**UNITED NATIONS DEVELOPMENT PROGRAMME**

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

***ANNUAL PROGRESS REPORT***

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| **Project Title** | Green Commodities Programme  |
| **Delivery date:**  | January 21, 2018 |
| **Prepared by:** | Monitoring, Evaluation, and Learning Specialist |
| **Award ID:** | 00079521 |
| **Regional Programme Expected Outcomes:**  | The project outcome is to transform the production of agricultural commodities by reducing their environmental impacts while increasing economic opportunities for low-income producers in developing countries, through the scaling up and institutionalizing support for sustainable commodity production.  |
| **Project Expected Outputs:**  | **Global Strategy, Partnerships & Knowledge Management:** This component will support building an extensive network of partners and stakeholders working with commodity sustainability aiming to scale up efforts to create positive environmental, social and economic impact in productive sectors by creating an enabling environment conducive for change. The project team will help establish and manage global, regional and national partnerships promoting policies (in both public and private sector), investments, and coordination to enhance on the ground support and increase ability to shift markets to commodities produced with socially and environmentally responsible practices. Partners will include UN agencies, donors, private sector (retailers, buyers, traders, exporters, producers) NGOs, certification bodies.  |
| **Executing Entity :** | UNDP |
| **Implementation Entities:** | UNDP |
| **Award ID Start Date:** | April 7, 2014 |
| **Award ID End date:** | December 31, 2019 |
| **Total Project Budget (Award ID):** | USD 1,236,551 |
| **Participating Countries:** | Cote d’Ivoire, Costa Rica, Ecuador, Ghana, Indonesia, Liberia, Papua New Guinea, Paraguay, Perú, Philippines |
| **Host Country:**  | Global |
| **Period of the Report:** | January 01, 2018 to December 31, 2018 |
| **Total Expenditure for the Reporting Period:** |  USD 1,001,152 |

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

1. **MAIN ACHIEVEMENTS OF THE PROJECT**

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| **Description of the main achievements of the Project throughout the year per output** |
| * *GCP strategy:*
* GCP Strategy 2017-2020 was reviewed and updated in Q2 to further align the 2019 planning processes with the strategy and new project portfolio, imperatives and capacity of the GCP team.
* GCP Management Committee operated throughout 2018 and in Q4 evolved into a Strategic Committee to oversee team management and development of strategies aligned with the GCP Strategy and Values and to support the team to deliver 2019 objectives.
* Comprehensive theory of change of commodity sector transformation was developed and launched for external consultation. A GCP M&E system was designed and implemented, including new tools and mechanisms and linked to the theory of change.
* *Guidance documents and platforms:*
* Guidance documents on commodity platform dialogue and national action plan processes and implementation were finalized and made available to the GCP community.
* GCP focal points provided tailored support to Platform Teams for: Indonesia palm oil; Paraguay beef and soy; Global Marine Commodities in Ecuador, Costa Rica, Indonesia, and the Philippines; Liberia Palm Oil; Papua New Guinea palm oil; Dominican Republic cocoa; Ghana cocoa; Peru palm and coffee; Côte d’Ivoire palm oil; and Mongolia cashmere.
* GCP supported the launch of the Peru Coffee National Action Plan, the Costa Rica Fisheries National Action Plan, and platforms in Indonesia and Liberia.
* *Community of Practice:*
* More than 80 guidance documents available for the National Platform Community of Practice via a free and public Google Drive. Most documents are available both in English and Spanish.
* GCP community of practice, the Green Commodities Community (GCC) relaunched in Q1, held 23 virtual workshops across 11 thematic and knowledge streams, and reached 170 participants. Gender was the third largest knowledge stream, with 42 registered participants (32% of all members).
* Preparations made for the 2019 GCC’s Good Growth Conference in Peru, including location and date confirmation, field visits, Peru coordination team assembly, sending save-the-dates, conference website design and launch, and draft agenda.
* *Engagement with private sector:*
* GCP strengthened its existing relationships with Cargill, IKEA, Mars, Mondelez, Tesco, and Unilever, and continued to strengthen newer relationships with McDonalds, Olam, and PepsiCo. New relationship was established with Kering.
* GCP strengthened its profile and private sector relationships through the launch of the Value Beyond Value Chain private sector initiative with a Q2 workshop and through a GGP private sector roundtable in Q4, both attended by major international companies.
* *Global debate and policy:*
* GCP participated in the World Cocoa Conference in Germany, International Conference on Oil Palm and the Environment in Bali, TFA2020 General Assembly in Ghana, 16th Annual Roundtable Conference on Sustainable Palm Oil in France, Amsterdam Declaration Partnership Multi-Stakeholder Meeting in France, Innovation Forum – “How business can make smallholder supply chains resilient” in the UK, Global Roundtable for Sustainable Beef in Ireland, Regional Sustainable Beef Workshop in Paraguay.
* GCP established a Forest Coordination group in February comprised of Natural Capital, EBD, REDD+, and NYDF for a better GCP integration in a new vision for nature-based solutions within the UNDP Strategic Plan.
* GCP chaired a meeting between the Indonesia goverment and the Amsterdam Declaration Partnership on sustainable palm oil in December in Brussels.
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1. **PROJECT PERFORMANCE**

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

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| **Product 1** | Global Strategy, Partnerships, and Knowledge Management |
| **Project ID** | 79521 (Output 89497) |
| **Indicator(s)** | 1. GCP Strategy allows GCP to be well positioned globally, operate effectively at country level and grow its portfolio. 2. Number of companies, donors and NGOs partnering with GCP.3. KM system operational and of value to COs and project teams. |
| **Base Line (s)** | 1. Global strategy was developed in 2010 and needs updating to take account of growth of GCP.2. Partnerships are healthy with global initiatives, governments, NGOs and companies but are in need of strengthening to be more effective.3. Knowledge management is limited. |
| **Year Target (s)** | 1. Global GCP has been updated to reflect growth of programme and team, and to position GCP well for the coming years. At least $1m has been secured for GCP operations. 2. Existing partnerships with companies, donors, and NGOs are maintained and strengthened, and new partnerships are pursued and developed. At least 5 more companies are partnering with the programme. 3. Knowledge managment and learning are a core part of GCP’s operations. At least 120 people participate in the community of practice.  |
| **Activity 1.1** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Review Strategy/Update | - Update GCP Strategy - Effectively implement GCP management committee- Finalize and implement GCP Communications Strategy- Develop GCP M&E system- Align strategy and work planning processes | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below.  | Q1-Q4100 |
| **Comments** | - The GCP Strategy 2017-2020 was reviewed and updated in Q2 to further align the 2019 planning processes with the strategy and new project portfolio, imperatives and capacity of the GCP team. One of the principles outlined in the strategy document is to promote gender balance, which is supported by the GCP global team’s own composition with 58% women. - The GCP Management Committee established in late 2017 to support the increased project engagement and growth of the GCP team and its project portfolio met throughout 2018, reporting back to the team after each meeting and operating transparently. Progress towards team goals identified in the Q4 2017 team planning meeting was tracked throughout the year and discussed during monthly team calls. During the Q4 2018 team planning meeting the decision was made to evolve the Management Committee into a Strategic Committee to oversee the team management and development of strategies aligned with the GCP Strategy and Values, and to support the team to deliver the objectives for 2019. - A comprehensive theory of change showing the necessary outcomes to achieve sector-wide transformation for commodities was finalized in Q4 and launched for external consultation. - A M&E system was designed for the GCP global programme, building upon the approach and structure developed in 2017 and linked to the theory of change. New tools were developed for capturing qualitative and quantitative results in the country commodity platforms, including women’s participation and other gender indicators, and new mechanisms were put in place to capture lessons learned at the country and global levels. - The GCP Communications Strategy and branding guidelines were finalized in Q1 and implemented throughout the year. The communications team was strengthened with the addition of a new Communications Lead and Communications Officer.  |
| **Activity 1.2** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Guidance Documents/ Platforms | - Maintain and lead a global working group on implementing and monitoring National Action Plans- Develop guidance materials based on practitioners’ needs- Provide regular support to Platform Teams as requested- Support the launch of Peru Coffee NAP- Support the launch of Indonesia sub-national platforms | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below. | Q1-Q4100 |
| **Comments** | * Global working group of commodity platform coordinators, 50% of whom are women, met every month online and exchanged knowledge and experiences on implementing and monitoring national action plans, supported by the GCP senior advisors.
* Guidance documents on commodity platform dialogue and national action plan processes and implementation were finalized and made available to the GCP community. An assessment of the national commodity platform guidance was conducted by an external consultant, with recommendations provided on key components including M&E, technical support, platform methodology/lifecycle, learning & development, partnerships, and gender.
* Each project was supervised by a GCP focal point which provides support to Platform Teams as required by the team as well as regular follow up on implementation progress. GCP tailors its support to the following platforms: Indonesia Palm Oil Platform; Paraguay Beef and Soy National Platforms and Beef Regional Chaco Platform; Marine Commodities Platforms in Ecuador, Costa Rica, Indonesia, and Philippines; palm oil platforms in Liberia, Côte d’Ivoire, and Papua New Guinea; Ghana cocoa platform; Peru coffee and cocoa platforms; and Mongolia Cashmere.
* GCP conducted a platform training in Liberia in January 2018, and in June supported the launch of the Sime Darby palm oil forum.
* GCP supported the launch in Q2 of several sub-national platforms and fora in Indonesia that fall under the national platform umbrella: South Tapanuli forum, Sintang forum, North Sumatra platform, and West Kalimantan platform. The draft Indonesia NAP was approved by the platform Steering Committee in April 2018 with more than 300 stakeholder input included, and in June the Coordinating Ministry of Economic Affairs agreed to incorporate the NAP into the forthcoming Presidential Regulation on Indonesia Sustainable Palm Oil System.
* GCP supported the launch of the Peru Coffee National Action Plan in October 2018.
* GCP supported the launch of the Costa Rica Fisheries National Action Plan in November 2018.
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| **Activity 1.3** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Operationalize COP | * Systematize and share lessons learned between platforms
* Relaunch Green Commodities Community
* Design and facilitate GCC virtual workshops
* Prepare for Good Growth Conference
* Training Platform teams on GCP platform methodology
 | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below. | Q1-Q4100 |
| **Comments** | * Maintain KM system with all guidance: more than 80 guidance documents are available for the National Platform Community of Practice via a free and public Google Drive. Most documents are available both in English and Spanish.
* Knowledge is shared thru the GCP´s National Commodity Platform Guidance which is a Google Drive online access for platform practitioners to access information such as: 1- Guidance Overview, 2- Root Causes Analysis, 3- Platform Design, 4- Measuring Success, 5- Platform Life Cycle, 6- Platform Governance, 7- Stakeholder Engagement, 8- Platform Management, 9- National Action Plan, 10- Gender, 11- Working Group Implementation & Monitoring.
* GCP community of practice, the Green Commodities Community (GCC) was relaunched in March 2018. By the end of 2018, the community had grown to 170 participants and 130 oriented members, 55% of whom are women, representing 12 countries 30 organizations. 23 virtual workshops were held across 11 thematic and knowledge streams with an average of 14 participants per workshop. Gender was the third largest knowledge stream, with 42 registered participants (32% of all members).
* The GCC Google Drive was restructured, and all workshop recordings, presentations, and related materials are available immediately after each workshop. Lessons learned are captured from each workshop, validated with the moderators, and shared with the participants.
* The GCC’s Good Growth Conference has been planned for May 2019 in Peru, with key preparations made during 2018. The location and date were confirmed after a scoping exercise and field visit, followed by an additional site visit to the facility. The Peru country office coordination team has been assembled, the save-the-date was sent, the conference website was launched, and registration has opened. The draft agenda has been prepared, including a gender roundtable featuring women working at different levels of the supply chain and in different commodities, and two learning visits for the conference have been confirmed.
* Training Platform teams on GCP platform methodology: Training sessions for the platform teams in Ecuador, Indonesia, Liberia, and Papua New Guinea were held.
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| **Activity 1.4** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Engagement with Private Sector | * Launch Value Beyond Value Chains initiative with private sector support
* Establish new and strengthen existing private sector partnerships
* Raise profile of GCP through participation in industry events
 | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below. | Q1-Q4100 |
| **Comments** | * GCP designed and launched the Value Beyond Value Chains (VBVC) private sector initiative. A one-day kick off workshop was held in April in London with participants from Cargill, IKEA, M&S, Mars, Mondelez, Olam, Sime Darby, Tesco, Touton, Unilever, Global Agribusiness Alliance, Food and Land Use Coalition (FOLU), and Proforest. A VBVC Advisory Group was created to help steer the project, consisting of representatives from Cargill, IKEA, Mars, Mondelez, Tesco, Proforest, and FOLU; the group met twice during 2018.
* GCP’s global advisors supported the Good Growth Partnership projects with a side meeting at the TFA 2020 General Assembly, with panel participation from Cargill.
* GCP organized and moderated a panel on *Halting Deforestation and Increasing Forest Area – from Aspiration to Action* at the FAO forests conference in Rome in February, with participants including Golden Agri Resources, Barry Callebaut, and Olam.
* GCP supported GGP in hosting a private sector roundtable event in October in Washington DC, attended by participants from ADM, BNP Paribas, Bunge, Cargill, Citi, Kraft Heinz, Mars, Mondelez, Nestlé, Olam, and PepsiCo.
* GCP strengthened its existing partnership with IKEA, which in November 2018 renewed funding for SPOI in Indonesia, and with Mondelez, which continues to partner with GCP for CocoaLife in Ghana.
* GCP continued participation on the Mondelez CocoaLife Advisory Board, strengthening our work with MDLZ in Ghana and Cote D’Ivoire.
* GCP strengthened existing relationships with Cargill, Mars, Tesco, and Unilever. Newer relationships with McDonalds, Olam, and PepsiCo were also strengthened.
* GCP continued to grow its positive working relationships with Neuland, Fernheim, ADM and Cargill in Paraguay and with Sime Darby in Liberia and PNG.
* GCP established new contacts with Hargy in Papua New Guinea and is exploring new partnership opportunities with Unilever and PepsiCo in Indonesia. A new relationship was establish with Kering related to Mongolia work.
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| **Activity 1.5** | **Year Target (s)** | **Indicator (s)** | **% of achievement** |
| Global Debate and Policy | * Participate in identified relevant international events (conferences, workshops etc.)
* Develop capacity of national and global teams to influence debate and policy
 | This project is an umbrella programme for several child projects, so there is no ProDoc nor specific indicators to measure progress against. Activity results for 2017 are described in the comments section below. | Q1-Q4100 |
| **Comments** | * GCP participated in the World Cocoa Conference in Germany, International Conference on Oil Palm and the Environment in Bali, TFA2020 General Assembly in Ghana, 16th Annual Roundtable Conference on Sustainable Palm Oil in France, Amsterdam Declaration Partnership Multi-Stakeholder Meeting in France, Innovation Forum – “How business can make smallholder supply chains resilient” in the UK, Global Roundtable for Sustainable Beef in Ireland, Regional Sustainable Beef Workshop in Paraguay.
* GCP established a Forest Coordination group in February comprised of Natural Capital, EBD, REDD+, and NYDF for a better GCP integration in a new vision for nature-based solutions within the UNDP Strategic Plan.
* GCP finalized the guidance note on “Sustainable Commodities: ensuring smallholder benefits, better environmental management, and durable growth” in March, and hosted a UNDP webinar in June to promote the guidance note.
* GCP developed a global flagship UNDP initiative “From Committment to Action” in November aimed at helping countries take stock of their current deforestation-related commitments and develop a roadmap for how to achieve them.
* GCP chaired a meeting between the Indonesia goverment and the Amsterdam Declaration Partnership on sustainable palm oil in December in Brussels.
* GCP has engaged with Solidaridad’s Women in Cocoa and Chocolate Network and Mondelez’s CocoaLife program on collaborative approaches to gender mainstreaming and women’s empowerment, as well as with the UNDP-GEF Global ABS project on gender and access and benefit sharing for commodities.
* GCP worked closely with national teams in Indonesia, Peru, Costa Rica, and Paraguay to produce 4 blogs for the GCP website and 1 impact story article that has been published in 2 international newspapers as well as the UNDP Global and Regional websites and the UNDP Global and Regional newsletter.
* GCP supported country teams to amplify their media outreach activities around key milestones and/or events, including the launch of Costa Rica’s National Action Plan for fisheries of large pelagic species such as tuna, swordfish, and mahi mahi, and the launch of Peru’s National Coffee Action Plan 2018-2030 with the aim of promoting the coffee sector’s growth through increased productivity based on sustainable production systems.
* GCP produced a new Communications Action Plan in 2018 for 2019, with a focus on how to use the 10th anniversary of the Green Commodities Programme to build on its existing perception and emphasize it distinctive approach to multi-stakeholder collaboration for systemic change. Inovations include “Country At-a-Glance” briefing packs covering all the countries where GCP works, increased use of video, and a more sophisticated approach to gathering audience for conferences and the GCC online learning programme.
* GCP hosted and led the GCC Communications learning stream, through which the GCP communications staff and the in-country Communications Officers developed their professional skills. The learning stream included 3 virtual workshops covering strategic, internal and external challenges identified by members of the group, which grew to 42 members throughout the year.
* The GCP website was renewed and relaunched in alignment with UNDP guidelines, and a new interactive country & commodity map was produced. Content was updated throughout the year, including multimedia content such as interviews and webinar sessions. GCP’s twitter was regularly maintained and updated, and GCP saw followers growing from 770 to 1.086 in 2018. GCP expanded its master Newsletter mailing list to 1.260 contacts and the quarterly Highlights newsletter continued to promote GCP activities to a broad range of stakeholders.
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| **% of achievement Product 1** | **Year** | **Comments** |
| 100 | N/A |

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

1. **PROJECT RISKS**

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| **No.** | **Description** | **Date identified** | **Type of Risk** | **Countermeasures adopted** |
| 1 | Partner co-financing does not materialize. | 30/9/2014 | Financial | The GCP has maintained close relationships with donors and companies to ensure continued willingness to support the process. Renewed contributions from IKEA in 2018 and interest from other companies and potential donors demonstrate a successful approach.  |
| 2 | Political support for the project diminishes. | 30/9/2014 | Political | GCP and the country offices engage with the relevant government ministries and officials at national and sub-national levels to build political support for the work and strengthen partnerships. Stakeholder engagement is a key component of any GCP project, particularly in the event of a change in government. The relationships that GCP has built over years of engagement in our core countries are crucial to maintaining support for the work.  |
| 3 | Weak partner institutions prevent implementation of necessary action. | 30/9/2014 | Organizational | The project has managed this risk in two ways: first, by conducting a comprehensive analysis of institutional capacity to identify shortcomings, and second, by actively supporting institutional capacity building through the project activities. We have built capacity of counterpart institutions through our projects and community of practice to further mitigate the risk.  |
| 4 | Operational challenges in managing multi-stakeholder processes and partnerships limit consensus-building and coordinated action. | 30/9/2014 | Operational | This is one of the most important risks for the project, it is also a risk that UNDP has managed directly, by a) careful selection of project staff, b) rigorous monitoring and troubleshooting throughout the project lifetime, c) coaching of country project staff by GCP international staff, and d) effective participation in community of practice and inter-project learning processes. We have managed multi-stakeholder processes through guidance and capacity building of teams at country level and risk has been mitigated. |
| 5 | Platforms move so slowly that companies / market loses faith in them | 06/02/2015 | Operational | Platform participation expectation management is honest and upfront. Private sector participants are specifically coached (changing their mindsets) on why platform processes take as long as they do, and what the benefits of this are. This was updated on Feb 6, 2015 in the GCP Programme Strategy 2015-2017. Strong communications and progress on the ground have maintained our credibility and positive reputation with partners. |
| 6 | Delays to delivery plans allow GCP competitors to copy ideas and crowd out the funding space. | 13/12/2016 | Financial | GCP has invested in communicating our unique identity to potential partners and competitors through a strategic review and a branding process. The GCP has developed a unique niche of with our approach to multi-stakeholder collaboration for systemic change, which sets the programme appart.  |
| 7 | Group of coffee growers who don’t feel represented by the National Council for Coffee, and are looking for a space for national representation.  | 09/02/2017 | Political | Key stakeholders, including coffee growers, are invited to engage in dialogue, where facilitation can provide a space to feel heard and resolve conflict.  |

1. **MAIN DIFFICULTIES IN THE EXECUTION**

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| **N0.** | **Description** | **Date identified** | **Type** | **Countermeasures adopted** |
| 1 | The GCP team continued to grow in 2018 after doubling in size in 2017. This rapid team growth means that a few people hold significant institutional memory and many are learning together. At the same time, people are often unaware of what others are doing because of the decentralized structure of the team. | 01/05/2017 | Organizational | Induction materials have been developed for new team members. Monthly team calls provide a forum for discussion of challenges and achievements across the team. The in-person annual meeting brings everyone together and enabled greater collaboration and strategic planning, as do the new mechanisms introduced to encourage team building and peer coaching. The GCP Management Committee established in 2017 has evolved into a Strategic Committee in 2018, and supports the growth of the GCP team and its project portfolio in alignment with GCP strategic goals and values.  |
| 2 | There are many important and worthwhile potential commodity platforms around the world, but with limited resources GCP is unable to pursue all of them.  | 30/9/2014 | Strategic | Ongoing strategic discussions ensure that GCP’s resources are devoted to the most relevant projects, that new projects align with the GCP Strategy.  |
| 3 | It can be difficult to pursue to new projects without secured funding because there is a chance of becoming overextended as a programme, and it can be difficult to secure reliable funding from year to year given project cycle timing.  | 16/11/2018 | Financial | GCP has put in place a financial pipeline strategy that supports financial proposal development in early stages through proposal submission and approval. The GCP Strategic Committee advises and supports team members in which opportunities to prioritize, ensuring strategic alignment between future programming, current projects, and maintaining financial support.  |

1. **NEXT YEAR CHALLENGES (2019)**

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

1. **LESSONS LEARNED\***

Describir brevemente las lecciones aprendidas durante el año.

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| **No.** | **Description** | **Application** |
| 1 | Dialogue and trust are crucial to the successful establishment and implementation of national commodity platforms, and each is an ongoing process.  | Potential future platforms will depend on the groundwork laid by stakeholder engagement and dialogue at all levels, and existing platforms will be strengthened by continued work in this area.  |
| 2 | During the national commodity platform dialogue process, having more one-on-one formal and informal engagement with key stakeholders can expedite the relationship building process and the process of bringing key players together for multi-stakeholder dialogue.  | This lesson was learned in Indonesia, Papua New Guinea, and Liberia, indicating it is relevant to many cultural and political contexts. It already exists in the GCP platform guidance, but will be emphasized more during platform trainings and through support to platform coordinators.  |
| 3 | Engaging in a new context such as cashmere in Mongolia has opened up new partnership opportunities for GCP.  | There is a strategic risk to entering into a new context (country and commodity), but there are also opportunities that should be explored. Potential partners should be considered when assessing new opportunities.  |