Global Knowledge to Action Platform and 27 Country Projects (CPs) - designed to tackle the dual challenges of achieving a global food system built on sustainable land use practices and productive, resilient landscapes, using both top-down and bottom up strategies. The Development Objective of the Global Platform is to support transformational shifts in the use of environmentally sustainable practices and policies for priority global value chains.

The Agriculture and Food Global Practice together with the Environment and Natural Resources GP is co-leading FOLUR through the Global Platform Project, which supports the integration and scale up of the impacts of Country Projects (funded through individual grants from the GEF to a total of \$400 million) to achieve transformative change in the Global Food System. The FOLUR program is expected to be implemented over a 7-year period, led by the World Bank, and supported by technical agencies as core partners. The Global Platform, working with the Country Projects, offers capacity building, technical assistance, policy engagement, resource mobilization, and knowledge exchange that help to address the defined needs for: more concerted collective action, more coordinated and integrated interventions; scaled up investment with a faster pace and greater impact; the need for policy harmonization and subsidy repurposing, financial innovation and leverage, and knowledge exchange, communication and outreach to existing and new stakeholders.

The project was approved in September 2020 and the World Bank is now moving to implementation, expanding consultations with key partners, providing advice and guidance to the country projects under preparation, developing and disseminating guidance on gender programming, establishing a strong foundation for monitoring, evaluation and reporting, and developing an integrated workplan for priority activities to ensure sound relations and liaison among the partner agencies and between the Global Platform and the Country Projects. The Global Platform is organized around three main technical pillars, as follows:

Pillar A: Program Capacity Strengthening - aims to strengthen capacity through training and technical assistance (TA) to fill gaps and capture opportunities, assist CPs to innovate and replicate and engage partners in an active learning community. It includes three work streams:

- 1) Strengthen capacity through pro-active learning across CPs and commodity value chains
- 2) Prioritize and target TA to fill key gaps & promote innovations
- 3) Strengthen collective understanding and action across and beyond FOLUR landscapes.

Pillar B: Policy and Value Chain Engagement - will advance dialogue toward action on and investment in environmentally sustainable production practices and standards. It includes:

- 1) Engage private sector agents and organizations on policies, practices, analyses, and financing toward sustainability outcomes, at global, regional, and country level – with IAs and CPs
- 2) Engage public sector institutions and decision makers on policies, practices, analyses, and financing toward improved sustainability – coordinated with IAs and CPs
- 3) Advance integrated strategy for targeted public and private sector engagement and advance global dialogue through targeted flagship reports on key issues.

Pillar C: Strategic Knowledge Management and Communications – leads the Platform’s global communication and outreach on food systems, land use and restoration issues. It includes:

- 1) Communication and outreach to manage and expand public outreach on FOLUR issues
- 2) KM and exchange focused on prioritized issues and gaps
- 3) Engage strategically in global/ regional events to strengthen linkages across partners and scales.

Role of UNDP GGP in support of the FOLUR Global Platform

UNDP will be a key IP service provider in efforts to implement the FOLUR Global Platform agenda. The UNDP/Green Commodities Programme (GCP) leads the Good Growth Partnership (GGP), funded by GEF to date, and implemented in collaboration with Conservation International (CI), the United Nations Environment Programme Finance Initiative (UNEP FI), and the World Wide Fund for Nature (WWF). UNDP GCP will bring in the GGP, its assets, experience and networks to support the delivery of the FOLUR Global Platform. It will do that by contracting directly CI, UNEP FI, WWF and ISEAL, who is currently a sub-grantee of WWF. UNDP GCP will be responsible for coordinating the work of the GGP partners and accountable for the delivery of all the work under this proposal towards the WB.

GGP through UNDP GCP brings to FOLUR the power of its already developed partnership, commodity Value Chain engagements, community of practice, and training and knowledge management services. The FOLUR platform and CPs can benefit from the investments and relationships built under GGP for the last several years (funded under GEF 6). GGP will help to extend a community of practice, contribute to training and TA, as well as country/commodity roadmaps for strategic engagement, strengthen links and outreach with the financial sector and advance knowledge sharing.

UNDP/GGP team will be working closely with the FOLUR platform and the other core partners to ensure that the activities are well coordinated and tailored to meeting CP demands.

UNDP GGP will contribute to:

Pillar A. Program Capacity Strengthening: to deliver shared global benefits with well-coordinated interventions, harmonized policies and well-aligned practices, UNDP and its GGP partners will:

- Contribute to the training agenda, first with a participatory training needs analysis (with FAO) to target capacity development needs and specific thematic interests that can be met through virtual dialogues, remote training workshops and good practice seminars.
- Conduct virtual problem-solving workshops (hackathons) at regional or sub-regional levels to develop innovative solutions to most commonly identified extension challenges reported by CPs.
- Deliver a series of regional training programs (mainly virtual, for the time being) targeted at CP stakeholders and focused on how to assess and strengthen national farmer extension systems, using a participatory approach based on an existing scorecard created by GGP and launched in 2020.
- Lead the development of a gender guidance that builds on existing gender responsiveness recommendations and provide guidance on Gender Equality and Women Empowerment across key thematic areas of FOLUR work, leading to virtual training workshops distilling these recommendations for use by practitioners.
- Convene sub-regional virtual Working Groups (supplemented by targeted South-South exchanges) focused on establishing, facilitating and sustaining effective multi-stakeholder collaboration for systemic change moderated by technical experts on multi-stakeholder collaboration. Through this entry point, GGP will provide technical support to guide CP teams on corporate engagement strategies, provide tools to engage the private sector beyond value chain, improve companies' collaboration with governments.
- Build on/expand the existing Community of Practice (the Green Commodity Community) to engage and link up the CPs and the global platform. UNDP will lead this activity within GGP, with other inputs provided by CI, ISEAL, WWF and UNEP FI. GGP will add COP learning tracks on Gender in Landscapes, restoration, and investment mobilization. It is anticipated that 60-70 new FOLUR members orientated, enrolled and coordinated in the COP. The COP of 300 practitioners from 20 commodity producing countries and 50 organizations will be continued and serviced with up to 60 virtual exchanges (case study dialogues, global practice webinars, or remote training) designed, procured, promoted, quality assured, organized, recorded.

Pillar B Policy and Value Chain Engagement: to achieve the full potential of the national, regional and international commodity coordination platforms & coalitions, UNDP and its GGP partners will help to promote engagement with the private sector on financial innovation, standard setting, traceability etc. in the following ways:

- Providing technical support and advocacy to domestic banks, central banks, investors, and trade finance actors to enhance their risk management processes and financing innovation. Deliverables include outreach, in-person and remote training of banks and other financial actors, peer-to-peer regional knowledge exchanges with financial institutions, working in consultation with IFC.
- Setting up deal brokering forums (matchmaking), engaging with key supply chain actors to promote projects for investment and high-level forums with banks and investors to better understand the gaps to finance value chain opportunities.
- Conducting three regional trainings with follow up engagement with companies to implement Operational Guidance aligned with the Accountability Framework and existing landscape / jurisdictional sourcing guidance with harmonization with partners and others.

UNDP and its GGP partners will contribute to advance country strategies and partnership in the following ways:

- Providing targeted technical assistance to CPs team on ways to strengthen linkages with national platforms and frameworks, and to support the development of synergetic strategies.
- Helping CPs working on coffee with a guidance document on stating coffee related commitments that align with industry pledges and coordination of lessons learned / sharing between these countries.
- Contributing to WB-led FOLUR mapping to clarify the web of corporate relations that exist between FOLUR implementing agencies/global partners with companies involved in FOLUR commodity and landscapes.

TA and training services will be delivered to countries as generalized, demand driven activities designed to solve similar issues in groups of countries, e.g. coffee countries.

Pillar C – Strategic Knowledge Management and Communications: to ensure strong capacity at landscape level and sufficient linkage with global commodity value chains, UNDP and its GGP partners will contribute to learning, knowledge sharing and management through:

- Adapting and expanding the UNDP's collaborative digital learning platform (CDLP) to include themes of FOLUR relevance, and orienting CP teams & FOLUR Core Partners members to how to use the CDLP;
- Continuing to support and advance Evidensia as a go-to source for policymakers and stakeholders in the FOLUR CPs.

-
- Contributing to knowledge products related to impact, effectiveness, and business value of sustainability initiatives, consolidating studies, practices, and success from the FOLUR CPs and partners.
 - Leading on providing technical assistance to sub-regional groups to support country-based COPs for more effective national-level dialogue.
 - Consolidating and disseminating through the Global COP cases studies from CPs on a) private sector engagement, b) farmer extensions services, c) financing models, d) multi-stakeholder collaboration and e) traceability.

Pillar D - Progress and Performance Reporting: UNDP and its partners will:

- Contribute to WB progress reporting for external audiences
- Contribute to WB planning, and administrative and progress reporting for project management purposes

Value for money approach

UNDP approach is cost effective and efficient for the FOLUR Global Platform because we will be:

1. Building on existing partnerships, networks, systems, tools and approaches;
2. Delivering through established teams;
3. Using virtual communications and meeting approaches to save on travel costs and reduce our carbon footprint;
4. Coordinating closely between the GGP partners and with other FOLUR Platform Core partners to ensure no overlaps and more importantly to harness and foster opportunities between all of us, allowing for the FOLUR platform to be greater than the sum of its parts.

b. Work Plan

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
1. Pillar A. Program Capacity Strengthening					
A1. Strengthen capacity through pro-active learning across CPs and commodity value chains					
iii. Deploy training and extension innovations (e.g., digital technology enabled advisory services; targeted best practice guidance notes, short videos); link training efforts to existing programs and KM repositories					
Bottom up participatory training needs analysis undertaken in concert with FAO to identify among FOLUR CP teams capacity development needs and specific thematic interests that can be met through virtual dialogues, remote training workshops and good practice seminars.	UNDP	ISEAL, CI, UNEP FI, WWF	<p>2021-2022: Map areas where Learning through Sharing is critical for successful project delivery by analysing country PRODOCS</p> <p>2021: Work with FAO towards the development of a capacity assessment process that identifies among FOLUR CP teams, their partners, and key stakeholders needs for training and capacity building to support CPs delivery</p> <p>2022: Analyse results of capacity assessments and make recommendations going forward</p>	<p>Q1-2022: 1 report of Learning through Sharing thematic needs</p> <p>Q3-2022 1 initial capacity assessment report covering CPs where teams are in place</p> <p>Q1-2023 1 final capacity assessment report covering all CPs</p>	<p>The Learning through Sharing desk research allows other essential FOLUR activities to start without having to wait for the results of the FAO led-capacity assessment.</p> <p>The capacity assessment activity supports all FOLUR partners in scoping their specific</p>

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
					deliverables under FOLUR.

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
Virtual hackathons (problem-solving workshops) organised at regional or sub-regional levels to develop innovative solutions to most identified extension challenges reported by CPs.	UNDP	CI	<p>2021: Conceive and get buy-in for regional hackathons on innovative solutions to farmer extension challenges</p> <p>2022: Plan and organise one hackathon in Asia</p> <p>2023: One hackathon in America and one in Africa</p> <p>2024: Global sense-making workshop on applying innovative solutions in practice – experience so far</p>	<p>2021: Proposal for hackathons methodology</p> <p>2022: 1 regional hackathon. Report on innovative solutions identified post meeting and overall recommendations for applying them in FOLUR projects</p> <p>2023: 2 regional hackathons. Report on innovative solutions identified post meeting and overall recommendations for applying them in FOLUR projects</p> <p>2024: 1 sense-making workshop.</p>	Start depends on FOLUR CPs approval to be able to connect with project teams

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
				Integration report from 3 hackathons / lessons learned for applying in practice	

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
(sub) Regional training programme - possibly virtually delivered - builds capacity of CPs targeted stakeholders on how to assess and strengthen national farmer extension systems, using a participatory approach based on a new scorecard launched in 2020.	UNDP	CI	2021: Conceive and get buy-in for virtual training 2022: Plan and organize virtual trainings in Asia, Latin America Caribbean and Africa	2022: 3 virtual trainings in Asia, Latin America Caribbean and Africa	This activity will be closely coordinated with that of FAO in relation to Farmer Field Schools, etc.
A1. Strengthen capacity through pro-active learning across CPs and commodity value chains iv. Prioritize training on building gender responsiveness into policy and practice					
The guidance briefing building on existing gender responsiveness recommendations already produced by FOLUR global partners and providing relevant guidance on Gender Equality and Women Empowerment across key thematic areas of FOLUR work	UNDP	ISEAL, CI, UNEP FI, WWF	2021: Produce and disseminate a gender brief synthesising relevant gender-related knowledge products published by FOLUR global partners in the past 3 years 2022: Validate gender related insights gained from the Learning through Sharing report through a few interviews and develop a virtual learning programme to enhance country project capacities on gender responsiveness across key thematic areas of FOLUR work.	2022: 1 gender brief 2022: 1 virtual learning programme on gender	This activity will support the FOLUR gender strategy

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
Annual virtual training workshops distilling recommendations from the guidance briefing above.	UNDP	ISEAL, CI, UNEP FI, WWF	2022-2024: Roll out the virtual gender learning programme	2023: 1 training evaluation report 2024: 1 training evaluation report 2024: 1 revised gender brief	Insights gained during the virtual gender training will be retrofitted in to the revised gender brief
<p>A2. Prioritize and Target TA to Fill Key Gaps & Promote Innovations</p> <p>i. Selectively target TA on key issues/ bottlenecks organized with groups of CPs and coordinated with FOLUR priority activities under Pillar B.</p>					

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
Cohort specific ¹ Working Groups (virtually and in person) focused on establishing, facilitating, and sustaining effective multi-stakeholder collaboration for systemic change moderated by technical experts on multi-stakeholder collaboration	UNDP		<p>2021: Conceive and design cohort specific MSCFSC virtual working group(s) using the digital platform and other systems as needed, considering capacity assessment in A1</p> <p>2022: Plan and conduct a series of MSCFSC workshops ensuring that at least 25% of country project are reached</p> <p>2023: Plan and conduct a series of MSCFSC workshops ensuring that at least 30% of country project are reached</p> <p>2024: Plan and conduct a series of MSCFSC workshops ensuring that at least 35% of country project are reached</p>	<p>2021: Delivery Plan</p> <p>2022: Virtual workshops / forums / cohorts x 6, approximately every 6 weeks. Participation levels and learning results x 1.</p> <p>2023: Repeated with adjustments based on learnings from 2022.</p> <p>2024: Repeated with adjustments based on learnings from 2022.</p>	Dependent on A3 and FOLUR Country Project people joining the community.

¹ Cohort specific could be cohorts based on: regions, languages, topics, commodities, needs. This will be determined once the needs assessment is done.

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
				+ Evaluation Report on value of workshops, learning.	

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
<p>On-going technical support through sub-regional groups to a) guide CP teams on agreed corporate engagement strategies set out in activity b3aiv) ; b) assist CP team with approaches and tools that strengthen private sector engagement beyond value chain; and c) improve companies' collaboration with governments in producer countries.</p>	UNDP	CI, WWF, UNEP FI	<p>2021: Input into the capacity assessment</p> <p>2022-2025: Conceive, agree and provide technical support to meet the needs of country projects, where possible through regional or sub regional hubs. This may include 1:1 work with country projects where they can act as a learning pilot for future replication and dissemination.</p>	<p>2021: Draft and final PS needs assessment criteria by end 2021</p> <p>2022: Draft analysis of PS capacity needs for review by team; Final plan for PS capacity needs (core components, dates, targets, objectives) across CPs; Draft analysis of PS knowledge sharing opportunities for review by team; Final plan for PS knowledge sharing opportunities (core components, dates, targets, objectives) across CPs and sub regional groups; Delivery plan for 5 priority issues;</p>	<p>Close links to A3i: building capacity and sharing knowledge through the COP – vehicle to achieve some of the capacity and knowledge needs as identified in the needs assessment</p> <p>Close links to B1c.i, B3a as have an explicit PS focus</p> <p>Close links to work on platforms and multi-stakeholder collaboration – how to effectively bring PS into the discussions</p> <p>Needs close coordination with other FOLUR core</p>

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
				2023: Delivery plan for 5 priority issues; Short review report of progress to date; Revised Plans for capacity and knowledge exchange based on review; 2025: Delivery plan for 5 priority issues;	partners working on Private Sector engagement

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
Three South-South exchanges events (jurisdictional dialogues) organised virtually or semi-virtually across sub-regional groupings focused on improving alignment and horizontal and vertical synergies between FOLUR CPs and other actors/initiatives operating at sub-national and national levels.	UNDP		<p>2022: Identify one strategic and scalable CP opportunity in each region (Asia Pacific, Latin America Caribbean, and Africa) to virtually convene a series of innovative jurisdictional dialogue events that bring together key stakeholders around a specific and complex issue that requires a new collaborative and systemic approach. Conceive, build buy-in, design, create content and facilitate the jurisdictional dialogue events.</p> <p>2023-2025: Conceive, build buy-in, design, create content and facilitate one jurisdictional dialogue series per year in 2023, and 2024.</p>	<p>2022: 1 jurisdictional dialogue knowledge product</p> <p>2023: 1 jurisdictional dialogue knowledge product</p> <p>2025: 1 jurisdictional dialogue knowledge product</p>	This directly connects with and contributes to the deliverable called “Cohort specific Working Groups (virtually and in person) focused on establishing, facilitating and sustaining effective multi-stakeholder collaboration for systemic change moderated by technical experts on multi-stakeholder collaboration”.
<p>A3. Strengthen Collective Understanding and Action across and beyond FOLUR landscapes</p> <p>ii. Facilitate COP engagements and linking country efforts to global COP, developing linkages across layers</p>					
60-70 new FOLUR members orientated, enrolled, and coordinated in the Global COP.	UNDP		2021: Define how the Green Commodities Community of Practice Global COP) can evolve to work with global and local FOLUR stakeholders.	<p>1 COP e-report 2021</p> <p>1 COP e-report 2022</p>	The evolution of the Global COP uses design thinking to dynamically

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
			<p>2022-2025: Organise outreach to FOLUR CPs</p> <p>2022-2025: Build strategic agreements with content experts to take part in the Global COP activities relevant to FOLUR.</p>	<p>1 COP e-report 2023</p> <p>1 COP e-report 2024</p> <p>The annual COP e-report includes information about the membership, activities, lessons learnt, events objectives, and other statistical data about the community.</p>	<p>respond to changes in the context and needs from CPs.</p>
300 practitioners' members of the Global COP from 20 commodity producing countries and 50 organisations coordinated, engaged, and serviced throughout the year.	UNDP		2021-2025: Oversee, lead, plan, manage and report on all strategic and operational aspects of the Global COP related to FOLUR commitments.	<p>1 COP e-report 2021</p> <p>1 COP e- report 2022</p> <p>1 COP e-report 2023</p> <p>1 COP e- report 2024</p>	
A3. Strengthen Collective Under-standing and Action across and beyond FOLUR landscapes					

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
i. Build on/expand existing GGP COP activities to add FOLUR-specific 'streams'. Add tracks: "Gender in Landscapes," "restoration," "investment mobilization" through engagement of investors/ financiers					
2021-2023 COP programme adapted to FOLUR thematic needs, including food security derisking, as identified in needs analysis conducted in A1iii), technical experts, moderators identified and briefed; commodity specific forum set up within COP	UNDP		2021-2025: Using results from the capacity assessment continuously develop and adapt the learning structure, delivery models, thematic streams, commodities circles, country groups, programmatic content, and membership management practices of the Global COP to support FOLUR CPs	2022: 1 COP thematic programme for 2022. 2023-2025: 1 revised COP thematic programme for 2023-2025	This deliverable is essential to adapt the work of the Global COP to the needs of the new practitioners from the FOLUR CP who will join the community.
60 virtual exchanges (case study dialogues, global practice webinars, or remote training) designed, procured, promoted, quality assured, organised, and recorded.	UNDP	CI, ISEAL, WWF	2021: Preparatory activities 2022: 12 learning events relevant to FOLUR optimising the use of the Global COP online collaborative learning platform. 2023: 20 learning events relevant to FOLUR optimising the use of the new GCC online collaborative learning platform.	1 COP e-report 2022 1 COP e-report 2023 including reflections on how learnings gained from the COP inform local practitioners' practices and reflecting on the level of increased awareness, buy-in, understanding and capacities of registered practitioners to apply	This deliverable contains an important part of the substantive learning and knowledge work we will do under FOLUR. As such, it is linked to all other deliverables.

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
			2024-2025: 28 learning events relevant to FOLUR optimising the use of the new GCC online collaborative learning platform.3	systems change approaches and facilitate effective multi-stakeholder collaboration processes 1 COP e-report 2024	
2. Pillar B – Policy and Value Chain Engagement					
B1b) Leverage responsible investments through finance forums and deal brokering					
iii. Develop and promote financial innovations, e.g., outreach to banks, impact investors and commodity-based funds.					
Technical support and advocacy to domestic banks, central banks, investors and trade finance actors to enhance their risk management processes and financing innovation. Deliverables includes outreach, in-person and remote training of banks and other financial actors, peer-to-peer regional knowledge exchanges with financial institutions, working in consultation with IFC.	UNEP FI	UNDP	2021-2023 Develop a virtual platform to host training modules on sustainable agro-commodity finance which will build on UNEP’s existing resources for financial institutions and link with FOLUR partners’ platforms as relevant 2021-2024 Develop key modules on innovations in risk management and opportunities in financing agro-commodities	Website/portal with training modules and interactive exercises to enable self-directed capacity building. Training modules on specialized topics related to risk management and	N/A

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
			<p>2021-2025 Peer-to-peer learning exchanges among banking associations and central banking authorities.</p> <p>2023-2025 Promote the virtual platform/website through regional and national events and dialogues hosted by UNEP FI and partners</p> <p>2022-2023 Develop methods/assessments to promote investments in sustainable agro-commodities</p> <p>2023-2024 Virtual dialogues in key regions on sustainable agro-finance</p>	<p>financing agro-commodities.</p> <p>In-person learning exchanges with field visits or virtual seminars to enable sharing of experiences among banks on agro-commodity sustainable finance. Also learning exchanges between central banks within a region.</p> <p>Communication outputs such as blogs, social media posts, speaking engagements.</p> <p>Seminars, webinars, and workshops</p>	

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
				Toolkits and guidance documents, financial models demonstrating the business case for sustainable commodity production	
B1c) Catalyse country level engagement with Private Sector to transform commitments into actions i. Promote /disseminate traceability systems, info and tools (e.g., guidance on best practices, etc.); sustainable sourcing / procurement standards into global markets; case studies and success stories, including business cases, training products, success stories, ICT applications					
3 regional trainings (face to face or virtual) with follow up engagement with companies to implement Operational Guidance aligned with the Accountability Framework and existing landscape / jurisdictional sourcing guidance with harmonisation with partners and others.	WWF	UNDP	<p>2021-2022: Support efforts to harmonize guidance among partners with AFI and other landscape/jurisdictional sourcing guidance</p> <p>2022-2023: Conduct 3 regional trainings with companies to build capacity of companies to implement AF operational guidance adapted to the local context, through existing tools</p>	2022: 2 regional trainings to build capacity of companies to implement AF operational guidance adapted to the local context, through existing tools; 8 follow-up engagements with select companies	For the achievement of the deliverable, it is important for corporate engagement to align with guidance in the Accountability Framework, to harmonise the work of the project partners and others engaging with

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
			2022-2024: Conduct follow-up engagement on implementing operational guidance with strategic companies selected from those working in FOLUR commodity value chains and in FOLUR CPs.	2023: 1 regional training as described above; 4 follow-up engagements with select companies	<p>companies and to avoid conflicting messages to companies about expectations.</p> <p>Work with companies will be coordinated with the CP authorities and IAs in each country through a streamlined process linked to the corporate relations mapping (output B3a).</p>
<p>B2a) Advance country dialogue on sustainability and policy reforms toward improved production, restoration practices, standards, and incentives</p> <p>ii. Accelerate public sector engagement through existing platforms and partners, aiming to reach key decision makers in FOLUR countries and a few, strategic non-FOLUR countries</p>					

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
<p>On-going targeted technical assistance provided to CPs team on entry points to strengthen linkages with established national platforms and frameworks, and to support the development of synergetic strategies.</p>	UNDP	CI	<p>2021: Input into the capacity assessment listed in A1. Identify opportunities for entry points with existing platforms/frameworks.</p> <p>2022: Facilitate relationship building with identified platforms/frameworks and project teams and provide methodology and advice to co-design approaches to accelerate public sector engagement.</p> <p>2023: Conduct one or several virtual workshops to provide more in-depth guidance on Collaborative Action methodologies and tools and to share learning. This will allow FOLUR project teams to support and enrich existing country dialogue to generate quality results with the public sector.</p> <p>2024: Based on learnings in 22/23 conduct virtual workshops that support emerging needs and leverage points to strengthen synergies to advance sustainability and policy reforms.</p>	<p>2021: List of identified opportunities</p> <p>2022-2024: Materials for project teams based on UNDP/GCP collaborative action methodologies and tools.</p>	N/A
<p>B2a) Advance country dialogue on sustainability and policy reforms toward improved production, restoration practices, standards, and incentives</p>					

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
iv. Assist country champions to translate commitments into practical actions; Provide needed policy support, resource mobilization, KM Products and guidance notes					
Guidance document for FOLUR CPs where coffee is a key focus on stating coffee related commitments that align with industry pledges and coordination of lessons learned / sharing between these countries	CI	UNDP	2021-2022: Lead ICO Sustainable Production & Responsible Sourcing Technical work stream 2022-2023: Develop a producing country guidance document	1 country guidance document	N/A
B2b) Stimulate public sector investment through upstream planning plus investment mobilization ii. Support countries to build investment pipeline; support (limited) matchmaking / brokering activities to unlock potential selected (prioritized) value chain opportunities					
Deal brokering forums (matchmaking), engagement with key supply chain actors to promote projects for investment and high-level forums with banks and investors to better understand the gaps to finance value chain opportunities.	UNEP FI	UNDP	2022-2023 Using UNEP FI's networks and regional roundtables promote allocation of capital to sustainable land use finance through (i) the adoption of frameworks and standards to enable de-risking of projects (ii) demonstrating and promoting approaches to financing sustainable commodity production.	Workshops, seminars for virtual and/or in person events.	Link with the work of IFC and other FOLUR Core partners where relevant
B3a) Assess Strategic Opportunities and Develop Integrated Strategies for Public & Private Sector Engagement iv. Develop roadmap for widening PS engagement, based on mapping of companies and coalitions across commodities and landscapes and linking to markets.					

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
GGP partners contribution to WB-led mapping identifying the web of corporate relations that exist between FOLUR implementing agencies/global partners with companies involved in FOLUR commodity and landscapes.	UNDP	CI. WWF, UNEP FI	2021-2022: Coordinate with GGP partners to catalogue the companies involved in FOLUR commodities and landscapes with which they have relationships	GGP inputs to WB-led mapping	N/A
3. Pillar C: Strategic Knowledge Management, Coordination Communication with CPs					
C1a) Communication and outreach to manage and expand public outreach on FOLUR issues					
ii. Augment/adapt existing digital platform for collaborative learning & info sharing across FOLUR partners and CPs: e.g., ToC, gender, business cases, commitments indicators					
Adaptation and expansion of UNDP's collaborative digital learning platform (CDLP) to include themes of FOLUR relevance and orientation of CP team members to how to use the CDLP	UNDP		2021-2025: Subscription for collaborative digital learning platform	2021-2025: 1 collaborative digital learning space available to all FOLUR CP teams up-and-running all year round	This deliverable is essential to run the global COP and organize all learning events and knowledge exchanges- It supports many other deliverables.
C1a) Communication and outreach to manage and expand public outreach on FOLUR issues					
iii. Augment/ adapt an existing (open source) global knowledge platform for widely sharing results, impacts, effectiveness and business value of sustainability initiatives (e.g., Evidensia)					

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
Evidensia is a go-to source for policy-makers and stakeholders in the FOLUR CPs	ISEAL		2021-2024: Add relevant research for FOLUR thematic focus areas and research from partners; Sharing insights from the evidence base on key focus areas	Research added and shared	The success of this deliverable relies on strong collaboration with FOLUR partners throughout implementation to ensure that insights are shared both ways and the FOLUR community is aware of Evidensia as a key resource
User base and traffic of Evidensia increase by 10% each year.	ISEAL	UNDP	2021-2024: Promoting use of Evidensia within the FOLUR community and with policy stakeholders in key countries	Increase by 10% each year	The success of this deliverable relies on strong collaboration with FOLUR partners throughout implementation to ensure that insights are shared both ways and the FOLUR community is aware of Evidensia as a key resource

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
Three knowledge products related to impact, effectiveness, and business value of sustainability initiatives based on research done by other FOLUR partners	ISEAL		2021-2024: Annual review of research from FOLUR partners to draw out key insights and learnings and develop one learning product	Three briefing papers and related learning podcasts	<p>The success of this deliverable relies on strong collaboration with FOLUR partners throughout implementation to ensure that insights are shared both ways and the FOLUR community is aware of Evidensia as a key resource</p> <p>Briefing papers are also disseminated through the Global COP.</p>
<p>C2. Knowledge Management & Exchange Focused on Prioritized Issues and Gaps</p> <p>ii. Develop syntheses and best practice knowledge products (briefs, case studies) aimed at meeting needs and gaps prioritized by CPs and through community of practice</p>					
Annual report summarising lessons learnt from Global COP virtual exchanges	UNDP		2022-2025: Capture lessons learnt from community events, produce the lessons	1 stand-alone pdf on lessons learnt 2022	The success of this deliverable mainly depends on the

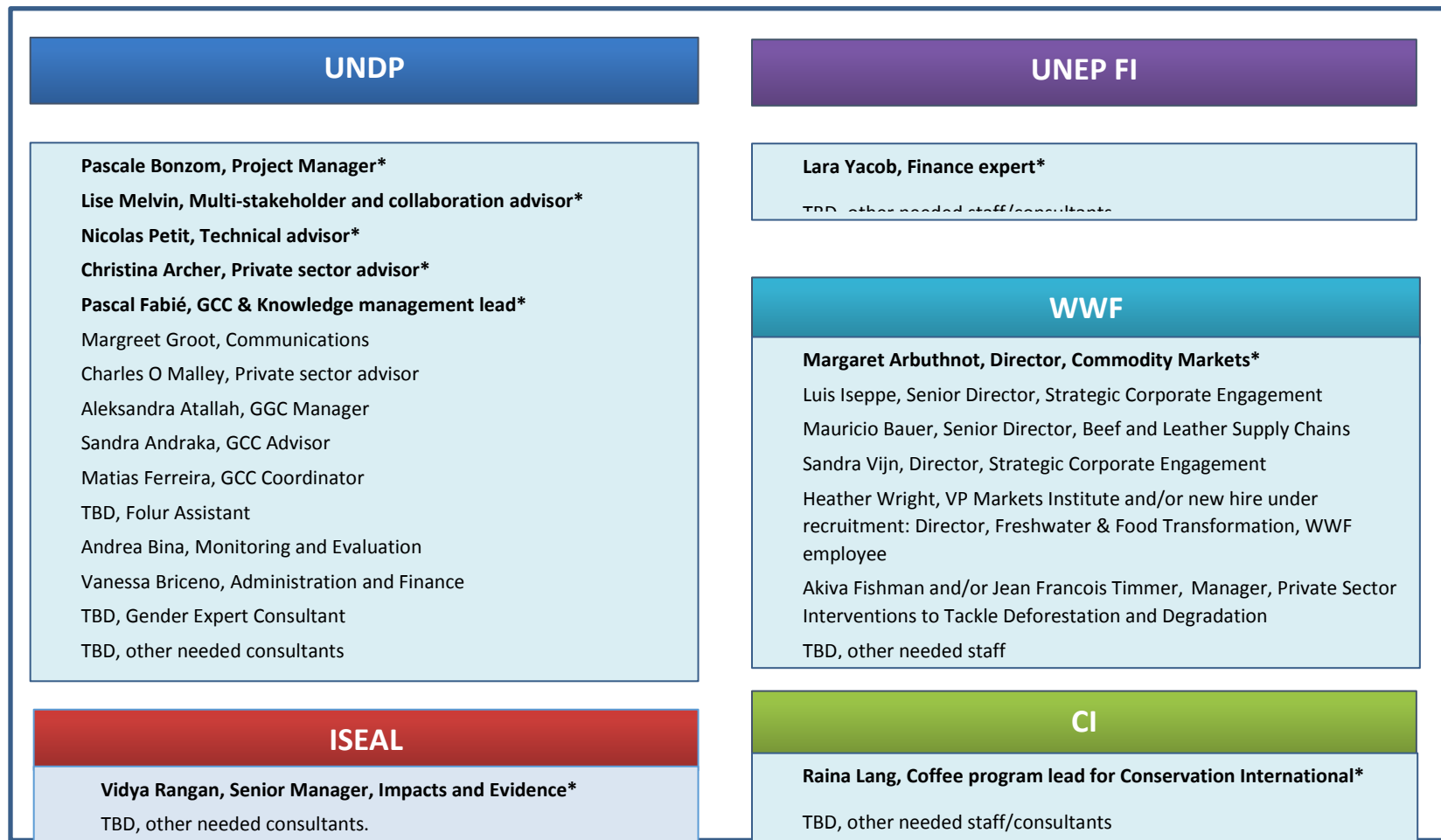
GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
			learnt section of the COP e-report and disseminate to FOLUR CPs	1 stand-alone pdf on lessons learnt 2023 1 stand-alone pdf on lessons learnt 2024	smart design of all learning events carried out by FOLUR Global Partners in which learning points and knowledge tips needs to be outlined by the experts and facilitators.
C3. Develop/ disseminate critical KM analyses & guidance i. Develop provide KM and guidance to address key gaps and strengthen, elevate country dialogue processes, Case studies and success stories of PS engagement, PS financing models, restoration approaches, demand side management, land tenure, integrated LUP, watershed planning, inclusion of IPLCs, marginalized groups, women, youth into national dialogues					
Technical assistance provided to sub regional groups to support the establishment of country-based COPs for more effective national-level dialogue.	UNDP		2022: Map a FOLUR CPs r budgeted local knowledge sharing needs 2023-2025: Provide on-going technical support on local COPs to selected FOLUR CPs teams through a dedicated working group	2023-2025: 6 summaries of working group meeting	This deliverable represents another incentive for CP teams to join the GCC. It will also help establish good working relations with CP teams and profile the work of the Global COP

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
Gathered case studies from CP on a) private sector engagement, b) farmer extensions services, c) financing models, d) multi-stakeholders collaboration and e) traceability disseminated through the Global COP.	UNDP	CI, ISEAL, WWF, UNEP FI	2023-2025: Prepare and disseminate a catalogue of cases studies that have been generated by FOLUR Global Partners on private sector engagement, farmer extensions services, financing models, multi-stakeholder collaboration and traceability.	2023: 1 catalogue of case studies 2025: 1 e-catalogue of case studies E-catalogues are designed to be promoted through all FOLUR dissemination channels.	This deliverable requires establishing upfront the mechanism to collate case studies and relevant material.
4. Pillar D. Progress and Performance Reporting					
Contributed to WB reporting to the GEF twice per year through: <ul style="list-style-type: none"> - Narrative report on success stories and achievements, with photos from the field, around April in advance of the GEF Council Meeting - Indicator report showing progress toward results, around October in advance of the GEF Council Meeting 	UNDP	CI, ISEAL, WWF, UNEP FI	2022-2025: develop and submit narrative report on success stories and achievements, with photos from the field, around April in advance of the GEF Council Meeting and an indicator report showing progress toward results, around October in advance of the GEF Council Meeting.	Narrative report Indicator report	N/A

GGP Deliverables contributing to Global Platform Pillars and activities	GGP Lead	GGP Collaborator	GGP Activities	Outputs	Interrelations
<p>Contributed to annual planning process and reported against UNDP GGP plans:</p> <ul style="list-style-type: none"> - Initial work plan developed in collaboration with World Bank and FOLUR Global Platform Partners - Participated in annual work planning workshop sessions through contribution of concepts for activities and events - Developed reports twice per year to World Bank on the progress of activities and progress of budget utilization 	UNDP	CI, ISEAL, WWF, UNEP FI	2021-2025: develop initial work plan with WB; participate in annual work planning workshop sessions; develop reports twice per year	Work plans Bi-annual reports	N/A

c. Organization and Staffing

The Good Growth Partnership structure and composition



*Project Leads/Key Personnel

ANNEX 1: TEAM COMPOSITION, TASK ASSIGNMENTS & LEVEL OF EFFORT (LOE)

Key Personnel

Name of Staff & Firm associated with ²	Area of Expertise Relevant to the Assignment	Designation for this Assignment ³	Assigned Tasks or Deliverables	Location ⁴	Number of Days
Pascal Bonzom, UNDP	Project Management and Coordination	Project Manager	<p>Project Management to ensure that all deliverables assigned to GGP under the Global Platform child project are delivered on time and budget, and that all required reports and contributions to M&E outputs are produced.</p> <p>Internal coordination between the GGP partners and external coordination with the WB and the FOLUR Global Platform partners.</p> <p>This assumes project management and coordination contributions to all the deliverables and specific responsibility for the delivery of the following deliverables listed in the ToRs:</p>	International	306

² Indicate if the proposed staff is an employee or agent of your consulting firm/organization or a sub consultant.

³ Title or position as described in the TOR or otherwise named in your proposed Organization and Staffing under Section D, sub section (c).

⁴ Relative to the assignment subject of the Contract, indicate if the staff/consultant local or international.

Name of Staff & Firm associated with ²	Area of Expertise Relevant to the Assignment	Designation for this Assignment ³	Assigned Tasks or Deliverables	Location ⁴	Number of Days
			<p>Under Pillar B:</p> <p>B3.iv GGP partners contribution to WB-led mapping identifying the web of corporate relations that exist between FOLUR implementing agencies/global partners with companies involved in FOLUR commodity and landscapes.</p> <p>Under Pillar D</p> <p>Contributed to WB reporting to the GEF twice per year through:</p> <ul style="list-style-type: none"> - Narrative report on success stories and achievements, with photos from the field, around April in advance of the GEF Council Meeting - Indicator report showing progress toward results, around October in advance of the GEF Council Meeting. <p>Contributed to annual planning process and reported against UNDP GGP plans:</p> <ul style="list-style-type: none"> - Initial work plan developed in collaboration with World Bank and FOLUR Global Platform Partners 		

Name of Staff & Firm associated with ²	Area of Expertise Relevant to the Assignment	Designation for this Assignment ³	Assigned Tasks or Deliverables	Location ⁴	Number of Days
			<ul style="list-style-type: none"> - Participated in annual work planning workshop sessions through contribution of concepts for activities and events - Developed reports twice per year to World Bank on the progress of activities and progress of budget utilization - Indicator report showing progress toward results, around October in advance of the GEF Council Meeting. 		
Pascal Fabié, UNDP	Knowledge Management and Capacity Building	GCC & Knowledge Management Lead	<p>Responsible for the delivery of the following deliverables:</p> <p>A1.iii Bottom up participatory training needs analysis undertaken in concert with FAO to identify among FOLUR CP teams capacity development needs and specific thematic interests that can be met through virtual dialogues, remote training workshops and good practice seminars.</p> <p>A1.iv Bespoke guidance briefing building on existing gender responsiveness recommendations already produced by FOLUR global partners and providing relevant guidance on Gender Equality and Women Empowerment across key thematic areas of FOLUR work.</p>	International	427

Name of Staff & Firm associated with ²	Area of Expertise Relevant to the Assignment	Designation for this Assignment ³	Assigned Tasks or Deliverables	Location ⁴	Number of Days
			<p>A1.iv Annual virtual training workshops distilling recommendations from the guidance briefing above.</p> <p>A2.i Three South-South exchanges events organised face to face or virtually across sub-regional groupings focused on improving alignment and horizontal and vertical synergies between FOLUR CPs and other actors/initiatives operating at sub-national and national levels.</p> <p>A3.ii 60-70 new FOLUR members orientated, enrolled, and coordinated in the Global COP.</p> <p>A3.ii 300 practitioners members of the Global COP from 20 commodity producing countries and 50 organisations coordinated, engaged, and serviced throughout the year.</p> <p>A3.i 2021-2023 COP programme adapted to FOLUR thematic needs, including food security derisking, as identified in needs analysis conducted in A1iii), technical experts, moderators identified and briefed; commodity specific forum set up within COP</p>		

Name of Staff & Firm associated with ²	Area of Expertise Relevant to the Assignment	Designation for this Assignment ³	Assigned Tasks or Deliverables	Location ⁴	Number of Days
			<p>A3.i 60 virtual exchanges (case study dialogues, global practice webinars, or remote training) designed, procured, promoted, quality assured, organised, and recorded.</p> <p>C1.a.ii Adaptation and expansion of UNDP's collaborative digital learning platform (CDLP) to include themes of FOLUR relevance and orientation of CP team members to how to use the CDLP</p> <p>C2.ii Annual report summarising lessons learnt from Global COP virtual exchanges</p> <p>C3.i Technical assistance provided to sub regional groups to support the establishment of country-based COPs for more effective national-level dialogue.</p> <p>C3.i Gathered cases studies from CP on a) private sector engagement, b) farmer extensions services, c) financing models, d) multi-stakeholders collaboration and e) traceability disseminated through the Global COP.</p>		

Name of Staff & Firm associated with ²	Area of Expertise Relevant to the Assignment	Designation for this Assignment ³	Assigned Tasks or Deliverables	Location ⁴	Number of Days
Nicolas Petit, UNDP	Capacity building on Sustainable Production, Multi-stakeholder collaboration and System Change	Technical Advisor	<p>Responsible for the delivery of the following deliverables:</p> <p>A1.iii Virtual hackathons organised at regional or sub-regional levels to develop innovative solutions to most identified extension challenges reported by CPs.</p> <p>A1.iii (sub) Regional training programme - possibly virtually delivered - builds capacity of CPs targeted stakeholders on how to assess and strengthen national farmer extension systems, using a participatory approach based on a new scorecard.</p>	International	52
Lise Melvin, UNDP	Multi-stakeholder collaboration, cross-sector dialogue facilitation, Systems Leadership capacity building, Sustainable commodities, and value chains	Multi-stakeholder Collaboration (MSC) Advisor	<p>Responsible for the delivery of the following deliverables:</p> <p>A2.i Cohort specific Working Groups (virtually and in person) focused on establishing, facilitating, and sustaining effective multi-stakeholder collaboration for systemic change moderated by technical experts on multi-stakeholder collaboration</p> <p>B2.a.ii On-going targeted technical assistance provided to CPs team on entry points to strengthen linkages with established national platforms and</p>	International	139

Name of Staff & Firm associated with ²	Area of Expertise Relevant to the Assignment	Designation for this Assignment ³	Assigned Tasks or Deliverables	Location ⁴	Number of Days
			frameworks, and to support the development of synergetic strategies.		
Christina Archer, UNDP	-Sustainable supply chain development - Private Sector Engagement	Private Sector Advisor	Responsible for the delivery of the following deliverables: A2.i On-going technical support through sub-regional groups to a) guide CP teams on agreed corporate engagement strategies set out in activity b3aiv) ; b) assist CP team with approaches and tools that strengthen private sector engagement beyond value chain; and c) improve companies' collaboration with governments in producer countries.	International	132
Raina Lang, Conservation International	Sustainable coffee supply chain development	Coffee program lead for Conservation International	B2.a.iv Guidance document for FOLUR CPs where coffee is a key focus on stating coffee related commitments that align with industry pledges and coordination of lessons learned / sharing between these countries	International	68
Lara Jacob, UNEP FI	Sustainable Finance related training development and delivery expertise	UNEP FI Lead	B1.b.iii Technical support and advocacy to domestic banks, central banks, investors, and trade finance actors to enhance their risk management processes and financing innovation. Deliverables includes outreach, in-person and remote training of banks and other financial actors, peer-to-peer regional	International	700

Name of Staff & Firm associated with ²	Area of Expertise Relevant to the Assignment	Designation for this Assignment ³	Assigned Tasks or Deliverables	Location ⁴	Number of Days
			<p>knowledge exchanges with financial institutions, working in consultation with IFC.</p> <p>B2.b.ii Deal brokering forums (matchmaking), engagement with key supply chain actors to promote projects for investment and high-level forums with banks and investors to better understand the gaps to finance value chain opportunities.</p>		
Vidya Rangan, ISEAL	Learning and Knowledge Management technical assistance	ISEAL Lead	<p>C1.a Evidensia is a go-to source for policy-makers and stakeholders in the FOLUR CPs and User base and traffic of Evidensia increase by 10% each year.</p> <p>C1.a Three knowledge products related to impact, effectiveness, and business value of sustainability initiatives based on research done by other FOLUR partners</p>	International	24
Margaret Arbuthnot, WWF employee	Agricultural commodities, deforestation, restoration, corporate sustainability, sustainable finance	WWF Lead	B1.c.i 3 regional trainings (face to face or virtual) with follow up engagement with companies to implement Operational Guidance aligned with the Accountability Framework and existing landscape / jurisdictional sourcing guidance with harmonisation with partners and others.	Local (Washington DC)	220

Name of Staff & Firm associated with²	Area of Expertise Relevant to the Assignment	Designation for this Assignment³	Assigned Tasks or Deliverables	Location⁴	Number of Days

ANNEX 2: CURRICULUM VITAE (CV) OF PROPOSED KEY PERSONNEL

1. Name of Staff: Pascale Bonzom

2. Proposed Position: Project Manager /Coordination



Pascale-BONZOM-CV-Sep 2020.pdf

<p>11. Detailed Tasks Assigned</p> <ul style="list-style-type: none"> - Carry-out project management and coordination for the delivery of all GGP activities under this contract 	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: Good Growth Partnership</p> <p>Year: 2017- now</p> <p>Location: Regional Service Center for Latin America, Caribbean. Panama</p> <p>Client: United Nations Development Programme (UNDP)</p> <p>Main project features: taking deforestation out of beef, palm oil and soy supply chains in Paraguay, Indonesia Liberia, and Brazil</p> <p>Positions held: Global Project Manager</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Project Management - Strategic Leadership and partnership building - Reporting and communications oversight - Learning and Knowledge Management
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13. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment. **No**

Certification

I certify that (1) to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience; (2) that I am available for the assignment for which I am proposed; and (3) that I am proposed only by one Offeror and under one proposal.

I understand that any wilful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.



Date: 16th April 2021

1. Name of Staff: Lise Melvin

2. Proposed Position: Multi-stakeholder collaboration Adviser



CV Lise Melvin FOLUR June 2019 (002).pdf

<p>11. Detailed Tasks Assigned</p> <p>- Moderating cohort specific Working Groups (virtually and in person) focused on establishing, facilitating, and sustaining effective multi-stakeholder collaboration for systemic change</p>	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: Green Commodities Programme</p> <p>Year: 2014-current</p> <p>Location: Costa Rica, UK</p> <p>Client: UNDP</p> <p>Main project features: transforming the national, economic, social, and environmental performance of agricultural commodity sectors, with a mission to improve the lives of farmers and their communities while protecting high conservation value forest and important vulnerable ecosystems.</p> <p>Positions held: Senior Programme Advisor on Multi-stakeholder Collaboration and Platforms</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Designed the methodology and guidance for National Commodity Platforms, and continue to oversee upgrades and improvements - Design and facilitate the Community of Practice - Designed and facilitated the Good Growth Conference - Facilitated strategic thinking and development for the UNDP GCP - Provide advice, training, and support directly to multi-stakeholder-based projects: Indonesia, Costa Rica, Dominican Republic, Ecuador, Liberia, and Papua New Guinea.
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13. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment. No

Certification

I certify that (1) to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience; (2) that I am available for the assignment for which I am proposed; and (3) that I am proposed only by one Offeror and under one proposal.

I understand that any wilful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.

Lise Melvin

Date: 16th April 2021

1. **Name of Staff:** Nicolas Petit
2. **Proposed Position:** Technical Advisor



CV_ Nicolas Petit_October 2020.pdf

<p>11. Detailed Tasks Assigned</p> <ul style="list-style-type: none"> -Organizing virtual hackathons organised at regional or sub-regional levels to develop innovative solutions to most identified extension challenges reported by CPs. - Delivering (sub) Regional training programme - possibly virtually - Building capacity of CPs targeted stakeholders on how to assess and strengthen national farmer extension systems, using a participatory approach based on a new scorecard. 	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: Green Commodities Programme</p> <p>Year: 2016</p> <p>Location: Home based, West Africa, Asia/Pacific Region</p> <p>Client: UNDP</p> <p>Main project features: The Green Commodities Programme (GCP) exists to improve the national economic, social, and environmental performance of agricultural commodity sectors. GCP works in countries where the programme can have significant impact on rural livelihoods mitigate climate change and maintain the ecosystem services and resilience of landscapes and seascapes. At the moment, GCP works in 15 different countries on 8 commodities (Cocoa, Coffee, Palm Oil, Fisheries, Pineapple, Soy, Cattle, and Cashmere).</p> <p>Positions held: Senior Commodities Advisor</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Assessing the feasibility of establishing multi-sector dialogue mechanisms for key commodities (National Commodity Platform); - Private Sector Engagement/ Supporting the development of Public-Private Partnerships; - Sustainable commodity project strategy, design, implementation; - Green Climate Fund and Global Environment Facility Proposal formulation; - Supporting commodity boards in developing national sustainable policy and regulatory frameworks/enforcement mechanisms for key commodities. - Promoting effective farmer training and extension services;
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	<ul style="list-style-type: none">- Developing business case related to sustainability and zero-deforestation agriculture;- Developing policies and measures for REDD+ National Strategy;- Promoting best practices related to sustainable commodity production.
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13. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment.

No

Certification

I certify that (1) to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience; (2) that I am available for the assignment for which I am proposed; and (3) that I am proposed only by one Offeror and under one proposal.

I understand that any wilful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.



Date: 16th April 2021

1. **Name of Staff:** Pascal Fabié
2. **Proposed Position:** GCC & Knowledge management lead



CURRICULUM VITAE MARCH 2021 - PASCAL FABIE.pdf

<p>11. Detailed Tasks Assigned</p> <p>-Undertaking bottom up participatory training needs analysis in concert with FAO to identify among FOLUR CP teams capacity development needs and specific thematic interests that can be met through virtual dialogues, remote training workshops and good practice seminars.</p> <p>-Producing bespoke guidance briefing building on existing gender responsiveness recommendations already produced by FOLUR global partners and providing relevant guidance on Gender Equality and Women Empowerment across key thematic areas of FOLUR work.</p> <p>-Developing annual virtual training workshops distilling recommendations from the guidance briefing above.</p> <p>-Organizing three South-South exchanges events across sub-regional groupings focused on improving alignment and horizontal and vertical synergies between FOLUR CPs and other actors/initiatives operating at sub-national and national levels.</p> <p>-Orienting, enrolling and coordinating 60-70 new FOLUR members in the Global COP.</p> <p>-Coordinating, engaging, and servicing 300 practitioners members of the Global COP from 20 commodity, producing countries and 50 organisations throughout the year.</p>	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: Green Commodities Programme</p> <p>Year: 2017-present</p> <p>Location: Home-based</p> <p>Client: UNDP</p> <p>Main project features: transforming the national, economic, social, and environmental performance of agricultural commodity sectors, with a mission to improve the lives of farmers and their communities while protecting high conservation value forest and important vulnerable ecosystems.</p> <p>Positions held: Senior adviser learning & impact</p> <p>Activities performed:</p> <ul style="list-style-type: none"> - Enhancing the relevance, operations, vibrancy and reach of the Green Commodities Community in alignment with stated practitioners' needs, and funding opportunities. - Enhancing the capacity of project teams and change makers working on sustainable
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<p>-Adopting 2021-2023 COP programme to FOLUR thematic needs, including food security derisking, and setting up commodity specific forum within COP</p> <p>-Designing and organizing 60 virtual exchanges (case study dialogues, global practice webinars, or remote training).</p> <p>-Adapting and expanding UNDP's collaborative digital learning platform (CDLP) to include themes of FOLUR relevance and orientation of CP team members to how to use the CDLP</p> <p>-Producing annual report summarising lessons learnt from Global COP virtual exchanges</p> <p>-Providing technical assistance to sub regional groups to support the establishment of country-based COPs for more effective national-level dialogue.</p> <p>- Gathering cases studies from CP on a) private sector engagement, b) farmer extensions services, c) financing models, d) multi-stakeholders collaboration and e) traceability disseminated through the Global COP.</p>	<p>commodity production through the creation and dissemination of applied knowledge publications.</p> <ul style="list-style-type: none"> - Overseeing the development of collaborative digital platforms. - Moderating thematic stream on sustainable landscapes and jurisdictions as well as developing and delivering virtual programmes.
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13. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment.

No

Certification

I certify that (1) to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience; (2) that I am available for the assignment for which I am proposed; and (3) that I am proposed only by one Offeror and under one proposal.

I understand that any wilful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.

A handwritten signature in black ink, appearing to be a stylized 'R' or 'D' with a small mark below it.

Date: 16th April 2021

1. **Name of Staff:** Christina Archer
2. **Proposed Position:** Private Sector Advisor



CA CV Archipelagos June 2020.pdf

<p>11. Detailed Tasks Assigned</p> <p>- Providing technical support through sub-regional groups to</p> <p>a) guide CP teams on agreed corporate engagement strategies set out in activity b3aiv) ; b) assist CP team with approaches and tools that strengthen private sector engagement beyond value chain; and c) improve companies' collaboration with governments in producer countries.</p>	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: Green Commodities Programme</p> <p>Year: 2016-2021</p> <p>Location: Home-based</p> <p>Client: UNDP</p> <p>Main project features: transforming the national, economic, social, and environmental performance of agricultural commodity sectors, with a mission to improve the lives of farmers and their communities while protecting high conservation value forest and important vulnerable ecosystems.</p> <p>Positions held: Senior Private Sector adviser</p> <p>Activities performed: working with companies, civil society, and origin governments to convene around sustainable production and consumption of commodities.</p>
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13. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment.

No

Certification

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A handwritten signature in black ink, appearing to be 'C. A. A.', written over a horizontal line.

Date: 16th April 2021

1. Name of Staff: Vidya Rangan

2. Proposed Position: Senior Manager, Impacts and Evidence

3. Employer: ISEAL Alliance

4. Date of Birth: 15th May 1982

Nationality: Indian

5. Education

<i>School, college and/or University Attended</i>	<i>Degree/certificate or other specialized education obtained</i>	<i>Date Obtained</i>
University of Oxford	M Phil in International Development	31 st July 2011
University of Hyderabad, India	Master of Arts in Economics	31 st July 2004
Bangalore University	Bachelor of Arts in History, Economics and Political Science	30 th June 2002

6. Professional Certification or Membership in Professional Associations: N/A

7. Other Relevant Training: Foundation of legal theory and practice, econometric analysis and tools, Mental Health for Managers, Advanced evaluation methods.

8. Countries of Work Experience: United Kingdom (London) and India. Fieldwork experience in Kenya, Tanzania, South Africa, Sri Lanka, Costa Rica, Nicaragua, Guatemala

9. Languages: English, Hindi, Spanish – all good in speaking, reading, and writing
Tamil, Kannada, Malayalam – all good in speaking, no proficiency in reading/writing

10. Employment Record:

From: 2015 To: Present

Employer: ISEAL Alliance

Positions held: Senior Manager, Impacts and Evidence (current); Manager, Impacts

From: 2011 To: 2015

Employer: Fairtrade Foundation

Positions held: Senior Manager, Impacts and Research

From: 2009 To: 2011

University: University of Oxford

Positions held: M Phil candidate, studying International Development

From: 2008 To: 2009

Employer: Indian Institute of Management – Bangalore

Positions held: Research Associate

From: 2004 To: 2008

Employer: Equitable Tourism Options (EQUATIONS) – NGO based in Bangalore

Positions held: Programme lead for Globalisation, Impacts and Development

<p>11. Detailed Tasks Assigned</p> <p>- Augment/ adapt an existing (open source) global knowledge platform for widely sharing results, impacts, effectiveness, and business value of sustainability initiatives.</p>	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: GEF-6 Global Impacts Platform</p> <p>Year: 2017-2021</p> <p>Location: London, UK and Bangalore, India</p> <p>Client: GEF, UNDP, WWF US</p> <p>Main project features: Development of a Global Impacts Platform for evidence and research on the impact of market-based tools, undertaking research on key topics, outreach and uptake of evidence and key messages with critical groups.</p> <p>Positions held: Project lead for ISEAL</p>
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	Activities performed: Activities noted in 'main project features', in addition to leading a team of two and managing coordination with all external partners
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13. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment.

No

Certification

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I understand that any wilful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.

Vidya Rangan Date: 29/3/2021

1. **Name of Staff:** Raina Lang
 2. **Proposed Position:** Coffee program lead for Conservation International
 3. **Employer:** Conservation International
 4. **Date of Birth:** 11/14/1980 **Nationality:** United States

5. Education

<i>School, college and/or University Attended</i>	<i>Degree/certificate or other specialized education obtained</i>	<i>Date Obtained</i>
Johnson & Wales University	Bachelor of Science, International Business	May 2002

6. Professional Certification or Membership in Professional Associations:

7. Other Relevant Training:

- Greenhouse Gas Protocol
- IFC Results Measurement Course
- IFC Sustainability Diagnostics
- IFC Credit Investment Training
- IFC Managing Environmental & Social Performance
- World Bank AMS 15.01 Selection and Use of Operational Consultants by the Bank
- World Bank Contract Administration for Operational Consulting Firm Services
- World Bank Fundamentals of Bank Operations (FBO)
- USAID Project Design & Management

8. **Countries of Work Experience: Living:** United States, Nicaragua; **Project engagement:** Mexico, Jamaica, Guatemala, Costa Rica, El Salvador, Honduras, Uganda

9. Languages

Language	Speaking	Reading	Writing
English	Good	Good	Good

Spanish	Good	Good	Fair
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10. Employment Record

From: 2015 To: Present

Employer: Conservation International

Positions held: Senior Director- Sustainable Coffee; Director- Sustainable Coffee Markets

From: 2007 To: 2015

Employer: International Finance Corporation (IFC)

Positions held: Associate Operations Officer – Managua, Nicaragua; Operations Analyst – Managua, Nicaragua

From: 2005 To: 2007

Employer: United States Peace Corps – Nicaragua

Positions held: Small Business Development Coordinator

From: 2002 To: 2005

Employer: Samuel Shapiro & Co. – Sterling, VA

Positions held: Import Accounts Coordinator

<p>11. Detailed Tasks Assigned</p> <ul style="list-style-type: none"> - Development and facilitation of coffee specific webinars - Development of communication & lessons learned for distribution to GEF country program partners. - Coordination with CI experts for specific questions from country stakeholders - Multi-stakeholder engagement on key coffee topics 	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: The Sustainable Coffee Challenge</p> <p>Year: 2015- Ongoing</p> <p>Location: Global</p> <p>Client: +165 coffee sector players (retailers, roasters, traders, NGOs, producing governments)</p> <p>Main project features: Multi-stakeholder effort to make coffee the world’s first agricultural product</p> <p>Positions held: Director</p>
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	<p>Activities performed: Thought leadership, Action Network facilitation on topics such as crop renovation & rehabilitation, partner communications, event planning and development, fundraising, CI representation at coffee events.</p> <p>Name of assignment or project: Starbucks – CI partnership</p> <p>Year: 2015-Ongoing</p> <p>Location: Global</p> <p>Client: Starbucks</p> <p>Main project features: Advisory services in support of sustainable production and sourcing agenda.</p> <p>Positions held: Project Manager</p> <p>Activities performed: Monitoring of cause marketing campaign coffee seedling donations including site visits to coffee farms across Guatemala & El Salvador, coordination, and oversight</p> <p>Name of assignment or project: McDonalds - CI partnership</p> <p>Year: 2015-Ongoing</p> <p>Location: Global</p> <p>Client: McDonalds Corporation</p> <p>Main project features: Advisory services in support of sustainable production and sourcing agenda.</p> <p>Positions held: Relationship Manager</p> <p>Activities performed: Co-development of the McCafé SIP program, Advisory Committee engagement, and ongoing support to the global team on coffee commitments.</p> <p>Name of assignment or project: Jamaica food production</p> <p>Year: 2014-2015</p> <p>Location: Jamaica</p> <p>Client: European Union (donor), Four processing firms, CIB, Jamaican Grower’s Association</p>
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	<p>Main project features: Support the development of a more robust food-producing sector, particularly for farmers and small and medium-size enterprises, by raising the quality of their food products.</p> <p>Positions held: Advisory Services point person for coffee activities</p> <p>Activities performed: Advisory Services Concept development and internal processing, technical advisor to IFC MAS investment team on coffee</p> <p>Name of assignment or project: Roya Response loan</p> <p>Year: 2013-2015</p> <p>Location: Nicaragua</p> <p>Client: ECOM, IADB, GAFSP, Starbucks</p> <p>Main project features: \$30 million in long-term finance and technical assistance for plant renovation in response to coffee leaf rust</p> <p>Positions held: Advisory Services point person</p> <p>Activities performed: Advisory Services Concept development and internal processing, technical advisor to IFC MAS investment team on coffee, ECOM and Nicaragua.</p> <p>Name of assignment or project: ECOM Coffee Advisory Program in Central America</p> <p>Year: 2007-2015</p> <p>Location: Nicaragua, Costa Rica, Guatemala, Mexico & El Salvador</p> <p>Client: ECOM</p> <p>Main project features: Increasing sustainable production practices on farms supplying to Nestle UK, Nespresso and Nestec. Focus on productivity improvements, certification and new varieties.</p> <p>Positions held: Project Manager</p> <p>Activities performed: Project coordination and oversight</p>
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12. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment.

Yes, IFC term employee (UPI 326310) from August 2007- June 2015.

Certification

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I understand that any wilful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.

Raina Lang

Date: 16th April 2021

1. Name of Staff: Lara Yacob

2. Proposed Position: Finance expert

3. Employer: UNEP

4. Date of Birth: April 10, 1975

Nationality: Canadian

5. Education

<i>School, college and/or University Attended</i>	<i>Degree/certificate or other specialized education obtained</i>	<i>Date Obtained</i>
University of Alberta	B.Sc. Biology	1997
University of Guelph	M.Sc./M.A. Biology and International Development Studies	2001

6. Professional Certification or Membership in Professional Associations: N/A

7. Other Relevant Training: N/A

8. Countries of Work Experience: **Africa:** Kenya, Ethiopia, Liberia, Tanzania, Sudan, Nigeria, Ghana. **Latin America:** Brazil, Colombia, Argentina, Mexico, Ecuador, Peru, Paraguay. **Asia:** Thailand, Indonesia, Turkey, Singapore, Malaysia

9. Languages: English (native); Spanish (fair, spoken and written); Italian (fair, spoken), Arabic (fluent, spoken), French (basic, written)

10. Employment Record:

From: 1997 To: Present (2021)

Employer: UNEP

Positions held: Consultant

UNEP Finance Initiative/Good Growth Partnership Manager

June 2018-Present

Led the development of the ESG integration tools for the Good Growth Partnership, a GEF funded project aiming to take deforestation out of commodity supply chains.

UNEP Finance Initiative/North America Network Manager

July 2016-July 2017

Managed the North America network of 17 financial institutions for UNEP FI. Responsibilities included:

- Leading projects related to natural capital and climate finance
- Thought leadership, resource mobilization, membership growth and project management

Consultant

October 2015 - PRESENT, Canada

Advise a number of non-profit and financial institutions on issues ranging from sustainable agriculture, policy development and evaluation.

- Cross-Sector Biodiversity Initiative (partnership between ICMM, IPIECA and Equator Principles)- Manager of the partnership and provided technical assistance to associations on landscape approaches to conservation, including evaluation of uptake of CSBI tools
- EU DEVCO: monitoring frameworks for development assistance projects funded by the EU, focus on agriculture and biodiversity projects
- UNESCO: Evaluation of Green Economy in Biosphere Reserves
- ISEAL Alliance: Developed strategy for integrating sustainability standards in financial products and services
- ABN AMRO: Drafted agro-commodity policy and on boarding system for 8 commodities
- UNDP: Developed a biodiversity financing platform for Europe & CIS region
- Financing of REDD+ national strategies in Liberia and Zambia

The Nature Conservancy Europe / Director of Corporate Engagement

April 2014 – October 2015, London, UK

- Created corporate partnerships with multi-national companies to develop protected areas in regions of operations, focus on palm, soy and sugarcane sectors and community agri-business (livestock)
- European Union Business and Biodiversity bureau advisor
- Led impact investing projects in Europe

Rabobank Group / Programme Manager, Sustainability

March 2013 - February 2014, The Netherlands

- Engagement with clients, due diligence on agricultural and human rights issues
- Development of sustainability policies (human rights, sustainable agricultural practices)

- Natural capital assessment in financial products and services, leading Natural Capital Finance Alliance work streams

RobecoSam Asset Management / Senior Engagement Specialist

January 2010 - March 2013, The Netherlands

- Engaged with corporates on water issues, biodiversity and human rights with a focus on conflict-affected and high-risk regions (focus on energy and resources companies, food and agro and consumer staples sectors)
- Liaised with portfolio managers to ensure effective sustainability integration in equity and private equity investment process
- Policy Development in-line with international standards (human rights, biodiversity, food & agro)
- Client/Account management, including client acquisition
- Oversaw and guided sustainability research to inform engagement and investment process

Ministry of Research and Innovation / Policy Advisor

March 2013 - February 2014, Canada

- Led the Business Innovation pillars of the green economy strategy for the Province of Ontario, the outcome was programs to develop clean technology sectors in the province.
- Manager of Premier's Council on Research and Innovation Secretariat; consisted of 20 CEO's, academics and other leaders on business innovation. Outcome was a set of recommendations for development of green economy strategy.
- Liaison for Inter-Ministerial Deputy Minister's council on science and technology, facilitated interaction between 23 Deputy-Minister's on business innovation and science and technology issues. Outcome was buy-in for the development of a province-wide green economy strategy.

Ministry for the Environment / Senior Analyst

January –October 2006, Canada

- Analysed emerging trends on water source protection in the province of Ontario, outcome was a report highlighting key attributes of source water protection best practices
- Stakeholder consultation and management plan for development of source water protection legislation

United Nations / Consultant

July 2004 –October 2006, Global

- Evaluated water supply and sanitation programs in MENA, Asia Pacific (focus on demand management and ecological sanitation)
- Developed projects and programs to combat desertification (Global Environmental Facility, Small Grants Program)
- Authored chapter for toolkit on gender mainstreaming in integrated water management (UNDP CIS Regional Centre, Slovakia)
- Feasibility studies of technical and scientific cooperation programs related to agronomy

United Nations Development Programme (UNDP)/ Programme Specialist

October 2001 –August 2005, New York, USA

- Development and implementation of projects related to water supply and sanitation, biodiversity conservation, gender mainstreaming in environmental management
- Undertook monitoring and evaluations of programs and projects funded by donors
- Representation at UN Interagency task force on Gender and Water
- Designed and implemented a program for biodiversity conservation and economic development for equatorial countries (Equator Initiative Awards Program) www.equatorinitiative.undp.org

BC Forest Renewal/ Forestry Biologist

September 1998 –April 1999, Canada

Synchrude Oil Inc./ Environmental Consultant

April 1998 –September 1998, Canada

Pioneer Hi-Bred Inc./ Molecular Biologist

April 1997 –April 1998, Canada

<p>11. Detailed Tasks Assigned</p> <ul style="list-style-type: none"> - Organizing and delivering investor finance forums at region and commodity level, including, adoption of standards, Principles for sustainable investment and banking, etc.; - Providing matchmaking/brokering for a few key opportunities; - Developing and promoting financial innovations, e.g., outreach to banks, impact investors and commodity-based funds - Strengthen capacity of financial institutions through pro-active learning across Country Programs and commodity value chains to fill 	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: Good Growth Partnership and The Cross-Sector Biodiversity Initiative</p> <p>Year: 2015/2016 and 2018-Present</p> <p>Location: Global</p> <p>Client: Investors, Banks, Central Banks</p> <p>Main project features: Capacity Building</p> <p>Positions held: Project Manager</p> <p>Activities performed: Developed Capacity building programs for Banks, investors and Central Banks</p>
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key gaps & promote innovations and to strengthen collective understanding and action across and beyond FOLUR landscapes	
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13. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment.

No

Certification

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I understand that any wilful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.



Date: 16th April 2021

1. Name of Staff: Margaret Arbuthnot

2. Proposed Position Director, Commodity Markets

3. Employer: World Wildlife Fund

4. Date of Birth: 03/06/1985

Nationality: USA

5. Education

<i>School, college and/or University Attended</i>	<i>Degree/certificate or other specialized education obtained</i>	<i>Date Obtained</i>
Princeton University	Bachelor of Arts, Anthropology	May 2007
Yale University School of Forestry & Environmental Studies	Master of Environmental Management	May 2011

6. Professional Certification or Membership in Professional Associations:

7. Other Relevant Training:

8. Countries of Work Experience: US-based with project-related field visits to Indonesia, Singapore, Thailand, Brazil, Paraguay, Chile, Honduras, Gabon

9. Languages: English (native); French (fair)

10. Employment Record:

From 2012 to 2021

Employer: World Wildlife Fund

Positions held: Director Commodity Markets, Deputy Director Commodity Markets, GEF Commodities/GGP Demand Project Manager, Impacts Lead, M&E Project Manager, Program Officer

From 2011 to 2012

Employer: White House Council on Environmental Quality

Positions held: Acting Special Assistant, Land & Water Ecosystems Intern

From 2010 to 2011

Employer: Self-employed graduate student

Positions held: Consultant to Wildlife Management Institute, Defenders of Wildlife, Environmental Defense Fund, The Nature Conservancy

From 2010 to 2011

Employer: U.S. Fish & Wildlife Service

Positions held: Fish and Wildlife Biologist (Student Career Experience Program trainee), Technical Specialist

From 2007 to 2009

Employer: Environmental Defense Fund

Positions held: Wildlife Conservation Fellow

<p>11. Detailed Tasks Assigned</p> <ul style="list-style-type: none"> - WWF-GGP coordination & GGP Secretariat Member - Pillar A: Support FOLUR sub-regional working group - Pillar A: Support South-South exchanges - Pillar A: Support Community of Practice - Pillar B: Support efforts to harmonize corporate and policy guidance among partners, linked to AFI and other landscape/jurisdictional sourcing guidance - Pillar B: Contribute to mapping of companies to WWF/partners and focal landscapes/ commodities 	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p>Name of assignment or project: GEF Commodities/GGP Demand Project</p> <p>Year: 2017-2021</p> <p>Location: US (with focus on Indonesia, Brazil, Paraguay, regional SE Asia, regional West Africa)</p> <p>Client: GEF</p> <p>Main project features: Mainstreaming demand for reduced-deforestation commodities with buyers, traders, and investors; strengthening the enabling policy</p>
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	<p>environment; generating consumer awareness and demand for reduced-deforestation commodities; increasing supply chain transparency to facilitate sustainable sourcing</p> <p>Positions held: Demand Project Manager, GGP Secretariat Member, Evidensia Steering Committee Member</p> <p>Activities performed: Project management, coordination and integration with GGP and Demand Project partners, strategic corporate engagement</p>
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13. Do you currently or have you ever worked for the World Bank Group including any of the following types of appointments: Regular, term, ETC, ETT, STC, STT, JPA, or JPO? If yes, please provide details, including start/end dates of appointment. **No.**

Certification

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I understand that any wilful misstatement or misrepresentation herein may lead to my disqualification or removal from the selected team undertaking the assignment.

Margaret Arbuthnot

Date: 31/03/2021_____

ANNEX 3: WORK SCHEDULE

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1. Pillar A. Program Capacity Strengthening																	
A1. Strengthen capacity through pro-active learning across CPs and commodity value chains																	
Bottom-up participatory training needs analysis undertaken in concert with FAO to identify among FOLUR CP teams capacity development needs and specific thematic interests that can be met through virtual dialogues, remote training workshops and good practice seminars.	UNDP																
Virtual hackathons (problem-solving workshops) organised at regional or sub-regional levels to develop innovative solutions to most identified extension challenges reported by CPs.	UNDP																
(sub) Regional training programme - possibly virtually delivered - builds capacity of CPs targeted stakeholders on how to assess and strengthen national farmer extension systems, using a participatory	UNDP																

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
approach based on a new scorecard launched in 2020.																	
The guidance briefing building on existing gender responsiveness recommendations already produced by FOLUR global partners and providing relevant guidance on Gender Equality and Women Empowerment across key thematic areas of FOLUR work	UNDP																
Annual virtual training workshops distilling recommendations from the guidance briefing above.	UNDP																
A2. Prioritize and Target TA to Fill Key Gaps & Promote Innovation																	
Cohort specific Working Groups (virtually and in person) focused on establishing, facilitating, and sustaining effective multi-stakeholder collaboration for systemic change moderated by technical experts on multi-stakeholder collaboration	UNDP																

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
On-going technical support through sub-regional groups to a) guide CP teams on agreed corporate engagement strategies set out in activity b3aiv) ; b) assist CP team with approaches and tools that strengthen private sector engagement beyond value chain; and c) improve companies' collaboration with governments in producer countries.	UNDP																
Three South-South exchanges events (jurisdictional dialogues) organised virtually or semi-virtually across sub-regional groupings focused on improving alignment and horizontal and vertical synergies between FOLUR CPs and other actors/initiatives operating at sub-national and national levels.	UNDP																
A3. Strengthen Collective Understanding and Action across and beyond FOLUR landscapes																	
60-70 new FOLUR members orientated, enrolled, and coordinated in the Global COP.	UNDP																
300 practitioners' members of the Global COP from 20 commodity producing countries and 50 organisations	UNDP																

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
coordinated, engaged, and serviced throughout the year.																	
2021-2023 COP programme adapted to FOLUR thematic needs, including food security derisking, as identified in needs analysis conducted in A1iii), technical experts, moderators identified and briefed; commodity specific forum set up within COP	UNDP																
60 virtual exchanges (case study dialogues, global practice webinars, or remote training) designed, procured, promoted, quality assured, organised, and recorded.	UNDP																
2. Pillar B – Policy and Value Chain Engagement																	
B1b) Leverage responsible investments through finance forums and deal brokering																	
Technical support and advocacy to domestic banks, central banks, investors and trade finance actors to enhance their risk management processes and financing innovation. Deliverables includes outreach, in-person and remote training of banks and other financial actors, peer-to-peer regional knowledge exchanges with	UNEP FI																

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
financial institutions, working in consultation with IFC.																	
B1c) Catalyse country level engagement with Private Sector to transform commitments into actions																	
3 regional trainings (face to face or virtual) with follow up engagement with companies to implement Operational Guidance aligned with the Accountability Framework and existing landscape / jurisdictional sourcing guidance with harmonisation with partners and others.	WWF																
B2a) Advance country dialogue on sustainability and policy reforms toward improved production, restoration practices, standards, and incentives																	
On-going targeted technical assistance provided to CPs team on entry points to strengthen linkages with established national platforms and frameworks, and to support the development of synergetic strategies.	UNDP																

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Guidance document for FOLUR CPs where coffee is a key focus on stating coffee related commitments that align with industry pledges and coordination of lessons learned / sharing between these countries	CI																
B2b) Stimulate public sector investment through upstream planning plus investment mobilization																	
Deal brokering forums (match-making), engagement with key supply chain actors to promote projects for investment and high-level forums with banks and investors to better understand the gaps to finance value chain opportunities.	UNEP FI																
B3a) Assess Strategic Opportunities and Develop Integrated Strategies for Public & Private Sector Engagement																	
GGP partners contribution to WB-led mapping identifying the web of corporate relations that exist between FOLUR implementing agencies/global partners with companies involved in FOLUR commodity and landscapes.	UNDP																
3. Pillar C: Strategic Knowledge Management, Coordination Communication with CPs																	
C1a. Communication and outreach to manage and expand public outreach on FOLUR issues																	

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Adaptation and expansion of UNDP's collaborative digital learning platform (CDLP) to include themes of FOLUR relevance and orientation of CP team members to how to use the CDLP	UNDP																
Evidensia is a go-to source for policy-makers and stakeholders in the FOLUR CPs	ISEAL																
User base and traffic of Evidensia increase by 10% each year.	ISEAL																
Three knowledge products related to impact, effectiveness, and business value of sustainability initiatives based on research done by other FOLUR partners	ISEAL																
C2. Knowledge Management & Exchange Focused on Prioritized Issues and Gaps																	
Annual report summarising lessons learnt from Global COP virtual exchanges	UNDP																
C3. Develop/ disseminate critical KM analyses & guidance																	

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Technical assistance provided to sub regional groups to support the establishment of country-based COPs for more effective national-level dialogue.	UNDP																
Gathered cases studies from CP on a) private sector engagement, b) farmer extensions services, c) financing models, d) multi-stakeholders collaboration and e) traceability disseminated through the Global COP.	UNDP																
D. Progress and Performance Reporting																	
Contributed to WB reporting to the GEF twice per year through: <ul style="list-style-type: none"> - Narrative report on success stories and achievements, with photos from the field, around April in advance of the GEF Council Meeting - Indicator report showing progress toward results, around October in advance of the GEF Council Meeting 	UNDP																
Contributed to annual planning process and reported against UNDP GGP plans: <ul style="list-style-type: none"> - Initial work plan developed in collaboration with World Bank and FOLUR Global Platform Partners 	UNDP																

GLOBAL PLATFORM PILLARS AND ACTIVITIES	Lead	2021		2022				2023				2024				2025	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<ul style="list-style-type: none"> - Participated in annual work planning workshop sessions through contribution of concepts for activities and events - Developed reports twice per year to World Bank on the progress of activities and progress of budget utilization 																	

- 1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals, etc. For phased assignments, indicate activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in the form of a bar chart.

ANNEX 4: UNDP MANAGEMENT OF SUB-CONTRACTS AND THIRD-PARTY RISKS

UNDP will contract GGP Partners through a strategic selection approach based on the assessment of the partner collaborative advantage. The collaborative advantage modality is used when there are well-positioned partners, with specific knowledge that have been identified at the project design phase and that are beneficial for the implementation of projects activities. The partners (WWF, Conservation International and ISEAL) will be contracted through a [Responsible Party Agreements](#). More information on engaging CSO/NGO as responsible party can be found [here](#). In the case of the UNEP-FI, the agreement that will legalize the partnerships is a [UN agency -UN agency agreement](#).

The standard terms and conditions of the agreements define the rules of the relationship.

Following UNDP Enterprise Risk Management (ERM) Policy, we will conduct as a prerequisite for contracting programmatic capacity assessments and Harmonized Approach Cash Transfer (HACT) Micro-assessments for those partners receiving more than 300K in the project period ([HACT Framework](#)).

The micro assessment assesses the partner financial management capacity (i.e. accounting, procurement, reporting, internal controls, etc.) to determine the overall risk rating and assurance activities. The micro assessment is undertaken by a qualified third party service provider to ensure independence and technical expertise. More information on the policy and process could be found here: https://popp.undp.org/UNDP_POPP_DOCUMENT_LIBRARY/Public/FRM_2014%20UNDG%20HACT%20Framework.pdf