



**PROJECT DOCUMENT**  
**Global Project**

**Project Title:** Green Commodities Programme: Phase II**Project Number:** 00123562**Implementing Partner:** N/A**Start Date:** 1 August 2021**End Date:** 31 July 2026**PAC Meeting date:** 28 July 2021

<b>Brief Description</b>
<p>Agricultural commodities are the engines of economic growth in rural areas of emerging markets where the majority of the world's poor live (FAO, 2019), but agricultural commodities are also at the heart of the global sustainability challenges the world must successfully confront in the next decade, as their demand continues to grow (for food, feed, raw materials and biofuel) as the world population increases, economies grow and diets change.</p> <p>In spite of some progress made through sustainable supply-chain initiatives<sup>1</sup>, 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. Addressing these challenges has the potential to deliver significant contributions to reducing rural poverty, while mitigating climate change through reduced deforestation and biodiversity loss. In many cases, far-reaching change in the way these commodities are produced and marketed is essential for maintaining nations' natural capital.</p> <p>There are several deficiencies in the overall enabling environment for sustainable commodity production that limit opportunities for sector-wide change, which can be grouped into the following six barriers:</p> <ol style="list-style-type: none"> <li>1. <i>Perverse policies and incentives constrain sustainable commodity production in developing countries</i></li> <li>2. <i>Limited knowledge and capacity for sustainable production practices</i></li> <li>3. <i>Lack of multistakeholder collaboration to address systemic change</i></li> <li>4. <i>Inadequate financial services for green commodity producers</i></li> <li>5. <i>Weak business case for green commodities</i></li> <li>6. <i>Limited opportunities for learning and knowledge-sharing between changemakers</i></li> </ol> <p>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.</p> <p>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 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.</p> <p><u>Output 1:</u> Strengthened potential of Collaborative Action initiatives and projects to bring about systemic shifts to sustainable commodity production.</p> <p><u>Output 2:</u> Programmes and projects in priority commodity sectors strengthened in terms of technical quality, systems thinking, and innovation.</p>



<sup>1</sup> Food and Agriculture Organization of the United Nations (2018): "Transforming Food and Agriculture To Achieve the SDGs", FAO, Rome Italy. See: <http://www.fao.org/3/i9900en/i9900en.pdf>

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

The expected results will contribute to the UNDP Strategic Plan (SP) 2018-2021 outcomes “eradicate poverty in all its forms and dimensions” and “accelerate structural transformations for sustainable development”, adapting, as a minimum, signature solutions #1 “Keeping people out of poverty” and #4 “Promote nature-based solutions for a sustainable planet”<sup>2</sup>.

They will also contribute to all three results outlined in the UNDP Food and Agricultural Commodity Systems (FACS) strategy for 2020-2030, i.e.:

1. Sustainable production landscapes and jurisdictions upscaled;
2. Food and agricultural commodity supply chains transformed to become more sustainable;
3. All members of vulnerable households and smallholder producers empowered to become more resilient, attain food security and pursue healthy, sustainable livelihoods.

<p><b>Contributing Outcomes (UNDP SP 2018-2021 IRRF)</b></p> <p>Outcome 1: Advance poverty eradication in all its forms and dimensions.</p> <p>Outcome 2: Accelerate structural transformation for sustainable development.</p> <p><b>Indicative Output(s) with gender marker<sup>2</sup>:</b></p> <ol style="list-style-type: none"> <li>1. Strengthened potential of Collaborative Action initiatives and projects to bring about systemic shifts to sustainable commodity production (Pillar 1: Collaborative Action) [GEN2].</li> <li>2. Programmes and projects in priority commodity sectors strengthened in terms of technical quality, systems thinking, and innovation (Pillar 2: Advisory Services) [GEN2].</li> <li>3. Strengthened knowledge exchange among Green Commodity Community members, promoting uptake of MSCSFC and other relevant approaches and tools for sustainable commodity sectors (Pillar 3: Community of Practice) [GEN2].</li> </ol>	<b>Total resources required (USD):</b>	15.000.000		
	<b>Total resources allocated (USD):</b>	8.296.722 <sup>3</sup>		
		<b>UNDP TRAC:</b>		
		<b>Donor:</b>		
		<b>SECO (12397)</b>	3.620.326	
		<b>WORLD BANK</b>	4.237.401	
		<b>MONDELEZ (12364)</b>	104.858	
		<b>UNDP (00012)</b>	188.471	
	<b>IKEA (12125)</b>	145.696		
	<b>Government:</b>			
	<b>In-Kind:</b>			
	<b>Unfunded (USD):</b>	6.703.278		

Agreed by:

UNDP
<i>Haoliang Xu</i>
Haoliang Xu, Director, Bureau for Policy and Programme Support
Date: August 4, 2021

<sup>2</sup> This paragraph and other references to the UNDP SP 2018-2021 will be updated once the UNDP SP 2022-2025 and related IRRF will be finalized and made available.

<sup>3</sup> Remaining funds from Green Commodities Phase II Project Initiation Plan, Award 00123562 of approximately USD 1.938.959 are included in the calculation and will be transferred to this project once approved. Open commitments under the Green Commodities Phase II Project Initiation Plan of approximately USD 139.918 will be transferred to this project.

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## TABLE OF CONTENTS

I. Development Challenge .....	4
II. Strategy .....	7
III. Results and Partnerships .....	11
IV. Project Management .....	25
V. Results Framework.....	27
VI. Monitoring And Evaluation .....	31
VII. Multi-Year Work Plan .....	34
VIII. Governance and Management Arrangements .....	41
IX. Legal Context.....	43
X. Risk Management.....	43
XI. Annexes .....	46
Annex 1: Project quality assurance report.....	47
Annex 2: Social and environmental screening .....	58
Annex 3: Risk analysis.....	68
Annex 4: Gender action plan.....	73
Annex 5: Terms of reference.....	75

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## I. DEVELOPMENT CHALLENGE

Agricultural commodities are the engines of economic growth in rural areas of emerging markets where the majority of the world's poor live<sup>4</sup>, but agricultural commodities are also at the heart of the global sustainability challenges the world must successfully confront in the next decade. Due to a growing world population, economic growth and changing diets, the demand for agricultural commodities (food, feed, raw materials and biofuel) is expected to increase sharply over the next decades. For instance, according to the FAO, the world's population is projected to increase from around 7.6 billion today to close to 10 billion people by 2050 and the corresponding global demand for food – estimated to grow by 50 percent during this period – is placing enormous pressure on the way we use productive land, particularly in developing countries<sup>5</sup>.

Most agro-commodity sectors are plagued by production practices that lead to substantial pressure on ecosystems, generate negative social impact, and fail to improve the livelihoods of rural households. Environmentally, poor production practices contribute to deforestation (with 73% of tropical deforestation driven by agriculture<sup>6</sup>), biodiversity loss, carbon emissions (with more than a quarter of global GHG emissions linked to agriculture), soil erosion, depletion of water resources (with agriculture accounting for 70% of water use) and contamination from agrochemicals. Socially, agriculture fails to provide a safe working environment for millions of workers and their families, acceptable labour rights, dignified living conditions and access to basic services like health and potable water. These impacts tend to be greater on women, who experience a disproportionate burden of unpaid care and domestic work and tend to be a greater percentage of the informal workers in the agriculture sector<sup>7</sup>. Economically, smallholder farmers are held in poverty due to low productivity and product quality. The expansion of commodity production, while potentially promoting job creation and food security, many times leads to displacements of rural populations<sup>8</sup>. Additionally, unsustainable commodities production may also disrupt food availability, reducing access to food and affecting food quality and nutrition.

There is compelling evidence that unsustainable natural resource management leads to increased poverty, as shown – for instance – by the fact that even if the value of agricultural crop production (\$2.6 trillion in 2016) has increased by about 300% since 1970, land degradation has also increased, reducing productivity in 23 per cent of the global terrestrial area, and pollinator loss is exposing the Between \$235 billion and \$577 billion in annual global crop output to further production decrease risks<sup>9</sup>.

This is why, within the agricultural sector, a focus on commodity production and in particular on building a more integrated approach between productivity and natural resource sustainability at the farm level and along the supply chain, can make a major difference to rural development and environmental conservation.

### **Barriers to achieving the institutionalization and upscale of sustainable commodity sectors.**

In spite of progress made through sustainable supply-chain initiatives, there are several deficiencies in the overall enabling environment for sustainable commodity production that limit opportunities for sector-wide

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<sup>4</sup> Food and Agriculture Organization of the United Nations et al. (2019): “The State of Food Security and Nutrition in the World, 2019: Safeguarding Against Economic Slowdowns and Downturns”, FAO, Rome Italy. See: <http://www.fao.org/3/ca5162en/ca5162en.pdf>

<sup>5</sup> Food and Agriculture Organization of the United Nations et al. (2018): “The State of the World's Forests (SOFO)”, FAO, Rome Italy. See: <http://www.fao.org/documents/card/en/c/I9535EN/>

<sup>6</sup> FAO and UNEP (2020): “The State of the World's Forests 2020. Forests, biodiversity and people”. Rome. <https://doi.org/10.4060/ca8642en>.

<sup>7</sup> Bonnet, Florence, Joann Vanek and Martha Chen. 2019. Women and Men in the Informal Economy – A Statistical Brief. Manchester, UK: WIEGO.

<sup>8</sup> FAO, IFAD, IOM, WFP (2018): “The Linkages between Migration, Agriculture, Food Security and Rural Development”. Rome. <http://www.fao.org/3/CA0922EN/CA0922EN.pdf>.

<sup>9</sup> Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (2019): “The Global Assessment Report on Biodiversity and Ecosystem Services”, IPBES secretariat, Bonn, Germany. See <https://ipbes.net/global-assessment>.

change, particularly regarding good governance and the adequacy, alignment and effectiveness of policies, regulations and laws and their enforcement systems, accessible financial products, and extension services for producers. Below are the key barriers commodity supply chains face in scaling up and mainstreaming environmental, social, and economic sustainability.

**Barrier 1:** *Perverse policies and incentives constrain sustainable commodity production in developing countries*

The economic reliance of governments on export trade of commodities has motivated an array of policies meant to boost agricultural production, including permitting drastic expansion of production areas that accelerates the conversion of natural habitat, and subsidies of agro-chemicals, which are often used incorrectly, contaminate production ecosystems and pose a threat to human health.

**Barrier 2:** *Limited knowledge and capacity for sustainable production practices*

Agricultural commodity producers from developing countries and emerging economies have limited access to international market information, agricultural research, training, or capacity development services that may assist with their sustainable adoption of environmental practices. Most public-private partnership initiatives provide farmer training from time-limited projects and fail to establish permanent structures or capacity.

**Barrier 3:** *Lack of multistakeholder collaboration to address systemic change*

Agricultural commodities are part of a complex global system. As a consequence, any attempt to tackle the issues in commodity production must address multiple aspects together. Whole-system approaches recognise that a system is made up of multiple, complex, inter-related parts – too complex to ever fully understand. All interventions have unanticipated consequences that cannot be predicted. Therefore, a systemic approach pays close attention to the impact of different interventions and allows for on-going adjustments and course corrections as the system dynamics change. It must also recognize the interactions between all the different players involved and the fact that no single actor can successfully change the system, and hence the need to work in a collaborative manner through a process of multi-stakeholder collaboration. Such a process is defined as interactive learning, empowerment and participatory governance that enables stakeholders with interconnected sustainability problems and ambitions, but often differing interests, to be collectively innovative, resilient and adaptive when faced with the emerging risks, crises and opportunities of a complex and changing environment. In a nutshell, there is a need for a Multi-Stakeholder Collaboration For Systemic Change (MSCFSC) approach to transform the commodity sector.

**Barrier 4:** *Inadequate financial services for green commodity producers*

Many commodity producers are small or medium scale landowners or tenants who assume the majority of the risk involved in production. This is particularly relevant for women producers, who either do not have land tenure rights or, when they do, their plots tend to be smaller and of lower quality than men's<sup>10</sup>. While there exist some informal financial services to commodity producers (informal credit and lending), there are limited financial services (loans, equity, insurance, etc.) within rural areas of these countries, and this limits the ability of producers to invest in innovative sustainable systems. Banks are hesitant to take on risks associated with the agricultural sector and their risk aversion is higher for green production (e.g. organic food production). Hence credit availability is limited and expensive. Until this barrier is overcome, large-scale farming practices transformation will be limited. Banks will need more guidance, market information, results from pilot profitable enterprises and risk-sharing financial instruments. Partnerships with national development banks, which have more development- and less profit-driven goals will likely be a practical step towards full engagement of the commercial banking sector in developing countries, and hopefully towards the design of innovative financial instruments that can suit commodity producers. Additionally, having clear purchasing policies, from both the private and public sectors, and buying agreements between producers and traders will also increase bank comfort with such lending. Finally, as climate change is increasingly

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<sup>10</sup> FAO, IFAD and WFP, 2020. Rural women and girls 25 years after Beijing: critical agents of positive change. Rome.

affecting agriculture production, it is important for producers to safeguard their investments through insurance products that are often lacking or not well developed.

**Barrier 5:** *Weak business case for green commodities*

Good economic and business arguments promoting a shift towards sustainable agriculture, fishing, aquaculture and livestock practice still need to be made on a case-by-case basis. Unless this can be made at their level, producers will not change practices. The additional investments required for certification and auditing of sustainable standards compliance by producers is seen as a cost, which may not be recovered in its entirety. In theory, certifying a commodity should be advantageous in terms of premium paid or market access when compared to non-certified products; however, this is not always the case because price fluctuations, and demand pressures result in the same price being paid to certified and non-certified commodities alike due to limited access to premium markets, thereby restricting the confidence of producers on sustainability standards for sustainable income and growth. Improved productivity and quality, more sustainable/longer term contractual relationships with off-takers, rather than just prices are important to improve the business case.

**Barrier 6:** *Limited opportunities for learning and knowledge-sharing between changemakers*

Unsustainable production of agricultural commodities affects many outcomes across the social, economic, and environmental dimensions of development, causing land degradation, water depletion, carbon emissions, low productivity which in turns can affect livelihood and food security, and ultimately health hazards due to the use of pesticides and fertilizers. These issues are tackled through a complex landscape of interventions which are often acting in silos, lacking integration and direction. Practitioners around the globe are disconnected from each other, and lack opportunities for learning and sharing best practices around agricultural commodity systems transformation, resulting in significant limits to the adoption and scale-up of effective solutions and approaches.

## II. STRATEGY

As a key contributor to the implementation of the UNDP Food and Agricultural Commodity Systems (FACS) strategy 2020-2030, the UNDP Green Commodities Programme (GCP) has developed a Theory of Change (ToC) aimed at addressing the development challenge outlined in the previous section, based on the learnings of over 10 years of programming to improve the sustainability of agricultural commodity systems. As such, the latter are the very centre of the ToC, which is presented in Figure 1 below.

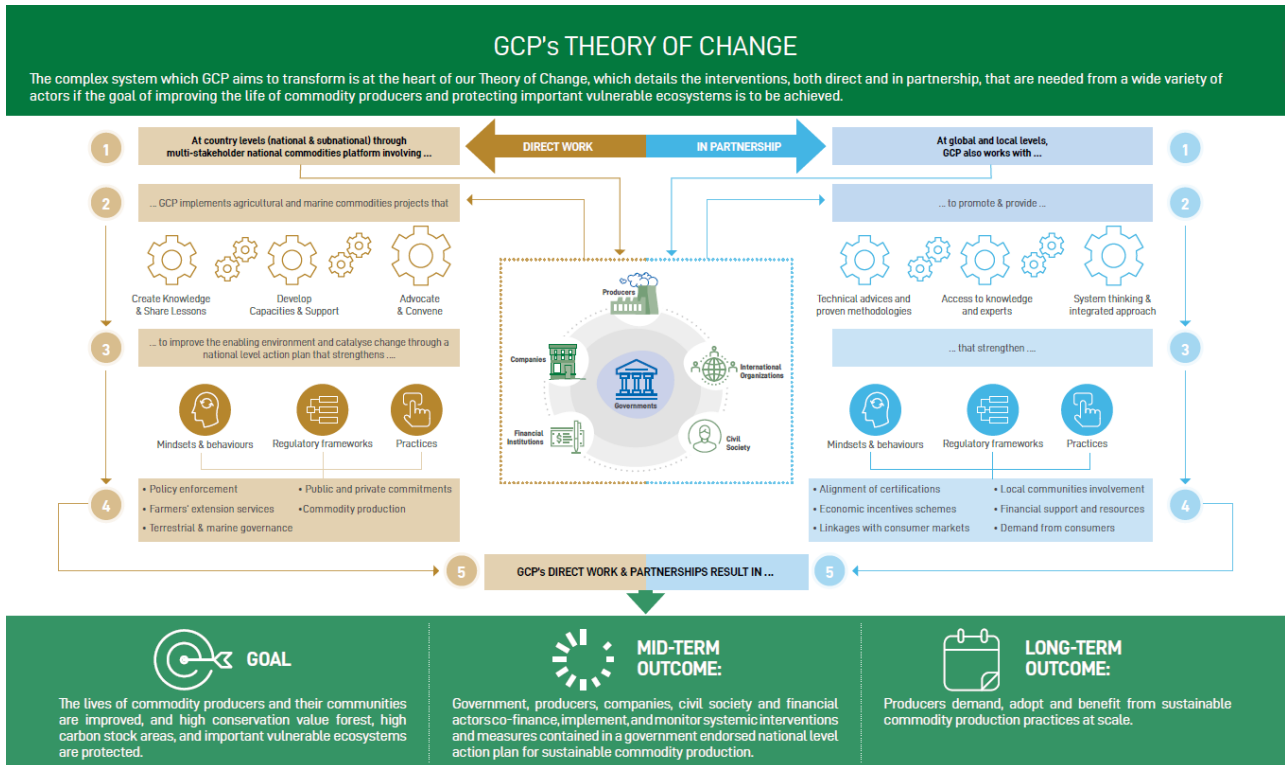


Figure 1: The Theory of Change of the Green Commodities Programme.

Through years of work in support of the above ToC with a wide range of partners including governments, the private sector, CSOs, and development actors, the GCP has facilitated the development of a shared vision on many of the key changes that are needed to overcome the barriers presented in section I and promote the sustainable development of agricultural commodity systems, which include:

1. Governments adopt, monitor and enforce a strong and consistent regulatory framework for sustainable commodity production and the management of terrestrial and marine areas (policy reform; land use management);
2. Producers in commodity-producing landscapes and jurisdictions demand, adopt and benefit from sustainable practices at scale (through economic and financial incentives);
3. Government, companies, and development partners strengthen and finance the coordinated implementation of targeted small producers support systems (capacity building).

As shown in Figure 1, the actions of the diverse stakeholders working towards this shared vision will be key enablers of success.

However, in the experience of GCP much improvement is needed in the ways of working in order to get there. That is why, starting from an initial focus on national commodity platforms, GCP has evolved a broader and deeper set of approaches to multi-stakeholder collaboration for systems change (MSCFSC) in agricultural commodity systems. These include:

- Focusing on the *how* of system change at least as much as on the *what*, through promoting principled and skilled facilitation, and capacity building on MSCFSC for sustainable agricultural commodity systems;
- Engaging all relevant stakeholders from across the system (at global, national and local level) in an inclusive and gender responsive manner;

- Increasing connectivity across the system, through creating and supporting dialogue spaces (see Collaborative Action, and the Community of Practice) and the provision of skilled advice;
- Working with the energy in the system, understanding where there is potential for change and ripple effects
- Working more with emergence and less with predefined outcomes and engaging in continuous reflection for adaptive management;
- Acknowledging and working with existing power dynamics and conflict to address systemic issues and inequalities (including those between women and men in the economic, social and political spheres);
- Promoting the adoption of system mapping, scenario planning and other relevant tools and concepts as a way for change agents to embrace the complexity of the system they seek to transform.

The **strategy of the GCP is now centred around strengthening the networks of actors, projects and programmes utilizing such MSCFSC approaches for individual and collective action in agricultural commodity systems**. Through facilitating and supporting dialogue processes, providing expert advice, and facilitating knowledge exchange, the Green Commodities Programme is directly targeting barriers #2, 3, and 6 (from section I) – which were identified as the ones with the highest transformative potential, including to address the other remaining barriers. Addressing these barriers allows the programme to focus on the deep leverage points of agricultural commodity systems (see section IV), so to maximize impact for the investment.

This approach allows the GCP to leverage and advance the positioning of UNDP as integrator and catalyser of the sustainable development agenda, as well as the comparative advantage of the organisation as a trusted partner of governments, private sector and civil society in 170 countries and territories.

Within this broader organizational context, and with over 10 years of experience in more than 15 countries, GCP has developed a team, network, understanding and track record of results in relation to advancing change in the agricultural commodity systems through Collaborative Action. This gives UNDP GCP a clear niche and contribution towards agricultural commodity systems transformation. Based on the findings of a recent study underpinning the development of the new programme strategy (2021-2023), the GCP is recognized as adding unique value as:

- A neutral convener and facilitator;
- A network builder of government, private sector, development partners working to transform food and agricultural commodity systems;
- Having deep insight and potential for deep influence into commodity systems;
- Having MSCFSC expertise (including on systems thinking, co-creation, and individual development).

By leveraging the above values, the program will contribute to the achievement of an overarching goal (with an associated intermediate outcome indicator in the results framework) through the delivery of three outputs – each under the responsibility of an associated work pillar. The overarching programme goal is that “Government, producers, companies, civil society and financial actors co-finance, implement, and monitor systemic interventions and measures for sustainable commodity production”<sup>11</sup>. The three outputs (with associated pillars) are:

1. Strengthened potential of Collaborative Action initiatives and projects to bring about systemic shifts to sustainable commodity production (Pillar 1: Collaborative Action) [GEN2].
2. Programmes and projects in priority commodity sectors strengthened in terms of technical quality, systems thinking, and innovation (Pillar 2: Advisory Services) [GEN2].
3. Strengthened knowledge exchange among Green Commodity Community members, promoting uptake of MSCFSC and other relevant approaches and tools for sustainable commodity sectors (Pillar 3: Community of Practice) [GEN2].

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<sup>11</sup> Note that this is an extension of the mid-term outcome outlined in the ToC presented in Figure 1, aligned with the programmatic shift of focus from government-owned multi-stakeholder platforms to wider MSCFSC.



Pillar 1 (Collaborative Action) focuses on supporting a range of MSCFSC platforms and dialogues through mobilizing funds, engaging stakeholders, generating evidence, and building leadership capacity.

Pillar 2 (Advisory Services) is centred on providing technical, system and innovation advisory services to Country Offices and partners for agricultural commodity system transformation initiatives falling outside of the Collaborative Action platform and dialogues.

Pillar 3 (Community of Practice) promotes “learning through sharing” and builds connectivity between practitioners and change makers working on sustainable commodities.

The three pillars are managed in an integrated way to deliver a coherent programme and strengthen networks to drive change. Each pillar acts as a portfolio of related initiatives and operates under the leadership of a pillar lead who manages the portfolio over time. Additionally, the programme counts on a Country Impact Lead (CIL), who focuses on ensuring that the appropriate links to country-level work are established within each pillar, and that global activities remain relevant to serve the needs of Country Offices (COs) and teams, including through promoting increased participation of the latter in global activities. This will also ensure the ability of the programme to facilitate the delivery of strong technical outcomes aligned with the ToC, including on integrated landscape management, policy reform, economic incentives, and the strengthening of farmer support systems and capacities for sustainable production. Strong attention will be put on ensuring resilience through these outcomes, including through promoting climate smart agriculture. The resilience of agricultural commodity sectors will be also explored in depth under pillar 3.

The approach of the GCP is guided by human rights, and specifically by the right to an adequate standard of living [UDHR art. 25; ICESCR art. 11; CRC art. 27], equal rights of women in economic life [CEDAW arts. 11, 13, 14(2)(g), 15(2), 16(1)], the right to adequate food and safe drinking water [UDHR art. 25; ICESCR art. 11; CRC art. 24(2)(c)], the right of all peoples to development and international cooperation, including with the purpose of “improv[ing] methods of production (...) and distribution of food (...) in such a way to achieve the most efficient development and utilization of natural resources” [UDHR art. 28; ICESCR arts. 2(1), 11(2); CRC art. 4; CRPD art. 32(1); DRtD arts. 3-5], the right to just and favourable conditions of work [ICESCR art. 7; CEDAW art. 11], the right to equality and non-discrimination [UDHR art. 2; ICESCR art. 2(2); ICCPR arts. 2(1), 26; CERD art. 2(2); CEDAW art. 2; CRC art. 2; CRPD art. 5; CMW art. 7; DRtD art. 8(1)], the right to participate in public affairs [UDHR art. 21; ICCPR art. 25; CEDAW art. 7; ICERD art. 5; CRPD art. 29; DRtD art. 8(2)], the right of all people to freely dispose of their natural resources [ICCPR, ICESCR art. 1(2)] and the right of all peoples to self-determination [ICCPR, ICESCR art. 1(1); DRtD art. 1(1)]. Any potential adverse impacts on enjoyment of these or other human rights were rigorously identified and assessed as relevant through the SESP (Annex 2), and appropriate mitigation and management measures were crafted and incorporated into project design.

While not all outputs are specifically geared to promote gender equality, gender issues are fully integrated into all dialogue, training, and capacity development activities. Participatory gender analyses will be promoted whenever relevant (e.g., to complement stakeholder analyses for dialogue processes under the Collaborative Action pillar) in acknowledgement of the fact that the programme works across multiple commodity sectors, countries and communities, each with their own complex social structures and gender roles and inequalities. A gender action plan was developed and can be consulted in Annex 4.

Beyond gender mainstreaming, the programme promotes meaningful participation of target groups as stakeholders across all outputs, with a specific focus on ensuring representation and the full and effective participation of discriminated and marginalized populations (including women, youth, indigenous peoples, and poor and vulnerable population) so to live up to the spirit of a full MSCFSC approach. An Age, Gender and Diversity (AGD) approach is applied systematically to direct data collection exercises and otherwise promoted, in support of inclusive programming.

Expected results (presented in detail in section III) are aligned with the development settings “*Eradicate poverty in all its forms and dimensions*” and “*Accelerate structural transformations for sustainable development*” in the UNDP Strategic Plan (SP) 2018-2021, and will contribute to their related outcomes in the UNDP SP 2018-2021 Integrates Results and Resources Framework (IRRF), i.e. outcome 1 “*Advance*

*poverty eradication in all its forms” and outcome 2 “Accelerate structural transformations for sustainable development”. This will be done through adapting signature solutions #1 “Keeping people out of poverty” and #4 “Promote nature-based solutions for a sustainable planet” to the contexts in which the programme operates, to deliver on the following UNDP SP 2018-2021 IRRF outputs:*

1.4.1. Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

2.1.1. Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth.

2.4.1. Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.

The relevant output indicators are integrated in the programme results framework, which can be consulted in section V.

Additionally, the GCP will also be a key contributor to the delivery of all three results outlined in the [UNDP FACS strategy 2020-2030](#), i.e.:

1. Sustainable production landscapes and jurisdictions upscaled;
2. Food and agricultural commodity supply chains transformed to become more sustainable;
3. All members of vulnerable households and smallholder producers empowered to become more resilient, attain food security and pursue healthy, sustainable livelihoods.

### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

As mentioned in the previous section, the Green Commodities Programme has one programmatic goal and three outputs corresponding to three pillars of work.

The programmatic goal (mid-term outcome) is that ***Governments, producers, companies, civil society and financial actors co-finance, implement and monitor systemic interventions and measures for sustainable commodity supply chains.***

The three outputs are the following (with relevant pillar indicated in brackets):

1. Strengthened potential of Collaborative Action initiatives and projects to bring about systemic shifts to sustainable commodity production (Collaborative Action).
2. Programmes and projects in priority commodity sectors strengthened in terms of technical quality, systems thinking, and innovation (Advisory Services).
3. Strengthened knowledge exchange among Green Commodity Community members, promoting uptake of MSCSFC and other relevant approaches and tools for sustainable commodity sectors (Community of Practice).

Through unlocking multi-stakeholder gender responsive transformative action for improved enabling environments for sustainable commodity sectors - via policy reform and improved enforcement, improved economic and financial incentives, and producers capacity building - the abovementioned results are expected to contribute to the following outcomes of the Integrated Results and Resources Framework (IRRF) of the UNDP Strategic Plan (UNDP SP), 2018-2021:

- Outcome 1: Advance poverty eradication in all its forms
- Outcome 2: Accelerate structural transformations for sustainable development

The expected results of the Green Commodities Programme 2021-2026 are linked to signature solutions and specific outputs under each of the relevant UNDP SP outcomes in the following tables.

*Table 1, Outcome 1: Advance poverty eradication in all its forms – relevant signature solutions and outputs.*

<b>Signature solution</b>	<b>Output</b>
#4 Promote nature-based solutions for a sustainable planet	1.4.1. Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

*Table 2: Outcome 2: Accelerate structural transformations for sustainable development – relevant signature solutions and outputs.*

<b>Signature solution</b>	<b>Output</b>
#1 Keeping people out of poverty	2.1.1. Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth <sup>12</sup> .
#4 Promote nature-based solutions for a sustainable planet	2.4.1. Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources <sup>13</sup> ,

<sup>12</sup> Includes oceans and marine ecosystems, forests, biodiversity and ecosystems, land, and chemicals and waste.

<sup>13</sup> Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

	in line with international conventions and national legislation.
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Applicable outcome and output indicators are reported and embedded in the Results Framework of the programme, which can be consulted in [section V](#).

### **Output 1. Collaborative Action**

Multi-stakeholder platforms and transformational dialogues are participatory approaches that enable stakeholders with common sustainability problems and distinct interests to align and collectively learn, innovate, and act upon a complex and changing environment. In a nutshell they are means to the end of collaborative action for agricultural commodities systems transformation.

National Commodity Platforms were GCP's signature methodology for the past decade. GCP is now upgrading this methodology to integrate learnings and the MSCFSC principles outlined in the strategy section. The methodology has also expanded the range of models being used to include sub-national systems, dialogues with shorter time-horizons, and models focused on a sub-set of issues compared to the original platforms. This diversification of models enables GCP to match the approach with the context and needs of stakeholders to deliver higher-quality MSCFSC for the sustainable development of agricultural commodity systems.

Work under this pillar will support a range of MSCFSC platforms and dialogues for sustainable agricultural commodities through mobilizing funds, engaging stakeholders and experts, promoting effective monitoring and building skills and leadership capacity. Engagement is currently envisioned in platforms and dialogues in Paraguay (beef), Indonesia (palm oil), Peru (coffee) and Mongolia (cashmere), with aims for a sustainable growth of the portfolio, and through initiatives such as "Value Beyond Value Chains" to promote private and public sectors' involvement in landscape and jurisdictional approaches. Over the next years, 80% of the Collaborative Action pillar's attention will be on country level work to maximize impact. Work at a global level will be very targeted with potential for widescale country impact.

The related target will be for supported platforms and dialogues to design and implement 30 agreements/commitments<sup>14</sup> by 2026 with the potential to bring about systemic change to sustainable food, agriculture and commodity production.

Additional targets are set in the results framework to capture contributions to the UNDP SP 2018-2021 IRRF outputs 2.1.1. and 2.4.1.

Participatory gender analyses are encouraged to complement stakeholder analyses for multi-stakeholder platforms and dialogues and have been conducted in most existing settings in a basic form. An Age, Gender and Diversity (AGD) approach is applied systematically to direct data collection exercises and otherwise promoted, in support of inclusive programming.

Work under this pillar is expected to lead to the following activity results:

- 1.1. Increased financing catalysed into existing and future platforms and dialogues;**
- 1.2. Increased effectiveness of platforms & dialogues through strengthened facilitation and capacity building** to existing and future teams operating as backbone support to collaborative action initiatives.
- 1.3. Outcome monitoring framework developed and institutionalized;**
- 1.4. Enabled in-country activities.**

#### Activity Result 1.1. Increased financing to catalyse impact of existing and future platforms and dialogues

The Pillar Lead will engage with the GCP team in sustained efforts to increase the financing available to initiatives in its portfolio in collaboration with other pillars. This is essential to ensure quality work and support and impact. The main focus of the work over the next 5 years will be on strengthening the existing portfolio's ability to have impact in country, rather than expanding it. Sources of funding include donor funds

<sup>14</sup> Agreements and commitments including public and corporate policies, action plans, etc.

and domestic sources of funding, which will need to be tracked thoroughly through the establishment of an appropriate system.

The following activities are envisioned:

**1.1.1. Fundraising** – including through increased engagement of country offices and private sector actors

**1.1.2. Scope new opportunities in existing platforms and dialogues & funding for expansion of portfolio.**

Activity Result 1.2. Increased effectiveness of platforms & dialogues through strengthened facilitation and capacity building

This is the main line of work of the Collaborative Action (CA) pillar, which will be focusing on delivering quality support to existing and future teams operating as backbone support to collaborative action initiatives on the ground through capacity building, networks, advice and coaching.

The following activities are envisioned:

**1.2.1. Development and rollout of guidance material** – including through timely adaptations of the collaborative action methodology to integrate learnings from application.

**1.2.2. Training and coaching advisors and project teams**– including encouraging learning across platforms in the same or different countries and connecting with other opportunities in UNDP.

**1.2.3. Build capacity and engagement of country offices, projects teams, regional advisors** – through an outreach and upskilling plan that is delivered in collaboration with the other pillars.

**1.2.4. Running dialogues** – such as for the International Coffee Organization, in Peru.

**1.2.5. Development of gender responsive inclusion protocols and measures**, as planned in the Gender Action Plan (annex 4).

Activity Result 1.3. Outcome monitoring framework developed and institutionalized

Activities identified to achieve the above activity result will focus on gathering insights into what is or is not working in the multistakeholder platform methodology roll-out as well as allowing to capture emerging opportunities. Learnings will support the continuous adaptation of the collaborative action methodology, feed the development of knowledge products and communication material to be used for fundraising (under 1.1.), and will support the programme in building and demonstrating the case for MSCFSC for sustainable agricultural commodity sectors.

Activities here include:

**1.3.1. Development of outcome monitoring framework**, allowing the programme to work more with emergence and less with predefined outcomes (in line with a whole system approach), potentially building on the work carried on by the UNDP Strategic Innovation Team; the framework will allow the GCP to systematically investigate and document results obtained through the application of the MSCFSC approach in Collaborative Action initiatives and projects. It will also allow to track and empower emerging transformational opportunities. The framework is expected to be shaped around (i) a self-assessment tool which should be applied systematically – as recommended in the Terminal Evaluation of the GEF-funded Proyecto Paisajes de Producción Verde (Green BAAPA), and (ii) a deeper external assessment to be conducted on an annual basis.

**1.3.2. Capacity-building and support for implementation of outcome monitoring framework in GCP-supported platforms and dialogues:** strengthen insights into what works and does not; strengthen sharing among platforms; share knowledge externally.

**1.3.3. Development and dissemination of case studies and fundraising products around methodology/successes** – building the case for MSCFSC, based on learnings from application of the MSCFSC measuring framework. This also includes the development of thought leadership articles and blogs around systems thinking and MSCFSC for sustainable commodities.

Activity Result 1.4. Enabled in-country activities

Funds are channelled through the CA pillar to country activities, funding platforms and dialogues resourcing and operations. Currently country work is resourced for Indonesia and Peru. The SECO agreement can be

consulted for more details on Expected Results, Indicators, Targets and timeline for work in those countries. Each new country to be supported or additional work to be supported in existing country will develop a detailed results framework, and multi-year workplan for proper results-based management.

#### **1.4.1. Platform and dialogue operations.**

##### **Output 2. Advisory Services**

Over the past several years, GCP has been experimenting with ways to bring gender responsive and inclusive MSCFSC approaches to a broader range of projects and programmes addressing the sustainability challenges of agricultural commodities. This has led to a creative emergence of new opportunities, but the role of GCP in these has not always been clear.

Moving forward, GCP will focus on helping others to catalyse, develop, and implement MSCFSC programmes and projects for sustainable commodities, aiming to influence a broad range of initiatives with a small staff and maintaining a clear programme focus. This will likely include a mix of engagements ranging from a few days of informal input and guidance to multi-month processes where GCP is facilitating programme and project scoping and design processes.

This Advisory Services (AS) Pillar will focus 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 to global, regional and Country Offices projects and programmes, as well as those of partners (including UN agencies) for processes falling outside of the Collaborative Action platform and dialogues in Pillar 1. Advisory to the broader FACS practice may also be provided on a case-by-case basis. The pillar's dynamic and evolving portfolio is currently including, among the others, a portion of the activities funded under FOLUR and SECO, a shea project in Ghana, and cocoa projects in Ghana and Ivory Coast.

An initiative pipeline will be maintained to ensure systematic application of a portfolio approach.

The team will need to balance between promoting new ideas and ways of working and making sure there is sufficient demands and potential for uptake to have real influence with partners. It will also be necessary to balance working upstream on large programme design (e.g. with GEF, GCF, and large bilateral programmes) with potential for great impact, with work to shape programmes with nearer term implementation. One aspect of this will be effectively managing the existing commitments of the advisory team, including by pivoting or reducing roles where possible to avoid being locked in to low-leverage work.

Work under the advisory pillar is expected to bring about the following 4 activity results:

**2.1. Improved advisory model for the provision of timely technical, system and innovation advice to Country Offices and programme countries;**

**2.2. Quality technical, system and innovation advice delivered and strengthened adaptive learning capabilities on existing advisory commitments;**

**2.3. Existing and new MSCFSC tools developed and promoted;**

**2.4. Strengthened internal UNDP capacities and integrated approach on MSCFSC.**

##### **Activity Result 2.1 Improved advisory model for the provision of timely technical, system and innovation advice to Country Offices and programme countries**

This workstream will aim to review GCP's current advisory model and upgrade the service offer to UNDP Country Offices. This implies strengthening the current advisory practice and ensuring flexible ways of engagement, which will require GCP to raise funds for senior advisors to work with more agility in an integrated manner. Raising these funds is most likely to come from existing donors or those already supporting of MSCFSC approaches, including in the context of food and agricultural systems transformation. This workstream will be delivered in a coordinated way with the 2 other pillars, and through the following activities:

**2.1.1 Review of existing model with team of advisors;**

**2.1.2 Analysis of market for technical, system and innovation advisory, consultation with country office and partners;**

- 2.1.3 Cocreation of future model with team of advisors;**
- 2.1.4 Upgrade service offer to Country Office;**
- 2.1.5 Development of fundraising building block/pitch for upgraded GCP service offer;**
- 2.1.6 Donor outreach;**
- 2.1.7 Proposal development.**

Activity Result 2.2. Quality technical, system and innovation advice delivered and strengthened adaptive learning capabilities on existing advisory commitments

The Advisory Services team will be providing technical, system and innovation advice on economic incentives, policy reform, sustainable land use planning and management, and farmer support services for sustainable agricultural commodity sectors to projects, programmes, and partners in the initiative pipeline. Whenever relevant, a strong MSCFSC approach will be prioritized.

Activities will include:

- 2.2.1. Provision of timely system, technical and innovation advice to initiatives, projects and programmes in the pillar portfolio, including support to project teams during implementation**
- 2.2.2. Virtual hackathons organised at regional or sub-regional levels to develop innovative solutions to most commonly identified extension challenges reported by FOLUR country projects;**
- 2.2.3. Group sensemaking/reflections/peer coaching with group of advisors;**
- 2.2.4. Adaptive learning discussions;**
- 2.2.5. Advisor deployment coordination;**
- 2.2.6 Country impact discussions.**

Under FOLUR, this also includes UNEP FI-led engagement with financial Institutions, high-level forums with banks and investors to better understand the gaps to finance value chain opportunities and promote the development of innovative green instruments to support sustainable producers, and capacity building provided to domestic banks, central banks, investors and trade finance actors to enhance their risk management processes and financing innovation. And the WWF-led delivery of 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.

Activity Result 2.3. Existing and new MSCFSC tools developed and promoted

This workstream centres on identifying and developing the most relevant MSCFSC tools for sustainable agricultural commodity sectors to help advisors with direction and otherwise strengthen existing tools and promote their integration in new projects through influencing their design.

The following activities are envisioned:

- 2.3.1. Develop and maintain a list of curated MSCFSC tool and MSCFSC case studies to serve projects and programmes in the pillar portfolio;**
- 2.3.2. Strengthen and promote [existing MSCFSC tools](#) (e.g. CALI, farmer support systems tool, TSA);**
- 2.3.3. Develop new MSCFSC tools as needed and processes to guide advisors in design and implementation of MSCFSC projects for sustainable agricultural commodity sectors.**

Activity Result 2.4 Strengthened internal capacities and integrated approach on MSCFSC

This workstream aims to develop capacities on collaboration, innovation and leadership in targeted UNDP teams following the principles of MSCFSC. This work will be delivered in a coordinated way with the other pillars. The following activities are envisioned:

- 2.4.1 Institutional integration/partnerships with other UNDP teams working on system transformation (Strategic innovation, SDG integration, Accelerator Labs, etc.);**
- 2.4.2 Act as an integrator across GCP pillars and ensure programmatic/portfolio approach;**
- 2.4.4 Internal skill building/onboarding for advisors and broader GCP team;**

## 2.4.5 System leadership training for relevant GCP and FACS practice team members.

### **Output 3. Community of Practice**

The Green Commodities Community (GCC) connects practitioners from government, civil society, and business engaged in the transformation of commodity sectors. The GCC builds on and promotes the MSCFSC approach and other relevant tools of GCP and provides a safe and stimulating learning space for members to openly exchange stories, successes, challenges, failures, ideas, and solutions across regions, supply chains and commodities. It will be playing a key role in support to the implementation of UNDP's FACS strategy and within the [Food Systems, Land Use and Restoration \(FOLUR\)](#) Impact Program's Global Platform.

As the programme pivoted towards a focus on MSCFSC, the GCC will need to evolve purposefully to service two distinct audiences. First, it will need to continue strengthen its membership base and knowledge sharing experience for practitioners focused on sustainable commodities. Secondly, it will need to gradually broaden its structure, programme and reach to also serve the specific MSCFSC learning interests of local practitioners and global change-makers working on selected FACS projects.

A gender analyses will be conducted to guide the development of a gender strategy which will ensure gender mainstreaming in all GCC activities.

Work under this pillar is expected to deliver the following 4 activity results:

**3.1. Increased awareness, buy-in, understanding and capacities of GCC registered local practitioners –** working at national and subnational levels – **to apply systems change and robust multi-stakeholder gender responsive collaboration approaches** and facilitate stronger alignment and collective action between actors and initiatives operating in similar landscapes, jurisdictions and supply chain.

**3.2. Strengthened dialogue between global change makers and local practitioners** to provide the former with the valuable perspectives and experience from local practitioners and expose the latter to new global approaches and tools that can be applied in their work.

**3.3. Facilitated co-creation of innovative ICT solutions** addressing specific challenges identified by the GCC practitioners and dissemination of these solutions across commodities, geographies, and supply chains.

**3.4. Lessons learnt by GCP are turned into Knowledge Products and M&E**, thus shaping collective knowledge beyond the GCC membership.

#### Activity Result 3.1. Increased awareness, buy-in, understanding and capacities of GCC registered local practitioners to apply system change and robust multi-stakeholder collaboration approaches

GCC work under activity result 3.1. centres around the organization of different types of events, including:

- Learning events (virtual workshop, moderated forum, etc.)
- Training events (good growth conference, webinar, etc.)
- Dialogue events (to connect and align local stakeholders around a local issue of interest.)

Beyond events, the GCC team manages a collaborative learning platform where members can share posts and interact through forum discussions.

Hence, the activities envisioned under this workstream are the following:

**3.1.1. Organization of events** – including the different types of events mentioned above.

**3.1.2. Membership management.**

**3.1.3. Moderation of the Green Commodities Community learning platform.**

**3.1.4. Membership outreach.**

#### Activity Result 3.2. Strengthened dialogue between global change makers and local practitioners

Similarly to 3.1., GCC work under activity result 3.2 centres around the organization of different types of events, including:

- Learning events (virtual workshop, moderated forum, etc.)



- Dialogue events (stakeholder alignment dialogue, etc.)
- Outreach events (Premiere, etc.)

Rather than focusing on capacity building, though, these events will centre on strengthening dialogue between global change makers and local practitioners, contributing to the achievement of the output-level target. Envisioned activities also include:

**3.2.1. Organization of events** – including the different types of events mentioned above

**3.2.2. Membership Outreach**

#### Activity Result 3.3. Facilitated co-creation of innovative ICT solutions

This workstream centres around the organization of co-creation events through the GCC, including hackathons, connecting sustainable food and agricultural commodity systems practitioners and ICT experts, with the aim of delivering innovative solutions for the transformation of food and agricultural commodity systems. This workstream is focused on the:

**3.3.1. Organization of co-creation events (Hackathons, etc.)**

#### Activity Result 3.4. Lessons learnt by GCP with support from M&E are turned into Knowledge Products

This workstreams centres on developing and implementing a monitoring framework to track how GCC learnings are applied to the design/implementation/quality of projects by each GCC practitioner. On strategic issues, the GCC also turns individual experiences and lessons learnt into guidance materials and good practice documents, thus shaping collective knowledge beyond its membership. The following activities are envisioned:

**3.4.1. Development and implementation of learning monitoring framework;**

**3.4.2. Development and dissemination of knowledge products.**

Under FOLUR, this also includes continued support to [Evidensia](#) (established under the Good Growth Partnership) so that the platform is mainstreamed into a go-to source for policy-makers and stakeholders in the FOLUR country-projects, and user base and traffic of Evidensia increase by 20% each year (led by ISEAL).

### ***Resources Required to Achieve the Expected Results***

At design phase, the programme has secured approximately 58% of the budget needed to deliver the expected results, through funding received from SECO – which will finance activities under outputs 1 and 3, and the World Bank (as part of the GEF-funded FOLUR programme) – which will finance activities across all three outputs. Additional funding comes from Mondelez, IKEA and the UNDP reserve.

A joint, continued fundraising effort will be critical for the programme to raise the missing resources in a timely fashion to cover resources needed for effective implementation. This includes the development of an “integrated offer” for donors based on a modular approach which allows for maximum flexibility when building custom proposals across GCP pillars. Target donors include bilateral development agencies such as the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Norwegian Agency for Development Cooperation (NORAD) as well as foundations such as the Rockefeller Foundation, Bill and Melinda Gates Foundation and ClimateWorks Foundation. These donors were selected based on strong alignment with food systems transformation, deforestation free commodity supply chains and approach to partnerships. Early discussions with these donors are promising with demonstrated interest, enthusiasm and desire to support GCP’s work.

Beyond the key programme staff presented in the [Governance](#) section and global expenses (including operational support, rent, office expenses, communications, trainings and travel), additional resources required are presented below for each of the three pillars.

### **Collaborative Action**

To deliver on its objectives, the Collaborative Action pillar will need, as a minimum, to maintain quality operations in its existing platforms, ensure adequate global support, and nurture relationships with existing funders, through leveraging the GCP branding and UNDP relationships with national governments.

At global level, the pillar will need to secure enough resources to cover the costs of a pillar lead, three full time advisors, an M&E Officer (who will be reporting to the GCP Monitoring, Evaluation and Learning Specialist), and a junior coordinator.

SECO funding in support to country-based Collaborative Action operations in Indonesia and Peru will be transferred to the relevant UNDP Country Offices, and a similar arrangement may be considered to support growth of the pillar's portfolio.

### **Advisory Services**

For the Advisory Services pillar, key resources to ensure effective delivery are:

- A strong pool of four full-time advisors, with both technical and process expertise (including on MSCFSC);
- A roster of external advisors to be deployed at need;
- A strong network of development partners at global level;
- Integration with the other 2 pillars.

The pillar will need to secure enough resources to cover the cost of a pillar lead, three full time advisors, a junior coordinator, and a consistent training budget to support the quality delivery of activity result 2.4.

### **Community of Practice**

Key resources for the GCC are its actual base of members, the digital learning platform, good relations with other organizations (which are often in turn represented in the platform), and integration with the other two pillars. The GCC membership is currently made of 200 members working on 8 commodities across 18 countries and associated with more than 50 organisations from the public and private sector.

The pillar will need to secure enough resources to cover the cost of a pillar lead, a community manager, a coordinator, community IT support and part-time advisors acting as moderators, gender focal point, substantive experts, etc.

### ***Partnerships***

Over the years, the Green Commodities Programme has strengthened partnerships with numerous organizations committed to improving the sustainability of agricultural commodity sectors.

Among these, it is worth mentioning the programme's current key funding partners, namely SECO and the World Bank (within the remit of the Food Systems, Land Use and Restoration – FOLUR programme' Global Platform), which account for the vast majority of allocated resources at project design phase.

Implementing partners selected based on collaborative advantage under the FOLUR-funded portions of the three pillar activities include UNEP, WWF, Conservation International and ISEAL. With most of these organizations, the Green Commodities Programme has established strong working relationships through collaboration as part of the GEF-funded Good Growth Partnership (now in its last year of implementation). Nevertheless, HACT Micro Assessments will be conducted for WWF and Conservation International as applicable, in compliance with UNDP policies. The assessments will be commissioned in the month of June/July 2021 once FOLUR Project funds are received.

Other key delivery partners are UNDP Country Offices, through which some of the activities under the Collaborative Action Pillar are implemented and opportunities identified. Other teams within the UNDP Food and Agricultural Commodity Systems (FACS) practice, and the UNDP Strategic Innovation, SDG Integration, and Accelerator Labs teams are also key knowledge and delivery partners for activities under the Advisory Services (AS) pillar. In addition to these, through the AS pillar, GCP will continue to position itself as trusted advisor to organizations planning to develop and manage sustainable commodity programmes and projects, leveraging relationships built through the Community of Practice. Additional key delivery partners of the latter include all country project teams involved in FOLUR, UNDP country projects teams involved in selected FACS projects, and selected key players in the sustainable commodity space (such as IDH and the WEF). Key

partnerships are also established with key actors from the private sector, with which the programme engages both individually at global and country level, as well as through strategic networks such as the World Business Council for Sustainable Development (WBCSD), Tropical Forest Alliance (TFA) and the Consumer Goods Forum (CGF). At a global level, key links are maintained with companies along commodity value chains in order to work with them on policy and sourcing practice issues, as well as bringing in their perspectives to develop new initiatives (such as the [Value Beyond Value Chains Guidance](#)), or support the development of systems based approaches to tackle the challenges facing agricultural supply chains (for example with the International Coffee Organisation). UNDP country teams and partners are also supported to develop locally appropriate strategies for engaging with national and international private sector actors in their work, for example when developing national action plans or commodity dialogues.

Through the Community of Practice and other initiatives, the Green Commodities Programme has also been active over the years to engage and share learnings with a range of knowledge partners at the forefront of innovation in the fields of agriculture, environmental science, systems science, and multi-stakeholder collaboration for systemic change. These include:

- 4SD
- Academy of System Change
- Bath University
- CoCreative
- EAT Forum
- EcoAgriculture Partners
- FAO
- Forum for the Future
- Gates Foundation
- The Global Environmental Fund
- Global Action Networks
- Global Knowledge Initiative
- Global Leadership Academy
- Green America
- Humboldt University, Berlin
- Innovation Forum
- International Development Evaluation Society (IDEAS)
- ISEAL
- Kite
- Laudes Foundation
- Leadership Coefficient
- Mannership
- OECD
- Oxford University Environmental Change Institute
- Reos Partners
- Research Triangle Institute
- Rockefeller Foundation
- SECO
- Stanford PACS
- Stockholm Environment Institute
- Sustainable Food Lab
- GIZ
- Syngenta Foundation for Sustainable Agriculture (SFSA)
- Systems Design Group & Millennium Institute
- The Nature Conservancy
- The Partnering Initiative
- The Value Web
- UN DCO
- UNEP
- Wageningen University
- Wasafiri
- World Economic Forum
- WWF

### ***Risks and Assumptions***

Programme risks that can threaten the achievement of results through the chosen strategy are outlined and analysed in [Annex 3](#), where they are presented together with their mitigation measures. The most critical ones (rated *high*) are presented below.

A key risk at programme level relates to the ability of GCP to raise the missing funds to be able to deliver all key expected results (risk #3 in the log). The GCP has maintained close relationships with current and potential donors to ensure continued willingness to support the programme. And it has developed new ones through stakeholder engagement initiatives, such as the co-inquiry presented below. The programme now counts on the expert support of a fundraising specialist, and a fund-raising strategy was already developed to ensure a systematic approach to fundraising. All pillars are expected to contribute to these efforts, as reflected in the activities results mentioned under each output.

Another *high* risk (#5), due to its possible impact on the programme's ability to deliver the expected results, is related to the capacities of GCP and/or partner personnel to implement quality action, including in relation

to managing multi-stakeholder processes and partnerships, which may limit consensus-building and coordinated action. This is a very critical risk for the programme, who invests considerable resources in capacity building of the GCP team, partner personnel, and the programme stakeholders themselves, in order to ensure adequate capacities are in place to facilitate and engage in effective dialogue, provide and implement quality system, innovation and technical advice, and uptake and share learnings and best practices to the benefit of the broader green commodities community.

Additional high risks are specifically related to output 1 (Collaborative Action). A first one (risk #1) acknowledges the possibility of delays and disruptions in country project implementation due to the ongoing COVID-19 pandemic and the consequent adoption of measures such as social distancing and quarantines – which might impact the quality and timely delivery of country activities under output 1. The Green Commodities Programme is in a good position to mitigate the impact of this risk, as it has been a pioneer in experimenting and adopting effective teleworking arrangements, including through the COVID-19 pandemic. Best practices have and will continue to be shared with country teams, including platform and dialogue backbone teams. The latter have already practiced with different means of running virtual dialogues and the GCP global teams will continue to support them with innovative tools, and the most adequate technical and facilitation solutions to minimize the risk of disruptions.

Finally, over more than 10 years of experience with multi-stakeholder platforms, the GCP has learned that, in some cases, actors may lose faith in the dialogue process, due to the long time it often takes for tangible results to materialize (risk #6). This may lead some actors to leave the process, jeopardizing efforts to ensure multi-stakeholder collaboration. This risk is dealt with thoroughly from the programme, starting at a very early stage, with honest and upfront platform participation expectation management. Private sector participants are specifically coached (changing their mindsets) on why dialogue processes take as long as they do, and the associated long-term benefits of adopting a systemic approach. Through prototyping and other design thinking techniques, stakeholders are encouraged to “experiment their way forward” to overcome analysis paralysis. These together with strong communications and progress on the ground have maintained the programme’s credibility and a positive reputation with partners.

Social and environmental risks were thoroughly identified and assessed through the SESP, and they are presented in Annex 2, together with their mitigation measures. The most critical ones related to the content of the agreements and commitments resulting from the dialogues supported and facilitated under pillar 1 (Collaborative Action). Without an adequate quality review process focused on safeguards, these might omit mainstreaming of adequate social and environmental safeguards. Hence, the programme will establish a two-tier quality assurance system. The first tier relates to ensuring comprehensive representation and meaningful participation of all relevant stakeholders in co-creation, so that their interests are adequately reflected in the outputs. The second tier consists of a systematic screening of agreements/commitments resulting from Collaborative Action initiatives, which will ensure that all adequate social and environmental safeguards are in place through the completion of a SES-like review. Beyond risks, the GCP has identified a number of underpinning assumptions to its Theory of Change, which are presented in Figure 2 below. Throughout implementation, these assumptions will be thoroughly and systematically questioned, analysed, and reflected upon – including through research, case studies and workshops, to confirm the validity of the programme’s Theory of Change and effectiveness of the chosen strategy. Corrective action will be taken as needed, based on findings.

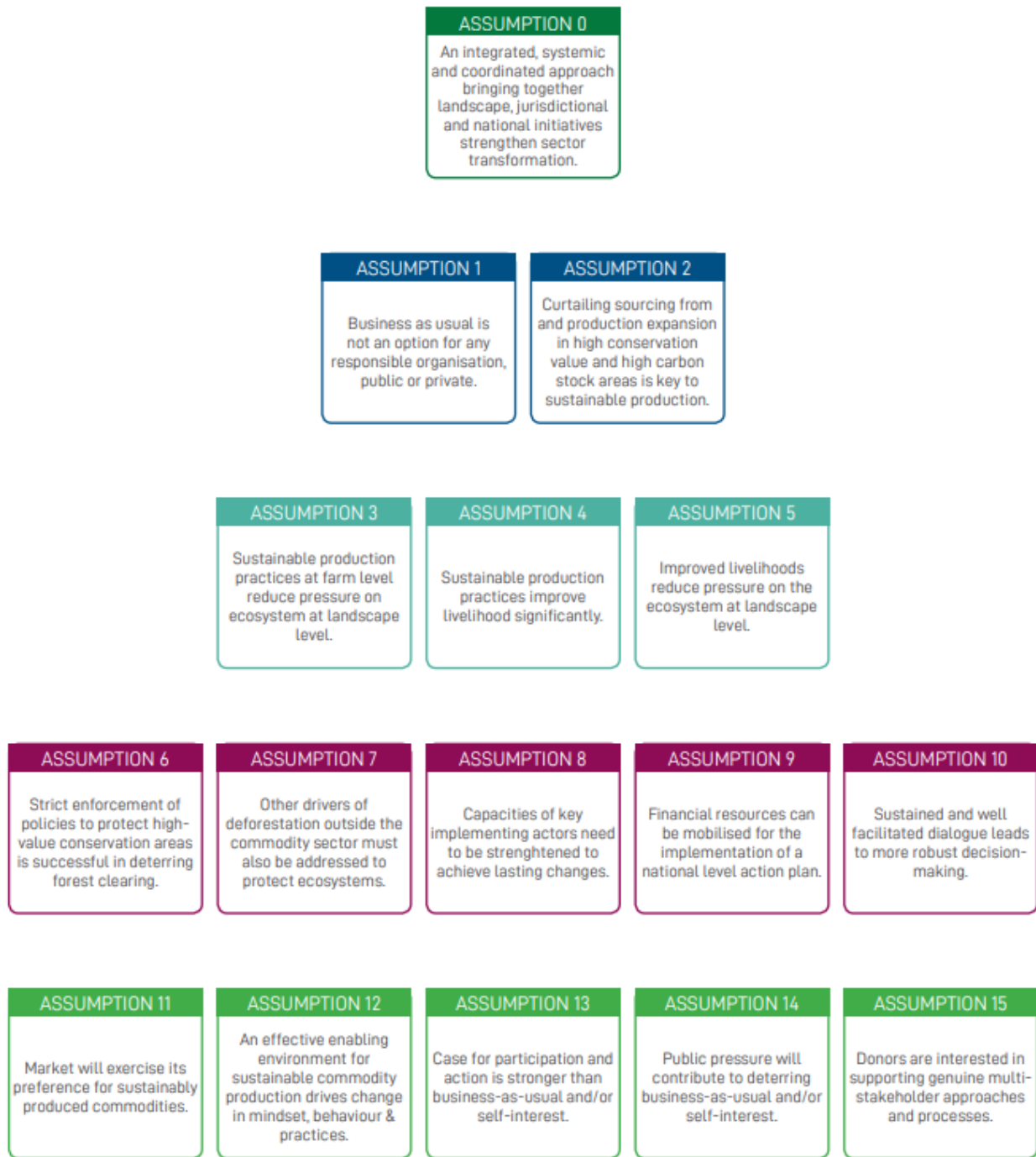


Figure 2: Underlying assumptions, as identified in the ToC of the Green Commodities Programme.

### Stakeholder Engagement

The Green Commodities Programme is a global programme and works in a catalyser role, with a principal focus on capacity building, training of trainers (advisors, platform and dialogue managers, etc.), provision of technical, system and innovation advice, and establishment, operationalization and support to dialogue forums under the Collaborative Action pillar. Exception made for the last instance, the programme has limited direct access to its ultimate beneficiaries, namely rural communities and ecosystems in the countries where the programme operates; though it could be argued that the programme also benefits the global community at large, through promoting nature-based solutions for a sustainable planet.

Nevertheless, the main target groups are identified below for each of the programme’s outputs/pillars.

### **Collaborative Action**

The main target group for this pillar are existing platforms and dialogues where GCP is supporting implementation in some form (beyond short-term advisory). Key stakeholders will be engaged through the Green Commodities Community digital platform, the Good Growth Conference (or similar) and via specific training delivered in country. Stakeholders engaged are:

- Relevant teams in UNDP Country Offices, engaged in supporting existing and future platforms and dialogues;
- Global- and country-level stakeholders engaged in platforms and dialogues, including representatives of national governments and local authorities, academic institutions, civil society organizations, the private sector, and other relevant groups with a strong focus on engaging representatives of any marginalized groups<sup>15</sup> (including e.g., women, youth and indigenous communities);
- UN agencies, INGOs and other actors working on multi-stakeholder approaches to systems transformation, where a partnership leverages GCP's impact on commodities.

### **Advisory Services**

The primary target group of stakeholders for the Advisory Services pillar are projects and programmes in the pillar's pipeline, a dynamic and evolving portfolio which is currently including, among the others, a portion of the activities funded under FOLUR and SECO, a shea project in Ghana, and cocoa projects in Ghana and Ivory Coast.

A broader target group of stakeholders consists of organizations and actors managing sustainable commodity programmes – including UNDP Country Offices, other development actors, national governments, private sector, and CSOs; as well as other like-minded organizations working on food and agricultural commodity system transformation, innovation, systems thinking, and multi-stakeholder collaboration. These organizations and actors are and will be engaged as delivery, knowledge, or co-creation partners, as most suitable in different occasions.

With funding from other projects, the GCP team has supported the FACS practice getting insights on what it takes to achieve Food and Agricultural Commodities Systems transformation. It has engaged representatives from this broad group of stakeholders in thematic co-inquiry groups which have been running since 2020 (Cycle I completed and Cycle II ending) and will continue through the rest of 2021, 2022 (3<sup>rd</sup> Cycle) and beyond.

### **Community of Practice**

The target groups of the GCC are the following:

#### **In 2021:**

- a) Local practitioners working on **Sustainable Commodities** at national, landscape and jurisdictional levels.
- b) Global change-makers working on **Sustainable Commodities** at international and regional level.

#### **From 2022, the GCC will add:**

- c) Providers of innovative ICT solutions addressing **Sustainable Commodities**. Local practitioners, global change-makers working on **Food and Land Use Restoration (FOLUR) projects which directly intersect with Sustainable Commodities projects in GCP's target regions**.
- d) Potentially, **UNDP FACS practice team members**.

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<sup>15</sup> In the context of Agricultural Commodities, this may include different categories of farm workers ("*asalariados*"), which are often under-represented in multi-stakeholder dialogues at national and subnational level (Terminal Evaluation of the GEF-funded Proyecto Paisajes de Producción Verde – Green BAAPA). The programme will make all possible efforts to promote inclusion of these groups in the spirit of leaving no-one behind.

Throughout implementation, the GCC team will strive to actively assess interests and needs from actual and potential community members.

At the same time, an effort will be made to expand the membership base through recruiting participation of staff from country offices, platforms, major players in sustainable commodity space (e.g. IDH; WEF; WBCSD).

## ***South-South and Triangular Cooperation (SSC/TrC)***

### **Collaborative Action**

South-South Cooperation is encouraged and critical for the Collaborative Action pillar. Co-coaching sessions will be organized between platform managers and facilitators from different countries for learning and addressing key issues being faced. The shared learning that happens across the countries has been reported to be very helpful in two ways:

- 1) Generating ideas and solutions to address issues
- 2) Increasing understanding of and participation in the global community of platform and dialogue managers. Understanding they are not alone in the challenges they face and recognizing they are a part of a larger system that can support their work.

### **Advisory Services**

Similarly to what is mentioned for the Collaborative Action pillar, co-coaching sessions will be organized between project and program managers supported at country level through the activities of this pillar (e.g. across Ghana, Ivory Coast, FOLUR countries and other country interventions).

### **Community of Practice**

In 2020, the GCC facilitated a jurisdictional dialogue among stakeholders from commodity-producing jurisdictions in Colombia and Indonesia. Similar events will be proposed throughout the implementation of GCP Phase II.

In addition, the very essence of the GCC is aimed at facilitating dialogue among practitioners working on sustainable commodities from around the world (including platform and dialogue managers), and in most cases, from “South” countries. Subject to additional resources being mobilized, the Good Growth Conference which has been organized so far every two years will be repeated going forward. .

## ***Knowledge***

### **Collaborative Action**

Under this pillar, the collaborative action methodology will be continuously adapted to integrate learnings from implementation, (output 1.2.). Additional knowledge (case studies, etc.) and communication products will be developed to share learnings on the effectiveness of the implementation of the MSCFSC approach in platforms and dialogues, and support fundraising.

### **Advisory Services**

A key line of work of the Advisory Services pillar will be to develop tool and guidance on MSCFSC – some of these may take the form of publications. Thought leadership and other knowledge products on the effectiveness of MSCFSC will also be developed, including as a result of the co-inquiry groups mentioned under *Stakeholder Engagement*, in an effort to engage stakeholder and share learnings within and beyond the development community.

### **Community of Practice**

Anticipated knowledge products which will be developed under output 3 include:

- A capacity assessment report covering FOLUR country projects;

- A gender brief;
- A virtual learning gender programme guide;
- Community of practice annual reports, including information about the membership, activities, lessons learnt, events objectives, and other statistical data about the community;
- An e-catalogue of cases studies and lessons learnt;
- Three knowledge products related to impact, effectiveness, and business value of sustainability initiatives based on research done by other FOLUR partners (led by ISEAL);
- A guidance document for FOLUR country projects with a key focus on coffee, centred on stating coffee-related commitments that align with industry pledges and coordination of lessons learned / sharing between these countries (developed by Conservation International).

On strategic issues, the GCC will also turn lessons learnt into guidance materials and good practice documents, which will be published and disseminated among relevant networks.

## ***Sustainability and Scaling Up***

### **Collaborative Action**

A guide on sustainability was developed under phase I of the UNDP Green Commodities Programme, and has been upgraded to reflect a broadening of the platform & dialogue application in the new strategy. The upgrade specifically calls for an initial stage of local/national ownership on how collaboration will work and what it will do. The upgraded guide also allows for scaled up application - beyond national, to landscape, jurisdictional, regional etc. Understanding and tracking country impact will be emphasized more heavily in the new methodology and includes strengthened support on how to institutionalize the Collaborative Action efforts and ensure the outputs are sustained and ownership of the effort stays in country.

### **Advisory Services**

As per the other pillars, capacity building is at the very centre of the service offer of the AS pillar: national capacities – in particular on MSCFSC – will be strengthened through trainings and workshops and national ownership ensured.

In order to scale up achievements obtained under the AS pillar, new partnerships will continuously be strengthened, including as a result of the co-inquiry groups mentioned previously in this section.

### **Community of Practice**

The main target group of the capacity building activities delivered through the GCC are practitioners working for sustainable commodities at national, landscape or jurisdictional level. The scaling up and sustainability of the COP will be achieved by continuing the strategy to build, adapt and offer its assets (membership) and services (space for collaborative learning, moderations, membership management, virtual learning) to donors and initiatives who seek to engage with local practitioners or wish to promote south-south exchanges.



## IV. PROJECT MANAGEMENT

### Cost Efficiency and Effectiveness

Based on over 10 years of experience addressing the sustainability challenges of agricultural commodity sectors, the service offer of the Green Commodities Programme has evolved to embrace a complexity-aware, whole systems approach, centred on multi-stakeholder collaboration for systemic change (MSCFSC), as a tool to catalyse transformation of agricultural commodity systems towards more sustainable settings. Through facilitating and supporting dialogue processes, providing expert advice, and facilitating knowledge exchange, GCP focuses on deep leverage points (1-6 in Figure 3 below) – the ones with greater transformative power – to maximize the impact potential of investments aimed at transforming agricultural commodity system.

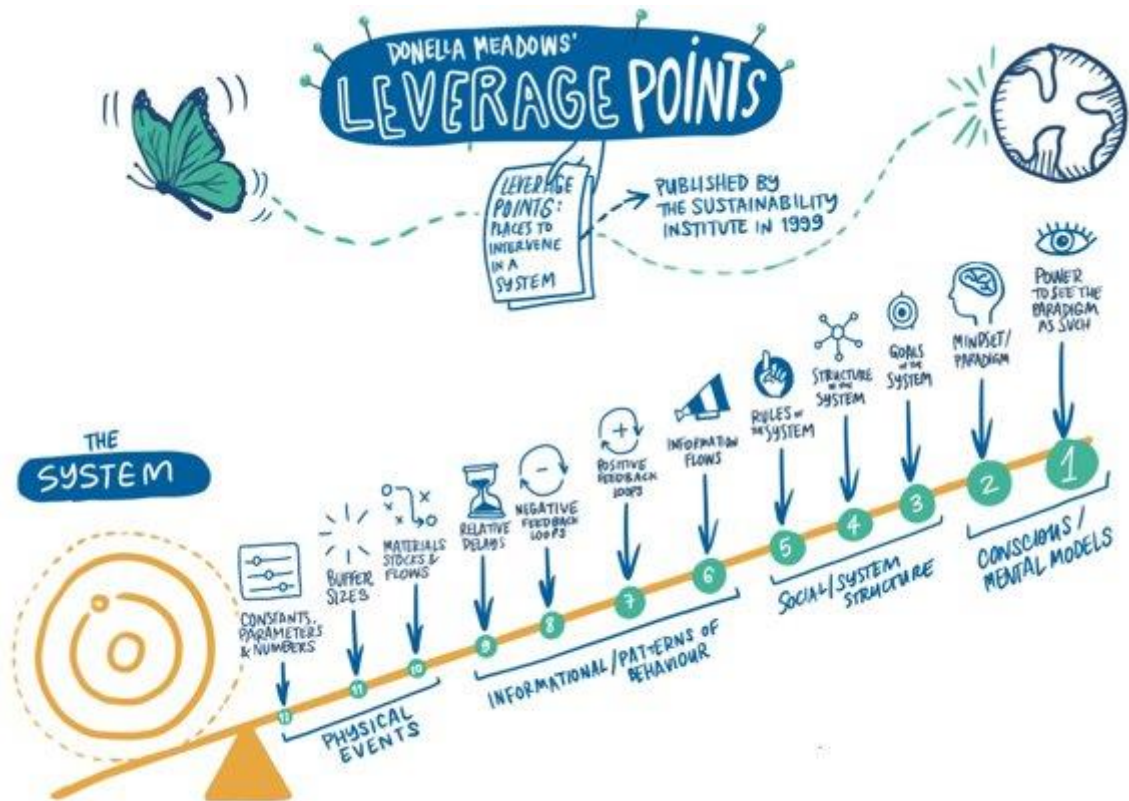


Figure 3: Donella Meadows' Leverage Points.

This means:

- Focusing on the *how* of system change at least as much as on the *what*, through promoting principles and skilled facilitation, and capacity building on MSCFSC for sustainable agricultural commodity systems;
- Engaging all relevant stakeholders from across the system (at global, national and local level);
- Increasing connectivity across the system, through creating and supporting dialogue spaces (see Collaborative Action, and the Community of Practice) and the provision of skilled advice (AS);
- Working with the energy in the system;
- Working more with emergence and less with predefined outcomes (see development of outcome monitoring framework under output 1) and engaging in continuous reflection for adaptive management;
- Acknowledging and working with existing power dynamics and conflict to address systemic issues and inequalities (including those between women and men in the economic, social and political spheres);

- Promoting the adoption of system mapping, scenario planning and other relevant tools and concepts as a way for change agents to embrace the complexity of the system they seek to transform.

Since 2020, the Green Commodities Programme is embedded in the Food and Agricultural Commodity Systems practice (FACS) of UNDP, which has allowed the programme to extend its reach and benefit from additional opportunities through integration with the broader UNDP FACS offer.

In terms of operations, cost efficiency will also be achieved through the establishment of strategic partnerships at the global level, which will enable the programme to influence multiple supply chains with limited funds. Concerning human resources, the programme works with a team of senior and junior consultants which optimizes the costs of personnel, which are also cost-shared with other projects/initiatives, such as the Good Growth Partnership currently as well as country projects, for effectiveness and efficiency gains.

The programme is pioneer in working remotely and in developing virtual workshops and conferences through the Green Commodities Community with a great impact on costs savings. Advisory services are also delivered virtually as much as possible to reduce costs, carbon footprint and be more resilient to possible continued COVID restrictions.

## ***Project Management***

### **Locations**

GCP is a global project housed under the Nature, Climate and Energy department of the UNDP Bureau for Policy and Programme Support (BPPS). The UNDP Regional Hub for Latin America and the Caribbean (RHLAC) in Panama will provide operational support to the project on procurement, human resources, finances, and technology areas, and will perform the role of project quality assurance. This support will be cost recovered through Direct Project Costs. The project's operational team will hence continue to be based in Panama.

Other locations will be added for project staff and/or country specific components (e.g. Indonesia, Peru).

## V. RESULTS FRAMEWORK

### **Intended Outcomes as stated in the UNDP SP 2018-2021 Integrated Results and Resources Framework:**

Outcome 1: Advance poverty eradication in all its forms and dimensions.

Outcome 2: Accelerate structural transformation for sustainable development.

### **Relevant outcome indicators as stated in the UNDP SP 2018-2021 Integrated Results and Resources Framework, including baseline and targets:**

*(Monitored through national and UN-compiled statistics, depending on their availability and following the frequency of their publication in the countries where GCP operates and in relation with the relevant agricultural commodity sector)*

1.1.a. Proportion of men, women and children of all ages living in poverty in all its dimensions, by selected measures of multidimensional poverty (baseline: 30.6%, 2018; target: decrease).

2.7. Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (baseline data: not available; target: increase).

### **Intermediate outcome indicator, including baseline and target:**

*(Monitored through programme data and reported against annually as part of the UNDP Annual Progress Reporting exercise)*

# of countries where new actors, platforms, projects or programmes have incorporated multi-stakeholder collaboration for systemic change (MSCFSC) approaches for the sustainable development of agricultural commodity systems (baseline: 0; target: 20)

### **Applicable Output(s) from the UNDP Strategic Plan:**

1.4.1. Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

2.1.1. Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth<sup>16</sup>.

2.4.1. Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources<sup>17</sup>, in line with international conventions and national legislation.

<sup>16</sup> Includes oceans and marine ecosystems, forests, biodiversity and ecosystems, land, and chemicals and waste.

<sup>17</sup> Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

Project title and Atlas Project Number: Green Commodities Programme: Phase II; Atlas no. XXXXXX										
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>18</sup>	BASELINE		TARGETS (by frequency of data collection)						
		Value	Year	2021	2022	2023	2024	2025	2026	FINAL
<b>Output 1.</b> Strengthened potential of Collaborative Action initiatives and projects to bring about systemic shifts to sustainable commodity production (Collaborative Action).	1.1. Number of <i>additional</i> countries with public-private partnerships at national level to improve the enabling framework <sup>19</sup> for economic diversification and green growth  (SP IRRF Output indicator 2.1.1.2.)	4 (Indonesia, Mongolia, Paraguay, Peru), including the following dialogue forums:  • 1 National Coffee Platform and 1 National Cocoa Platform in Peru;  • 1 National Beef Platform and 1 National Soy Platform (under the "umbrella" of a National Commodities Platform), 1 regional beef platform (Chaco), and 2 departmental soy platforms (Itapúa and Alto Paraná) in Paraguay;  • 1 Sustainable Cashmere Platform in Mongolia;  • 1 National Platform for Sustainable Palm Oil, 3 provincial palm oil platforms (Riau, West Kalimantan and North Sumatra), 3 landscape-level palm oil dialogue forums (Pelalawan, South Tapanuli and Sintang) in Indonesia.	2021	4	9	14	19	20	0	20

<sup>18</sup> Data source is programme data for all indicators. SP IRRF indicator references will presumably change/be complemented when the UNDP SP 2022-2025 comes into effect, and the new IRRF will be developed.

<sup>19</sup> Includes dialogue with the private sector on policy, legal, regulatory and institutional frameworks as well as measures to boost investment and sustainable development.

	1.2.1. # of new agreements/commitments promoting more sustainable commodity sectors, generated through platforms and dialogues supported by the Collaborative Action pillar.	0	2021	0	2	6	16	20	30	30
	1.2.2. # of additional countries with gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources <sup>20</sup> , biodiversity and ecosystems: a) Policy frameworks b) Legal and regulatory frameworks c) Institutional frameworks d) Financing framework  (SP IRRF Output indicator 2.4.1.1.)	3, (Indonesia, Peru, Paraguay) with policy frameworks	2021	3	3	3	7	7	15	15
<b>Output 2.</b> Programmes and projects in priority commodity sectors strengthened in terms of technical quality, systems thinking, and innovation (Advisory Services).	2.1. (cumulative) USD value of programmes and projects in priority commodity sectors provided with technical, system and innovation advise.	35 million.	2021	35 million	50 million	75 million	100 million	150 million	200 million	200 million

<sup>20</sup> Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

<b>Output</b> Strengthened knowledge exchange among Green Commodity Community members, promoting uptake of MSCSFC and other relevant approaches and tools for sustainable commodity sectors (Community of Practice).	<b>3.</b> 3.1. % of active registered community members who have learned MSCFSC and other relevant approaches and tools through the Green Commodities Community and applied them in their contexts (% of women).	0% (of which 0% are women)	2021	0% (of which 0% are women) [development of monitoring framework]	20% (of which 50% are women)	20% (of which 50% are women)	20% (of which 50% are women)	20% (of which 50% are women)	20% (of which 50% are women)	20% (of which 50% are women)
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## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

The Green Commodities Programme will allocate around 5% of the overall project budget to monitoring and evaluation, committing to continuous evaluation of the effectiveness of its approach, and consequent adaptive management.

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by programme management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by programme and project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Every two years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

#### Evaluation Plan

Evaluation Title	Related Strategic Plan Outputs	Related Strategic Plan Outcomes	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Midterm Evaluation	<b>1.4.1.</b> Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains. <b>2.1.1.</b> Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth <sup>21</sup> .	<b>Outcome 1:</b> Advance poverty eradication in all its forms and dimensions. <b>Outcome 2:</b> Accelerate structural transformation for sustainable development.	By 31 December 2023	UNDP Country Offices and Regional Bureaux, Governments, CSOs and other institutions in GCP countries, GCP Donors.	USD 50.000 SECO / UNDP 30084
Final Evaluation	<b>2.4.1.</b> Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation,		At least three months before the end of project implementation	UNDP Country Offices and Regional Bureaux, Governments, CSOs and other institutions in GCP countries, GCP Donors.	USD 100.000 SECO / UNDP 30084

<sup>21</sup> Includes oceans and marine ecosystems, forests, biodiversity and ecosystems, land, and chemicals and waste.



	sustainable use and equitable benefit sharing of natural resources <sup>22</sup> , in line with international conventions and national legislation.				
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<sup>22</sup> Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

## VII. MULTI-YEAR WORK PLAN <sup>2324</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITY RESULTS	Planned Budget by Year						RESPONSIBLE PARTY	PLANNED BUDGET		
		2021	2022	2023	2024	2025	2026		Funding Source	Budget Description	Amount
<b>Output 1.</b> Strengthened potential of Collaborative Action initiatives and projects to bring about systemic shifts to sustainable commodity production.  Gender marker: GEN2	1.1. Increased financing catalysed into existing and future platforms and dialogues.	830.372	1.299.411	881.624	736.194	806.500	418.249	UNDP / WWF/ CI/ISEAL / UNEP	SECO /FOLUR/UNFUNDED	61200 GS Salaries	69.763
										61300-Int Staff Salaries	283.277
	1.2. Increased effectiveness of platforms & dialogues through strengthened facilitation and capacity building									71200-International Consultants	919.220
										71400-Service Contracts (PSA)	1.684.997
										71600-Travel	240.525

<sup>23</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>24</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

										72100-Contractual Services Companies	350.000
										73100-Rent	74.250
	1.3 Outcome monitoring framework developed and institutionalized.									74200-Communications	225.513
	1.4. Enabled in-country activities.									74500-DPC	140.471
	MONITORING									75700-Workshops	834.334
										71400-Contractual Services Individuals (PSA)	150.000
	Subtotal										4.972.350
<b>Output 2.</b> Programmes and projects in priority commodity	2.1. Improved advisory model.							UNDP /	SECO /FOL	61200 GS Salarie	111.289

sectors strengthened in terms of technical quality, systems thinking, and innovation.  Gender marker: GEN2	2.2. Quality technical, system and innovation advice delivered and strengthened adaptive learning.	261.412	931.739	1.124.036	1.042.423	796.198	413.100	WWF/ CI/ISE AL / UNEP	UR/U NFU NDE D	61300- Int Staff Salaries	296.226
	2.3. Existing and new MSCFSC tools developed and promoted.									71200- Internati onal Consulta nts	2.226.880
										71400- Service Contracts ( PSA)	492.589
										71600- Travel	325.350
										72100- Contract ual Services Compani es	350.000
										73100- Rent	74.250
										74200- Commun ications	96.925
										74500- DPC	147.386



	3.3. Facilitated co-creation of innovative ICT solutions.									71200-International Consultants	1.307.458
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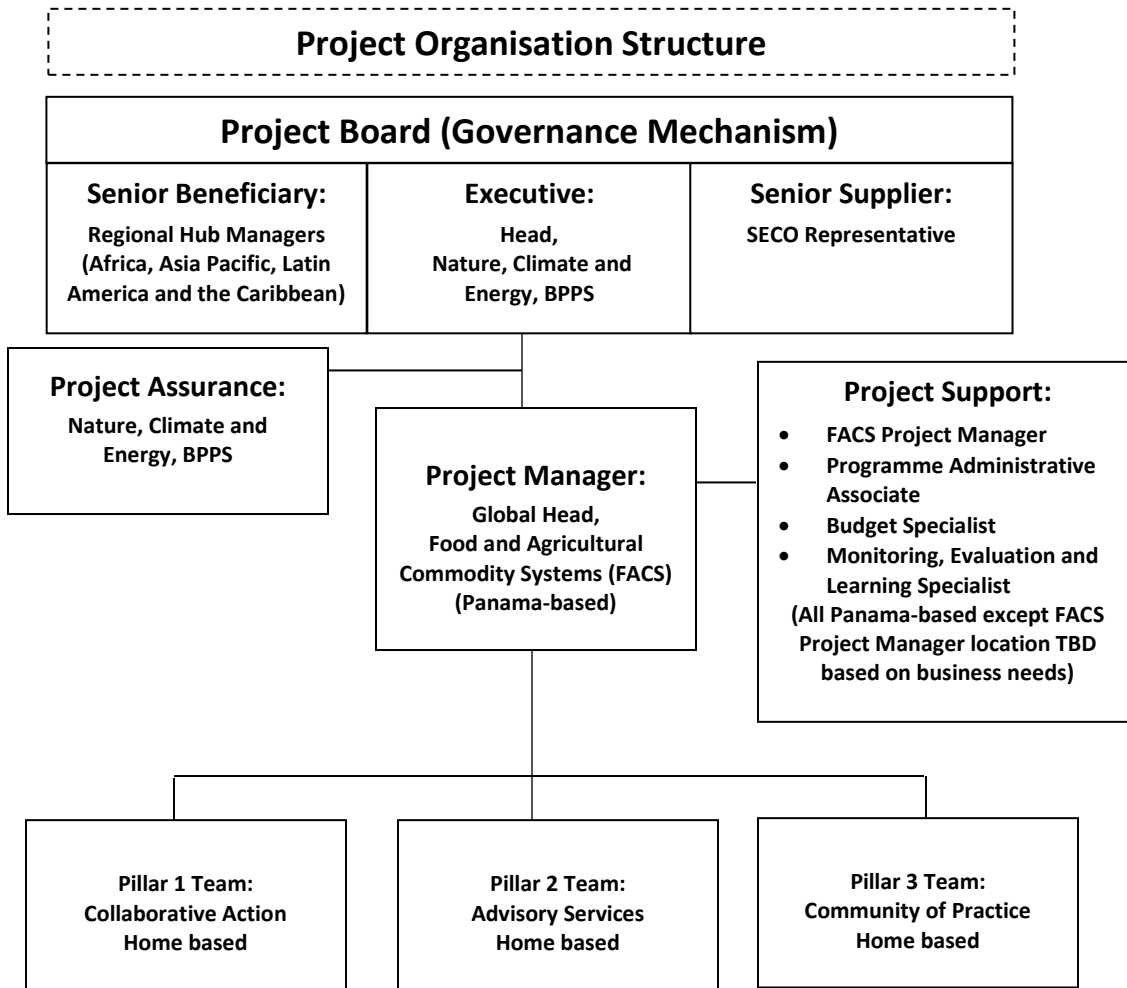
										71400-Contractual Services Individuals ( PSA)	782.205
										71600-Travel	
										72100-Contractual service companies	277.200
											347.816
										73100-Rent	
										74200-Communications	101.392
										74500-DPC	306.875
										75700-Workshops	151.461

3.4. Lessons learnt by GCP are turned into Knowledge Products and M&E

											289.975
	MONITORING									71400 Contractual Services Individuals (PSA)	150.000
	Subtotal										4.197.632
<b>Evaluation</b> (as relevant)				49.999		100.000					149.999
General Management Support											1.111.111
<b>TOTAL USD</b>											<b>15,000,000</b>



## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Project is implemented under the UNDP NCE with support from the UNDP Regional Hub for Latin America and the Caribbean (UNDP RHLAC). As Project Manager, the Global Head of the UNDP Food and Agricultural Commodity Systems (FACS) practice will retain accountability for the results specified and funded through this project.

### Project Board

In accordance with the UNDP Programme and Operations Policies and Procedures, a Project Board will be established to oversee the programme and to provide strategic and operational recommendations to the Project Manager for implementation. For continuity and to the benefit of the programme, members of the Project Board will remain the same as per previous institutionalisations of the programme, though with the valuable addition of a representative of the pool of donors as Senior Supplier. Hence, the Project Board will be composed by:

- The Head of the UNDP Nature, Climate and Energy team as Executive to provide substantive and strategic guidance to the project, acting as chair of the Project Board and holding final executive authority;
- Managers of the Regional Hubs (RH) for Africa, Asia and the Pacific, and Latin America and the Caribbean - the regions with GCP activity, as Senior Beneficiaries, providing substantive and strategic guidance to the

project. If other regions initiate GCP projects, the relevant Regional Hub Manager will be consulted about the option of joining the Board. The RH managers represent the whole region supported by GCP, and as such, are expected to gather inputs and feedback from relevant Country Offices on GCP's performance, prior to board meetings. This will be facilitated by GCP.

- A Representative of SECO on behalf of the donors, as Senior Suppliers.

In terms of its operating parameters, the Project Board is responsible for:

- Making by consensus, management decisions for the project when guidance is required by the Project Manager, including recommendations of programme plans and revisions, discussion on project risks and mitigation measures, etc.
- Ensuring that required resources are committed and arbitrates on any conflicts within the project;
- Approving the responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities;
- Decision-making in cases where PM tolerance may be exceeded;
- Reviewing and making recommendations on the Annual Work Plans proposed by the Project Manager;
- Meeting annually (or at any other designated decision points during the running of the project, or as necessary when raised by the Project Manager), either virtually or in person, to review progress and discuss any upcoming issues.

Documents pertaining to Project Board meetings will be distributed to all member representatives in advance.

#### Project Assurance

The Project Assurance role, ensuring that operations correspond to agreed plans, budget and UNDP procedures, will be carried out by the UNDP Nature, Climate and Energy team.

With assistance from senior UNDP officials, and in particular the Regional Hub Managers and the BPPS Nature Climate and Energy Regional Team Leaders, programme staff will liaise with Country Offices and Regional Bureaux as appropriate in the implementation of country-based activities. Support for regional/country activities may be sought where feasible/appropriate. The GCP would seek where possible to leverage off existing programmes that engage in promoting sustainability in linked issues of interest to the GCP. In particular, efforts will be made for collaboration with all the sub-teams within BPPS Nature Climate and Energy team and their programmes and projects.

#### Project Manager

The Project Manager is the Global Head of the UNDP Food and Agricultural Commodity Systems (FACS) practice, who will run the programme on a day-to-day basis within the constraints laid down by the Project Board. The Project Manager is accountable for sound management of the programme and achieving its results. He will be supported in this task by functional project managers responsible for the timely and budget delivery of donor funded projects contributing to the GCP programme, as well as a Programme Coordinator that will ensure proper coordination between the Pillar Leads and maintain with support from M&E a programme-level dashboard to track how the programme progresses towards its expected results.

#### Project Support

Project Support comprises the FACS Project Manager, and the Programme Administrative Associate, Budget Specialist and Monitoring, Evaluation and Learning Specialist. The FACS Project Manager will be responsible for managing the FOLUR-funded interventions of GCP.

The Programme Administrative Associate leads the operations of the programme and counts with the support of the Budget Specialist to manage the overall programme finances.

The Monitoring, Evaluation and Learning Specialist leads all monitoring, evaluation and reporting activities, working under the supervision of the FACS Project Manager and in close coordination with the Regional Programme Coordinator. GCP's Monitoring, Evaluation and Learning work will be split into three areas as follows:

- Programme and projects level monitoring framework and data collection will stay under M&E directly;
- Project monitoring and reporting to donors will become part of the project management function;
- Learning will be tracked under the Community of Practice pillar (as well as by each pillar leader).

Several Technical Advisors will be contracted to support project implementation by providing specialist expertise for various specific outputs of the project. Areas of expertise will include: Platforms, Partnerships, MSCFSC; Commodities, Communications, Knowledge Management, etc.

In all options, other staff, consultants, interns, or volunteers may be considered for integration in the staffing plan depending on resources, project demands and in accordance with UNDP organizational requirements.

#### External Partners

GCP activities will involve collaboration with external partners (i.e. companies, industry associations, NGOs). See *Section III (Results and Partnerships)* for more partnership details.

## **IX. LEGAL CONTEXT**

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices, and procedures.

## **X. RISK MANAGEMENT**

### **UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>25</sup> [UNDP funds received pursuant to the Project Document]<sup>26</sup> are used to provide support to individuals

<sup>25</sup> To be used where UNDP is the Implementing Partner

<sup>26</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
  - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities

engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.  

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by

UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Note:* The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening** [\[English\]](#)
- 3. Risk Analysis.** Using the standard [Risk Register template](#).
- 4. Gender Action Plan (2021-2026)**
- 5. Project Board and key management positions TORs**

## ANNEX 1: PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> <li>• <b>APPROVE</b> – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.</li> <li>• <b>APPROVE WITH QUALIFICATIONS</b> – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.</li> <li>• <b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>				
RATING CRITERIA				
For all questions, select the option that best reflects the project				
STRATEGIC				
<p><b>1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.</li> <li>• <b>2:</b> The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.</li> <li>• <b>1:</b> The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.</li> </ul> <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>	3	2	1	
	<b>Evidence</b>			
	As part of the problem analysis, the programme identifies six main barriers to the transformation of agricultural commodity sectors towards more sustainable systems. The programme strategy clearly targets 2 out these 6 barriers – namely the ones which, if removed, have the highest potential for catalysing change – through delivering 3 main outputs [enter outputs] under 3 pillars and a range of activities. Assumptions and risks are clearly identified and addressed.			
<p><b>2. Is the project aligned with the UNDP Strategic Plan?</b></p>	3	2	1	
	<b>Evidence</b>			
	The programme responds to the UNDP SP 2018-2021 development settings a) and b) and adapts signature solutions a), and d). The project's RRF includes all the relevant SP output indicators, namely output			

<ul style="list-style-type: none"> <li>• <b>3:</b> The project responds to at least one of the development settings as specified in the Strategic Plan<sup>27</sup> and adapts at least one Signature Solution<sup>28</sup>. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i></li> <li>• <b>2:</b> The project responds to at least one of the development settings as specified in the Strategic Plan<sup>4</sup>. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i></li> <li>• <b>1:</b> The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.</li> </ul>	indicators 2.1.1.2 and 2.4.1.1. Although the programme is also contributing to output 1.4.1. in the UNDP SP 2018-2021 IRRF, the associated output level indicators in the IRRF are not relevant output indicators for the programme, which operates at a catalytic level and does not have or intend to have <i>direct</i> influence on the sustainable management of natural resources. This is to be considered, instead, as an outcome-level objective for the programme, and, as such, it is covered by outcome indicators 2.9.a. and 2.10 in the programme's RRF.	
<b>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</b>	<b>Yes</b> The programme is linked with the relevant outputs of the SP IRRF.	<b>No</b>
<b>RELEVANT</b>		
<b>4. Does the project target groups left furthest behind?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence.</li> <li>• <b>2:</b> The target groups are clearly specified, prioritizing groups left furthest behind.</li> <li>• <b>1:</b> The target groups are not clearly specified.</li> </ul> <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	3 2	2 1
	<p style="text-align: center;"><b>Evidence</b></p> Target groups are clearly identified and specified for each of the three pillars. A strong focus is put on encouraging participatory approaches involving representatives of the full spectrum of stakeholders engaged in agricultural commodity sectors, with emphasis on leaving no-one behind.	
<b>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</b> <ul style="list-style-type: none"> <li>• <b>3:</b> Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.</li> <li>• <b>1:</b> There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3 2	2 1
	<p style="text-align: center;"><b>Evidence</b></p> The project document was developed based on the learnings of more than a decade of engagements of GCP with agricultural commodity sectors in more than 10 countries. Throughout these years, lessons learned have been documented appropriately, and are often referred to in this document, together with other evidence sources, including the Terminal Evaluation of the GEF-funded Proyecto Paisajes de	

<sup>27</sup> The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

<sup>28</sup> The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.



	Producción Verde – Green BAAPA, as well as the corporate strategies, such as the UNDP Strategic Plan 2018-2021 and the UNDP Food and Agricultural Commodity Systems (FACS) Strategy 2020-2030.	
<p><b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project’s intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i></li> <li>• <b>2:</b> Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.</li> <li>• <b>1:</b> No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners’ interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<b>Evidence</b>	
	The Green Commodities Programme’s team is engaged in continuous analysis of the landscape of potential partners and donors working on promoting a sustainable transformation of agricultural commodity sectors. Opportunities are continuously explored and evaluated, and often results in collaborations through different sorts of joint initiatives. A communication strategy exists, and the programme counts on the recent addition of a fundraising specialist who has been working on developing a strategy and solid fundraising approach. Through the Collaborative Action and Community of Practice pillars, the programme promotes south-south cooperation through dialogue and knowledge exchange.	
<b>PRINCIPLED</b>		
<p><b>7. Does the project apply a human rights-based approach?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project’s strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i></li> <li>• <b>2:</b> The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i></li> <li>• <b>1:</b> No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.</li> </ul> <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<b>Evidence</b>	
	The programme is guided by human rights, and specifically by the right to an adequate standard of living [UDHR art. 25; ICESCR art. 11; CRC art. 27], equal rights of women in economic life [CEDAW arts. 11, 13, 14(2)(g), 15(2), 16(1)], the right to adequate food and safe drinking water [UDHR art. 25; ICESCR art. 11; CRC art. 24(2)(c)], the right of all peoples to development and international cooperation, including with the purpose of “improv[ing] methods of production (...) and distribution of food (...) in such a way to achieve the most efficient development and utilization of natural resources” [UDHR art. 28; ICESCR arts. 2(1), 11(2); CRC art. 4; CRPD art. 32(1); DRTD arts. 3-5]], the right to just and favourable conditions of work [ICESCR art. 7; CEDAW art. 11], the	

	<p>right to equality and non-discrimination [UDHR art. 2; ICESCR art. 2(2); ICCPR arts. 2(1), 26; CERD art. 2(2); CEDAW art. 2; CRC art. 2; CRPD art. 5; CMW art. 7; DRtD art. 8(1)], the right to participate in public affairs [UDHR art. 21; ICCPR art. 25; CEDAW art. 7; ICERD art. 5; CRPD art. 29; DRtD art. 8(2)], the right of all people to freely dispose of their natural resources [ICCPR, ICESCR art. 1(2)] and the right of all peoples to self-determination [ICCPR, ICESCR art. 1(1); DRtD art. 1(1)]. Additionally, the programme upholds the principles of accountability, meaningful participation and non-discrimination through accurate stakeholder analysis and engagement, embedded in the spirit of multi-stakeholder collaboration for systemic change (MSCFSC) which constitutes the DNA of the programme. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant through the SESP, with appropriate mitigation and management measures incorporated into project design and budget.</p>				
<p><b>8. Does the project use gender analysis in the project design?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i></li> <li>• <b>2:</b> A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i></li> <li>• <b>1:</b> The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.</li> </ul> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> </table>	3	2	<table border="1"> <tr> <td style="text-align: center;">1</td> </tr> </table>	1
3	2				
1					
<p><b>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</b></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> </table>	3	2	<table border="1"> <tr> <td style="text-align: center;">1</td> </tr> </table>	1
3	2				
1					

<ul style="list-style-type: none"> <li><b>3:</b> Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>.</li> <li><b>2:</b> The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i></li> <li><b>1:</b> Sustainability and resilience dimensions and impacts were not adequately considered.</li> </ul> <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<p style="text-align: center;"><b>Evidence</b></p> <p>Addressing the resilience and sustainability of society and ecosystems is among the main purposes of the project, which aims at facilitating the transition to more sustainable agricultural commodity systems, considering their social, economic, and environmental dimensions. Potentially adverse social and environmental impacts have been identified and rigorously assessed as part of the social and environmental screening (SES).</p>	
<p><b>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</b> The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<p style="text-align: center;">Yes</p> <p>The SESP was duly conducted to identify potential social and environmental impacts and risks, and the overall project risk was categorized as Moderate. The full SES can be consulted in Annex 2.</p>	<p style="text-align: center;">No</p>
<p><b>MANAGEMENT &amp; MONITORING</b></p>		
<p><b>11. Does the project have a strong results framework?</b></p> <ul style="list-style-type: none"> <li><b>3:</b> The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i></li> <li><b>2:</b> The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i></li> <li><b>1:</b> The project’s selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i></li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
	<p style="text-align: center;">1</p>	<p style="text-align: center;"><b>Evidence</b></p> <p>The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, as well as process indicators, each with credible data sources and populated baselines and targets. Although the programme’s RRF does not have sex-disaggregated targets (not relevant for the chosen indicators), the programme will collect AGD-disaggregated data whenever relevant and apply a strong gender lens as part of the outcome monitoring framework to be developed under the Collaborative Action pillar.</p>
	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>

<p><b>12. Is the project’s governance mechanism clearly defined in the project document, including composition of the project board?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>.</li> <li>• <b>2:</b> The project’s governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i></li> <li>• <b>1:</b> The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<p style="text-align: center;">1</p> <p style="text-align: center;"><b>Evidence</b></p> <p>The project governance mechanism is fully defined, including with specified reference to individuals for each position. For continuity, members of the project board will remain the same as per previous institutionalisations of the programme, though with the addition of representatives of the most emblematic Country Offices (those with which GCP has a stronger engagement and/or longer collaborative relationship) as Senior Beneficiaries, and the addition of a representative of the pool of donors as Senior Supplier. The ToR of the project board is attached to the project document.</p>	
<p><b>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme’s theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i></li> <li>• <b>2:</b> Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.</li> <li>• <b>1:</b> Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document.</li> </ul> <p><i>*Note: Management Action must be taken for a score of 1</i></p>	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
	<p style="text-align: center;">1</p> <p style="text-align: center;"><b>Evidence</b></p> <p>Project risks related to the achievement of results are fully described in the project risk log (annex 3), based on comprehensive analysis drawing on the programme’s theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. Additional critical success factors were identified and outlined in section III, together with programme assumptions behind the ToC and chosen strategy.</p>	
<p><b>EFFICIENT</b></p>		
<p><b>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</b></p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	<p style="text-align: center;">Yes (3)</p> <p>The project has used a theory of change analyses to identify and prioritize deep leverage points in order to achieve maximum results with the resources available, embracing the</p>	<p style="text-align: center;">No (1)</p>

	<p>innovative MSCFSC approach as its DNA. Under the Advisory Services pillar, the programme embraces a portfolio management approach to improve cost effectiveness through synergies with other interventions. The programme shares resources with other UNDP projects, such as the “Production” and “A&amp;L” projects under the GEF-funded Good Growth Partnership, and counts from operational support from the UNDP RHLAC. Finally, the programme has chosen to deliver advisory, technical and learning facilitation services, as much as possible virtually to reduce costs, carbon footprint and be more resilient to possible continued COVID restrictions.</p>	
<p><b>15. Is the budget justified and supported with valid estimates?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project’s budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.</li> <li>• <b>2:</b> The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.</li> <li>• <b>1:</b> The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</li> </ul>	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p><b>Evidence</b></p> <p>The overall budget is at the activity result-level with funding sources and including monitoring and evaluation, and communications costs. The multi-year budget is currently done at output level, however the set up in Atlas will include activity results level budget for the three outputs. Resource mobilization efforts are in place to fill unfunded components, included through the</p>	

	implementation of a fundraising strategy. All costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.	
<p><b>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</li> <li>• <b>2:</b> The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</li> <li>• <b>1:</b> The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</li> </ul> <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	3	2
	1	
	<p><b>Evidence</b></p> <p>Direct Project Costs have been included in the budget to cover the services provided by the Regional Hub during project implementation in all operational areas, including Procurement, Human Resources, Finance and Technology.</p>	
<b>EFFECTIVE</b>		
<p><b>17. Have targeted groups been engaged in the design of the project?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)</li> <li>• <b>2:</b> Some evidence that key targeted groups have been consulted in the design of the project.</li> <li>• <b>1:</b> No evidence of engagement with targeted groups during project design.</li> </ul>	3	2
	1	
	<p><b>Evidence</b></p> <p>Key experts of system change, agricultural commodities and environmental science were engaged in a thorough participatory process which led to the development of the Green Commodities Programme 2021-2023 Strategy, which provided critical input for the development of this project document. The programme has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making and prioritising discriminated and marginalized populations (including women, youth and indigenous peoples) when relevant, and particularly as part of the methodology guiding activities under the Collaborative Action pillar.</p>	
<p><b>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</b></p>	Yes (3)	No (1)
<p><b>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</b></p>	Yes (3)	No (1)

<p>*Note: Management Action or strong management justification must be given for a score of “no”</p>	<p style="text-align: center;"><b>Evidence</b></p> <p>The MSCFSC approach promoted by the programme across all outputs is founded, among the others, on the principle of acknowledging and working with existing power dynamics and conflict to address systemic issues and inequalities; these include those between women and men in the economic, social and political spheres, making it relevant to score the gender marker for each output at GEN2. Gender issues are fully integrated into all dialogue, training and capacity development activities. Participatory gender analyses will be promoted whenever relevant (e.g., to complement stakeholder analyses for dialogue processes under the Collaborative Action pillar) in acknowledgement of the fact that the programme works across multiple commodity sectors, countries and communities, each with their own complex social structures and gender roles.</p>
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**SUSTAINABILITY & NATIONAL OWNERSHIP**

<p><b>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.</li> <li>• <b>2:</b> The project has been developed by UNDP in close consultation with national/regional/global partners.</li> <li>• <b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> </ul>	3	2
	1	
	<p style="text-align: center;"><b>Evidence</b></p> <p>Key global and regional partners were proactively engaged in the thoroughly participatory process which led to the development of the Green Commodities Programme 2021-2023 Strategy, which provided critical input for the development of this project document.</p>	

<p><b>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.</li> <li>• <b>2:</b> A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.</li> <li>• <b>1:</b> Capacity assessments have not been carried out.</li> </ul>	3	2
	1	
	<p style="text-align: center;"><b>Evidence</b></p> <p>Key institutions (including existing dialogue spaces) and systems are accurately identified and analysed, including through methods such as participatory system mapping. Dialogue and MSCFSC capacities and outcomes will be systematically and thoroughly monitored for adaptive management through self- and external assessments forming part of the outcome monitoring framework being developed under the Collaborative Action pillar. Additionally, the Green Commodities Programme has developed and</p>	

	<p>piloted an innovative <a href="#">Farmer Support Systems tool</a>, inclusive of a capacity assessment scorecard, which provides guidance to sustainable commodity production practitioners on how to collaboratively assess and strengthen farmer support systems. Finally, the Green Commodities Community is defining its work programme every year/1.5 year based on a needs analysis of the members it serves.</p>	
<p><b>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</b></p>	<p>Yes (3)</p> <p>The project systematically operates through Country Offices (and their own operational systems) for in-country activities. M&amp;E tools have and will be developed to support country teams in conducting self-assessments for reflection and adaptive management. Quantitative data collection exercises encourage the use of national statistics and information collected through national monitoring systems (e.g., NFMS – national forest monitoring systems).</p>	<p>No (1)</p>
<p><b>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</b></p>	<p>Yes (3)</p> <p>A knowledge product on multi-stakeholder platform sustainability was recently developed by the Green Commodities Programme, with a focus on strengthening the institutionalisation,</p>	<p>No (1)</p>



	<p>financial sustainability and political resilience of multi-stakeholder dialogue spaces, including through resource mobilisation and communications strategies. The advice provided in this document will be properly integrated (or referred to) in the overall methodology upgrade being conducted under the Collaborative Action pillar. Capacity building under the Advisory Services and Community pillars will focus on strengthening national capacities through trainings and workshops and national ownership will be ensured. Additionally, to scale up achievements obtained under the AS pillar, new partnerships will continuously be strengthened, including as a result of co-inquiry groups which have been run under GCP-leadership since 2020.</p>	
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## ANNEX 2: SOCIAL AND ENVIRONMENTAL SCREENING

### Social and Environmental Screening Template (2021 SESP Template, Version 1)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

#### Project Information

<b>Project Information</b>	
1. Project Title	Green Commodities Programme: Phase II
2. Project Number (i.e. Atlas project ID, PIMS+)	00123562 (Atlas project ID)
3. Location (Global/Region/Country)	Global
4. Project stage (Design or Implementation)	Design
5. Date	23 May 2021

### Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

#### **QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?**

##### **Briefly describe in the space below how the project mainstreams the human rights-based approach**

The programme is guided by human rights, and specifically by the right to an adequate standard of living [UDHR art. 25; ICESCR art. 11; CRC art. 27], equal rights of women in economic life [CEDAW arts. 11, 13, 14(2)(g), 15(2), 16(1)], the right to adequate food and safe drinking water [UDHR art. 25; ICESCR art. 11; CRC art. 24(2)(c)], the right of all peoples to development and international cooperation, including with the purpose of “improv[ing] methods of production (...) and distribution of food (...) in such a way to achieve the most efficient development and utilization of natural resources” [UDHR art. 28; ICESCR arts. 2(1), 11(2); CRC art. 4; CRPD art. 32(1); DRtD arts. 3-5], the right to just and favourable conditions of work [ICESCR art. 7; CEDAW art. 11], the right to equality and non-discrimination [UDHR art. 2; ICESCR art. 2(2); ICCPR arts. 2(1), 26; CERD art. 2(2); CEDAW art. 2; CRC art. 2; CRPD art. 5; CMW art. 7; DRtD art. 8(1)], the right to participate in public affairs [UDHR art. 21; ICCPR art. 25; CEDAW art. 7; ICERD art. 5; CRPD art. 29; DRtD art. 8(2)], the right of all people to freely dispose of their natural resources [ICCPR, ICESCR art. 1(2)] and the right of all peoples to self-determination [ICCPR, ICESCR art. 1(1); DRtD art. 1(1)]. The Green Commodities Programme upholds and abides to the strictest principles of accountability, ensuring meaningful participation and non-discrimination through accurate stakeholder analysis and engagement, embedded in the spirit of multi-stakeholder collaboration for systemic change (MSCFSC) which constitutes the DNA of the programme. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed, and the relevant mitigation and management measures incorporated into design and budget.

##### **Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment**

While not all outputs are specifically geared to promote gender equality, gender issues are fully integrated into all dialogue, training, advisory services and capacity development activities. Participatory gender analyses will be promoted whenever relevant (e.g., to complement stakeholder analyses for dialogue processes under the Collaborative Action pillar) in acknowledgement of the fact that the programme works across multiple commodity sectors, countries and communities, each with their own complex social structures and gender roles. An Age, Gender and Diversity (AGD) approach is also applied systematically to direct data collection exercises and otherwise promoted, in support of inclusive programming.

**Briefly describe in the space below how the project mainstreams sustainability and resilience**

Addressing the sustainability and resilience of society and ecosystems is among the main purposes of the programme, which aims at facilitating the transition to more sustainable agricultural commodity systems, considering their social, economic, and environmental dimensions. Key institutions (including existing dialogue spaces) and systems are accurately identified and analysed, including through institution analysis and methods such as participatory system mapping. This rigorous analysis allows the programme to identify deep leverage points of the systems in which it operates, and which aims to transform; these hold the highest potential to catalyse long-term, sustainable system transformation in agricultural commodity sectors. Programme outcomes will be thoroughly monitored for adaptive management through self- and external assessments forming part of the outcome monitoring framework to be developed under the Collaborative Action pillar. Strong attention is put on ensuring resilience through these outcomes, including through promoting climate smart agriculture. The resilience of agricultural commodity sectors will be also explored in depth under pillar 3.

Finally, the Green Commodities Programme has also recently published practice guidance on the institutional, financial and political sustainability of multi-stakeholder commodity platforms, which is based on more than 10 years of experience supporting such spaces. Key content of the guidance will be embedded in the upgraded methodology for Collaborative Action, which is currently being finalised.

**Briefly describe in the space below how the project strengthens accountability to stakeholders**

Multi-stakeholder collaboration for systemic change (MSCFSC) is the centre of the Green Commodities Programme's approach to promote the sustainable development of agricultural commodity sectors. As such, the programme poses a strong focus on stakeholder engagement, dialogue, capacity building, and developing feedback mechanisms, to remain relevant and ensure inclusiveness – with a particular focus on marginalized groups such as women, youth and indigenous people.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b> <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			<b>QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High</b>
<b>Risk Description (broken down by event, cause, impact)</b>	<b>Impact and Likelihood (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments (optional)</b>	<b>Description of assessment and management measures for risks rated as Moderate, Substantial or High</b>
Risk 1: If meaningful participation of all relevant stakeholders (with a particular focus on engaging marginalized groups such as women, youth and indigenous people) is not ensured, Collaborative Action activities may cause adverse or inequitable impacts on the enjoyment of human rights (civil, political, economic, social or cultural) for some of the stakeholders, including through restrictions in access to resources, reproducing	I = 4 L = 2	Moderate		With a focus on multi-stakeholder collaboration for systemic change (MSCFSC) to foster the sustainable development of agricultural commodity systems, the programme prioritizes engagement and meaningful participation of all relevant stakeholders in dialogue and collaborative action, with a strong attention posed on leaving no-one behind. Programme activities abide to key principles embedded in the methodological guidance and support provided to country teams under the Collaborative Action pillar (output 1), including: <ul style="list-style-type: none"> <li>• <i>Building a high quality collective space;</i></li> <li>• <i>Working with power;</i></li> <li>• <i>Working through conflict;</i></li> </ul>

<p>discriminations against women based on gender, affecting livelihoods, adverse impacts to sites of cultural significance, economic displacement and/or reproducing discriminatory working conditions.</p> <p>(covering principles P.3-6, P.10-11, P.13, and standards 1.3, 4.3-4, 5.1-2, 5.4, 6.1-9, 7.5)</p>				<ul style="list-style-type: none"> <li>• <i>Collaborative actions and investments;</i></li> <li>• <i>Participatory learning;</i></li> <li>• <i>Communicating effectively;</i></li> <li>• <i>Gender equality.</i></li> </ul> <p>Over more than 10 years of experience supporting multi-stakeholder commodity platforms, the programme has developed a thorough methodology to live up to the above principles and, as such, ensure representative and meaningful participation, including through feedback and outcome monitoring mechanisms, so that that none of the project, or project-related activities will cause adverse impacts to the enjoyment of human rights in target project locations.</p>
<p>Risk 2: If the dialogue process and eventual confrontations are not managed properly, programme activities under output 1 (Collaborative Action) may exacerbate existing (more or less active) conflicts among different stakeholder groups (indigenous communities, large-scale producers, smallholders, rural communities, etc.).</p> <p>(covering principle P.7)</p>	<p>I = 4 L = 2</p>	<p>Moderate</p>		<p>As mentioned above, the programme has developed specific guidance and processes (and will be providing targeted support and online upskilling) to enable all programme activities under the Collaborative Action pillar to live up to the principle of <i>Working through conflict</i>, so to ensure effective collaboration and mitigate the risk that programme activities may exacerbate existing disputes or conflicts between the represented stakeholder groups.</p>
<p>Risk 3: Lack of thorough and context-specific gender analysis may cause programme activities under the Collaborative Action pillar to exacerbate risks of gender-based violence, related to eventual changes (or attempts thereof) in community and household power dynamics.</p> <p>(covering principle P.12)</p>	<p>I = 4 L = 1</p>	<p>Moderate</p>		<p>The Green Commodities Programme acknowledges the existence of context-specific complex social structures and gender roles and, as such, promotes the undertaking of thorough participatory gender analyses to complement stakeholder analyses, particularly for dialogue processes supported or facilitated under the Collaborative Action pillar. Gender mainstreaming expertise exists at programme-level and can be accessed as needed by country teams. The programme will have mechanisms (reflected in the upgrade of the methodology) in place to ensure that agreements and commitments resulting from Collaborative Action will be sensitive to the gender issues and context outlined in the gender analysis.</p>
<p>Risk 4: Without proper and context-specific stakeholder management strategies (including proper, neutral and skilled facilitation) and the establishment of adequate feedback mechanisms, programme activities</p>	<p>I = 4 L = 1</p>	<p>Moderate</p>		<p>The programme is developed around promoting meaningful participation from all stakeholders (MSCFSC), and specific tools and strategies are in place and recommended to ensure that this happens. Proper, neutral, and skilled facilitation will be strongly recommended, together with proper feedback mechanisms, to minimize further the risk</p>

<p>under the Collaborative Action pillar may lead to grievances or objections from stakeholders who may feel marginalized or not adequately engaged in the dialogue.</p> <p>(covering principle P.14)</p>				<p>of activities leading to grievances or objections due to actors feeling marginalized or not adequately engaged or consulted.</p>
<p>Risk 5: Unless a clear case for protection of habitats and ecosystems is made, and their interest is somehow represented in the process, programme activities may lead (more or less intentionally) to (or reproduce) adverse impacts on nature in favor of the development of agricultural commodity systems.</p> <p>(covering stds. 1.1, 1.3, 1.8-10, 1.12-14, 2.1, 2.4, 3.6)</p>	<p>I = 4 L = 2</p>	Moderate		<p>The long-term protection of high conservation value forest and important vulnerable ecosystem (including through building resilience to climate change or disasters) is a primary goal of the programme, which has the technical capacities, resources and processes in place to ensure that adequate attention, advice and capacity building is provided around this issue (including through the Green Commodities Community) and that the interests of natural habitats and ecosystems are adequately represented and prioritized in multi-stakeholder platforms and dialogues.</p>
<p>Risk 6: Unless a systemic and long-term focused perspective is applied, programme activities under outputs 1 and 2 may lead to outcomes sensitive or vulnerable to potential impacts of climate change or disasters and/or increased vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices).</p> <p>(covering stds. 2.2-3)</p>	<p>I = 4 L = 2</p>	Moderate		
<p>Risk 7: Without the presence of an adequate quality review process focused on safeguards, commitments resulting from the dialogue processes supported and facilitated by the programme might omit mainstreaming of adequate social and environmental safeguards.</p> <p>(covering all applicable principles and standards)</p>	<p>I = 4 L = 2</p>	Moderate		<p>The programme will establish a two-tier quality assurance system to ensure that all relevant safeguards are in place for agreements/commitments resulting from supported or facilitated Collaborative Action initiatives.</p> <p>The first tier, as previously mentioned, relates to ensuring comprehensive representation and meaningful participation of all relevant stakeholders in co-creation.</p> <p>The second tier consists of a systematic screening of agreements/commitments resulting from Collaborative Action initiatives, which will ensure that all adequate social and environmental safeguards are in place through the completion of a SESP-like review.</p>

<b>QUESTION 4: What is the overall project risk categorization?</b>			
<b>Low Risk</b>	<input type="checkbox"/>		
<b>Moderate Risk</b>	<input checked="" type="checkbox"/>		
<b>Substantial Risk</b>	<input type="checkbox"/>		
<b>High Risk</b>	<input type="checkbox"/>		
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)</b>			
Question only required for Moderate, Substantial and High Risk projects			
<b><u>Is assessment required? (check if "yes")</u></b>	<input type="checkbox"/>		<b>Status? (completed, planned)</b>
<i>if yes, indicate overall type and status</i>	<input type="checkbox"/>	Targeted assessment(s)	
	<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)	
	<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
<b><u>Are management plans required? (check if "yes")</u></b>	<input type="checkbox"/>		
<i>if yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
	<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
	<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
<b><u>Based on identified risks, which Principles/Project-level Standards triggered?</u></b>	<b>Comments (not required)</b>		
<b><i>Overarching Principle: Leave No One Behind</i></b>			
<b><i>Human Rights</i></b>	<input checked="" type="checkbox"/>		
<b><i>Gender Equality and Women's Empowerment</i></b>	<input checked="" type="checkbox"/>		
<b><i>Accountability</i></b>	<input checked="" type="checkbox"/>		
<b><i>1. Biodiversity Conservation and Sustainable Natural Resource Management</i></b>	<input checked="" type="checkbox"/>		
<b><i>2. Climate Change and Disaster Risks</i></b>	<input checked="" type="checkbox"/>		
<b><i>3. Community Health, Safety and Security</i></b>	<input checked="" type="checkbox"/>		
<b><i>4. Cultural Heritage</i></b>	<input checked="" type="checkbox"/>		
<b><i>5. Displacement and Resettlement</i></b>	<input checked="" type="checkbox"/>		

	<b>6. Indigenous Peoples</b>	✓	
	<b>7. Labour and Working Conditions</b>	✓	
	<b>8. Pollution Prevention and Resource Efficiency</b>	✓	

## Final Sign Off

*Final Screening at the design-stage is not complete until the following signatures are included*

<b>Signature</b>	<b>Date</b>	<b>Description</b>
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the <a href="#">SES toolkit</a> for further guidance on addressing screening questions.	
<b>Overarching Principle: Leave No One Behind</b>	<b>Answer (Yes/No)</b>
<b>Human Rights</b>	
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	Yes
<i>Would the project potentially involve or lead to:</i>	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Yes
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? <sup>29</sup>	Yes
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	Yes
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
<b>Gender Equality and Women's Empowerment</b>	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	Yes
P.12 exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	Yes
<b>Sustainability and Resilience:</b> Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
<b>Accountability</b>	
<i>Would the project potentially involve or lead to:</i>	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Yes
P.14 grievances or objections from potentially affected stakeholders?	Yes
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
<b>Project-Level Standards</b>	

<sup>29</sup> Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.



<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	Yes
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Yes
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	Yes
1.9	significant agricultural production?	Yes
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	Yes
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? <sup>30</sup>	Yes
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) <sup>31</sup>	Yes
1.14	adverse transboundary or global environmental concerns?	Yes
<b>Standard 2: Climate Change and Disaster Risks</b>		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	Yes
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	Yes
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	Yes
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	Yes
<b>Standard 3: Community Health, Safety and Security</b>		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No

<sup>30</sup> See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

<sup>31</sup> See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	Yes
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
<b>Standard 4: Cultural Heritage</b>		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Yes
4.4	alterations to landscapes and natural features with cultural significance?	Yes
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	Yes
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Yes
5.3	risk of forced evictions? <sup>32</sup>	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	Yes
<b>Standard 6: Indigenous Peoples</b>		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	Yes
6.2	activities located on lands and territories claimed by indigenous peoples?	Yes
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	Yes
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Yes
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Yes
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	Yes
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	Yes

<sup>32</sup> Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

6.8	risks to the physical and cultural survival of indigenous peoples?	Yes
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	Yes
<b>Standard 7: Labour and Working Conditions</b>		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	Yes
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	Yes
<b>Standard 8: Pollution Prevention and Resource Efficiency</b>		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	Yes
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	Yes
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the <a href="#">Montreal Protocol</a>, <a href="#">Minamata Convention</a>, <a href="#">Basel Convention</a>, <a href="#">Rotterdam Convention</a>, <a href="#">Stockholm Convention</a></i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	Yes
8.6	significant consumption of raw materials, energy, and/or water?	Yes

**ANNEX 3: RISK ANALYSIS**

#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Risk of delays and disruptions in country project implementation due to the ongoing COVID-19 pandemic and consequent adoption of measures such as social distancing and quarantines.	Operational	I = 4 L = 3  Risk Level = High	Due to its global character, the Green Commodities Programme has been a pioneer in experimenting and adopting effective teleworking arrangements, including through the COVID-19 pandemic. Best practices have and will continue to be shared with country teams, including platform and dialogue backbone teams. The latter have already practiced with different means of running virtual dialogues and the GCP global teams will continue to support them with innovative tools, and the most adequate technical and facilitation solutions to minimize the risk of disruptions.	Project Manager
2	Risk of GCC members fatigue with virtual workshops, as the amount of time people are on videocalls is higher than usual due to the working from home situation caused by COVID-19. This will reduce the appeal of joining online meetings as the ones organized by the Community.	Operational	I = 3 L = 3  Risk level = Moderate	During the COVID-19 pandemic, the GCC team has decided to lower the number of online interactions offerings from 4 to maximum 2 a month. This situation will be maintained during the crisis and workshops are going to include COVID-19 topics to make them more relevant.	Project Manager
3	The programme team does not manage to raise the necessary funds to ensure the delivery of the programme outputs.	Financial	I = 4 L = 3  Risk Level = Moderate	The GCP has maintained close relationships with current and potential donors to ensure continued willingness to support the process. And has developed new ones through the global co-inquiry work. The programme now counts on the expert support of a fundraising specialist, and a fund-raising strategy was already developed to ensure a systematic approach to fundraising. All pillars are expected to contribute to these efforts, as reflected in the activities reported under each output.	Project Manager

4	Political support for the programme diminishes in existing and target countries. This may happen as a result of political changes or other externalities which would affect development priorities, including in relation with the growth of the relevant commodity sector.	Political	I = 4 L = 2  Risk Level = Moderate	The GCP and partner Country Offices have continuously engaged 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 its core countries are crucial to maintaining support for the work.	Project Manager
5	Inadequate capacities of GCP and/or partner personnel prevent implementation of quality action, including through potential operational challenges in managing multi-stakeholder processes and partnerships, which may limit consensus-building and coordinated action.	Organizational	I = 4 L = 3  Risk Level = High	<p>This is a critical risk for the project, as it might affect quality implementation, and it will be managed through the following actions:</p> <ul style="list-style-type: none"> <li>a) careful selection of project staff within the procurement and salary scale limitations.</li> <li>b) rigorous process, output and outcome monitoring and troubleshooting throughout the project lifetime;</li> <li>c) commitment to continuous learning and staying at the forefront of relevant innovations and best practices;</li> <li>c) trainings and co-coaching at multiple levels;</li> <li>d) development of quality guidance material and tools.</li> </ul> <p>The programme prioritises and invests considerably in capacity building of the GCP team, partner personnel AND the programme stakeholders in order to ensure adequate capacities are in place to facilitate and engage in effective dialogue, provide and implement quality system, innovation and technical advice, and uptake and share learnings and best practices to the benefit of the broader green commodities community. This is done through the Green Commodities Community, as well as through additional specific activities planned under each of the three project outputs.</p>	Project Manager
6	Actors may lose faith in the dialogue process, due to the long time it often takes for tangible results to materialize. This may lead some actors to leave the process, jeopardizing efforts to ensure multi-stakeholder collaboration.	Operational	I = 4 L = 3  Risk Level = High	Platform participation expectation management is honest and upfront. Private sector participants are specifically coached (changing their mindsets) on why collaboration processes to be meaningful take as long as they do, and the associated long-term benefits of adopting a systemic approach. Strong communications and progress on the ground have maintained the programme's credibility and a positive reputation with partners. Through prototyping and other design thinking techniques, stakeholders will be encouraged to "experiment their way forward" and see quick wins to overcome analysis paralysis.	Project Manager

7	With a crowded funding space and increasing competition, it may be challenging for GCP to pitch its added value and competitive advantage, resulting in limited access to funds.	Strategic	I = 4 L = 2  Risk Level = Moderate	GCP has invested in communicating its unique identity to potential partners and competitors through a strategic review and a branding process. The GCP has developed a unique niche with its MSCFSC approach, which sets the programme apart.	Project Manager
8	If meaningful participation of all relevant stakeholders (with a particular focus on engaging marginalized groups such as women, youth and indigenous people) is not ensured, Collaborative Action activities may cause adverse or inequitable impacts on the enjoyment of human rights (civil, political, economic, social or cultural) for some of the stakeholders, including through restrictions in access to resources, reproducing discriminations against women based on gender, affecting livelihoods, adverse impacts to sites of cultural significance, economic displacement and/or reproducing discriminatory working conditions.	Social and Environmental	I = 4 L = 2  Risk Level = Moderate	<p>With a focus on multi-stakeholder collaboration for systemic change (MSCFSC) to foster the sustainable development of agricultural commodity systems, the programme prioritizes engagement and meaningful participation of all relevant stakeholders in dialogue and collaborative action, with a strong attention on leaving no-one behind. Programme activities follow key principles embedded in the methodological guidance and support provided to country teams under the Collaborative Action pillar (output 1), including:</p> <ul style="list-style-type: none"> <li>• <i>Building a high quality collective space;</i></li> <li>• <i>Working with power;</i></li> <li>• <i>Working through conflict;</i></li> <li>• <i>Collaborative actions and investments;</i></li> <li>• <i>Participatory learning;</i></li> <li>• <i>Communicating effectively;</i></li> <li>• <i>Gender equality.</i></li> </ul> <p>Over more than 10 years of experience supporting multi-stakeholder commodity platforms, the programme has developed a thorough methodology to live up to the above principles and, as such, ensure representative and meaningful participation, including through feedback and outcome monitoring mechanisms, so that that none of the project, or project-related activities will cause adverse impacts to the enjoyment of human rights in target project locations.</p>	Project Manager

10	If the dialogue process and eventual confrontations are not managed properly, programme activities under output 1 (Collaborative Action) may exacerbate existing (more or less active) conflicts among different stakeholder groups (indigenous communities, large-scale producers, smallholders, rural communities, etc.).	Social and Environmental	I = 4 L = 2  Risk Level = Moderate	As mentioned above, the programme has developed specific guidance and processes (and will be providing targeted support and online upskilling) to enable all programme activities under the Collaborative Action pillar to live up to the principle of <i>Working through conflict</i> , so to ensure effective collaboration and mitigate the risk that programme activities may exacerbate existing disputes or conflicts between the represented stakeholder groups.	Project Manager
11	Lack of thorough and context-specific gender analysis may cause programme activities under the Collaborative Action pillar to exacerbate risks of gender-based violence, related to eventual changes (or attempts thereof) in community and household power dynamics.	Social and Environmental	I = 4 L = 1  Risk Level = Moderate	The Green Commodities Programme acknowledges the existence of context-specific complex social structures and gender roles and, as such, promotes the undertaking of thorough participatory gender analyses to complement stakeholder analyses, particularly for dialogue processes supported or facilitated under the Collaborative Action pillar. Gender mainstreaming expertise exist at programme-level and can be accessed as needed by country teams. The programme will have mechanisms (reflected in the upgrade of the methodology) in place to ensure that agreements and commitments resulting from Collaborative Action will be sensitive to the gender issues and context outlined in the gender analysis.	Project Manager
12	Without proper and context-specific stakeholder management strategies (including proper, neutral and skilled facilitation) and the establishment of adequate feedback mechanisms, programme activities under the Collaborative Action pillar may lead to grievances or objections from stakeholders who may feel marginalized or not adequately engaged in the dialogue.	Social and Environmental	I = 4 L = 1  Risk Level = Moderate	The programme is developed around promoting meaningful participation from all stakeholders (MSCFSC), and specific tools and strategies are in place and recommended to ensure that this happen. Proper, neutral, and skilled facilitation will be strongly recommended, together with proper feedback mechanisms, to minimize further the risk of activities leading to grievances or objections due to actors feeling marginalized or not adequately engaged or consulted.	Project Manager

13	Unless a clear case for protection of habitats and ecosystems is made, and their interest is somehow represented in the process, programme activities may lead (more or less intentionally) to (or reproduce) adverse impacts on nature in favor of the development of agricultural commodity systems.	Social and Environmental	I = 4 L = 2  Risk Level = Moderate	The long-term protection of high conservation value forest and important vulnerable ecosystem (including through building resilience to climate change or disasters) is a primary goal of the programme, which has the technical capacities, resources and processes in place to ensure that adequate attention, advice and capacity building is provided around this issue (including through the Green Commodities Community) and that the interests of natural habitats and ecosystems are adequately represented and prioritized in multi-stakeholder platforms and dialogues.	Project Manager
14	Unless a systemic and long-term focused-perspective is applied, programme activities under outputs 1 and 2 may lead to outcomes sensitive or vulnerable to potential impacts of climate change or disasters and/or increased <a href="#">vulnerability to climate change</a> impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices).	Social and Environmental	I = 4 L = 2  Risk Level = Moderate		Project Manager
15	Risk 7: Without the presence of an adequate quality review process focused on safeguards, commitments resulting from the dialogue processes supported and facilitated by the programme might omit mainstreaming of adequate social and environmental safeguards.  (covering all applicable principles and standards)	Social and Environmental	I = 4 L = 2  Risk Level = Moderate	The programme will establish a two-tier quality assurance system to ensure that all relevant safeguards are in place for agreements/commitments resulting from supported or facilitated Collaborative Action initiatives. The first tier, as previously mentioned, relates to ensuring comprehensive representation and meaningful participation of all relevant stakeholders in co-creation. The second tier consists of a systematic screening of agreements/commitments resulting from Collaborative Action initiatives, which will ensure that all adequate social and environmental safeguards are in place through the completion of a SESP-like review.	Project Manager



## ANNEX 4: GENDER ACTION PLAN

This document summarizes all gender mainstreaming actions outlined in the project document for the *Green Commodities Programme: Phase II* project, starting July, 1<sup>st</sup> 2021, and ending June 30<sup>th</sup>, 2026.

Gender is at the center of the approach of the Green Commodities Programme (GCP) to transform agricultural commodity systems: multi-stakeholder collaboration for systemic change (MSCFSC). Among the others, MSCFSC means ensuring representation and meaningful participation of all relevant stakeholders in collaborative action, including through acknowledging and working with power dynamics and conflict to address systemic issues and inequalities, such as those between women and men in the economic, social and political spheres.

The GCP is guided by human rights, as stated in the project document (p. 9), including *equal rights of women in economic life* [CEDAW arts. 11, 13, 14(2)(g), 15(2), 16(1)] and *the right to equality and non-discrimination* [UDHR art. 2; ICESCR art. 2(2); ICCPR arts. 2(1), 26; CERD art. 2(2); CEDAW art. 2; CRC art. 2; CRPD art. 5; CMW art. 7; DRtD art. 8(1)].

Among the others, the GCP is contributing to the UNDP Strategic Plan 2018-2021 output 2.4.1. *Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources<sup>33</sup>, in line with international conventions and national legislation.* The related indicator 2.4.1.1. from the IRRF (*# of additional countries with gender-responsive measures in place...*) is included in the programme's results framework (as indicator 1.2.2.), which also includes gender-disaggregated indicators whenever relevant (i.e., for indicator 3.1. *% of active registered community members who have learned MSCFSC and other relevant approaches and tools through the Green Commodities Community and applied them in their contexts*).

Given the above, the programme was assigned a GEN2 gender marker – “gender equality as a significant objective” – across all its three outputs (and related implementation pillars):

1. By 2026 GCP has supported 30 Collaborative Action initiatives and projects with the potential to bring about systemic shifts to sustainable commodity sectors (*Pillar 1: Collaborative Action*)
2. By 2026, GCP has provided technical, system and innovation advice to a USD 200,000,000 portfolio of programmes and projects in priority commodity sectors (*Pillar 2: Advisory Services*)
3. By 2026, 20% of the GCC practitioners have learned and shared MSCFSC and other relevant approaches and tools, and applied them in their contexts (*Pillar 3: Community of Practice*).

While not all outputs are *specifically* geared to promote gender equality, gender mainstreaming actions are fully integrated into all dialogue, advisory and capacity development activities. These are outlined in all relevant sections in the project document and summarized in the table below, together with their scope, the role accountable for their implementation, and timeline.

Action	Scope (outputs)	Accountability	Timeline
<b>Promote representation and meaningful participation of women</b> across all outputs.	Collaborative Action, Advisory Services, Community of Practice.	All pillar leads.	<i>Ad hoc.</i>
<b>Promote participatory gender analyses</b> whenever relevant (e.g., to complement stakeholder analyses for multi-stakeholder platform and dialogue processes under the Collaborative Action pillar) in acknowledgement of the fact that the programme works across multiple commodity sectors, countries	Collaborative Action, Advisory Services.	Collaborative Action and Advisory Services pillar leads.	<i>Ad hoc.</i>

<sup>33</sup> Includes oceans and marine and freshwater ecosystems, forests, biodiversity and ecosystems, land rights, and management of chemicals and waste.

and communities, each with their own complex social structures and gender roles.			
<b>Develop a gender strategy</b> based on appropriate analysis to ensure gender mainstreaming in all GCC activities.	Community of Practice.	Community of practice pillar lead.	By 31 March 2022.
<b>Develop (an) adequate mechanism/s to ensure that agreements and commitments resulting from multi-stakeholder platforms and dialogues will be responsive to the gender issues and context outlined in the gender analyses.</b>	Collaborative Action.	Collaborative Action pillar lead.	By 31 July 2022.
<b>Include a strong gender lens in the outcome monitoring framework</b> to be developed under the Collaborative Action pillar, in alignment with MSCFSC principles.	Collaborative Action	Collaborative Action pillar lead and M&E Specialist.	By 31 December 2021.
<b>Apply an Age, Gender and Diversity (AGD) approach systematically to direct data collection exercises,</b> and otherwise promote it, in support of inclusive programming.	Collaborative Action, Advisory Services, Community of Practice.	All pillar leads, with support of M&E.	<i>Ad hoc.</i>
<b>Develop gender knowledge products,</b> including a gender brief and a virtual learning gender programme guide.	Community of Practice.	Community of practice pillar lead.	Gender brief by 30 June 2022; virtual gender learning programme by 31 December 2022.

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## **ANNEX 5: TERMS OF REFERENCE**

### **Project Board**

In accordance with the UNDP Programme and Operations Policies and Procedures, a Project Board will be established to oversee the programme and to provide strategic and operational recommendations to the Project Manager for implementation. For continuity and to the benefit of the programme, members of the Project Board will remain the same as per previous institutionalisations of the programme, though with the valuable addition of a representative of the pool of donors as Senior Supplier. Hence, the Project Board will be composed by:

- The Head of the UNDP Nature, Climate and Energy team as Executive to provide substantive and strategic guidance to the project, acting as chair of the Project Board and holding final executive authority;
- Managers of the Regional Hubs (RH) for Africa, Asia and the Pacific, and Latin America and the Caribbean - the regions with GCP activity, as Senior Beneficiaries, providing substantive and strategic guidance to the project. If other regions initiate GCP projects, the relevant Regional Hub Manager will be consulted about the option of joining the Board. The RH managers represent the whole region supported by GCP, and as such, are expected to gather inputs and feedback from relevant Country Offices on GCP's performance, prior to board meetings. This will be facilitated by GCP;
- A Representative of SECO on behalf of the donors, as Senior Suppliers.

The Project Board is responsible for the following functions:

- Making by consensus, management decisions for the project when guidance is required by the Project Manager, including recommendations of programme plans and revisions and guidance as required on management of project risks
- Ensuring that required resources are committed;
- Arbitrating on any eventual conflicts within the project;
- Approving the responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities;
- Decision-making in cases where PM tolerance may be exceeded;
- Reviewing and making recommendations on the Annual Work Plans proposed by the Project Manager;
- Meeting annually (or at any other designated decision points during the running of the project, or as necessary when raised by the Project Manager), either virtually or in person, to review progress and discuss any upcoming issues.

Documents pertaining to Project Board meetings will be distributed to all member representatives in advance.

### **Project Assurance**

The Project Assurance role will be carried out by the UNDP Nature, Climate and Energy team.

Project Assurance is responsible for the following functions:

- ensuring that operations correspond to agreed plans, budget and UNDP procedures.

### **GCP Project Manager:**

The Programme Manager will be the Global Head of UNDP's Food and Agricultural Commodity Systems. The project Manager will be responsible for:

- Oversee project progress according to the defined indicators

- Provide strategic guidance to the Programme
- Ensure efficient and effective resources planning, budgeting and utilization
- Trouble shooting and adaptive management as needed
- Coordinate with other relevant initiatives internally and externally to work together and integrate approaches and synergies in support to programme objectives.
- Facilitation of international partnerships with companies and global commodity initiatives
- Oversee external communication with project partners and donors
- Liaise with country offices to ensure smooth working relationships at country level and
- between countries
- Fundraise for project implementation
- Support global policy dialogue on food and commodities systems
- Manage and maintain network of experts to support project activities
- Participate in global events to share project experience and lessons learned
- Identify and address team needs, including staff hiring, international consultant support, etc.

#### **FACS Project Manager:**

The UNDP Global Project Manager for FACS is responsible for the overall delivery and management of selected global FACS projects including the Good Growth Partnership - the Integrate Approach Pilot (IAP) Production Project (global, Indonesia, Liberia and Paraguay), the IAP Adaptive Management and Learning (A&L) Project and the IAP Paraguay demand project – elements of the FOLUR Impact Programme Global Platform and the Food Systems pillar of the Sida global strategic collaboration programme, elements of the Food Systems Multi Partner Trust Fund on SDG12 project, all on behalf of UNDP. More projects may be added to the UNDP Global Project Manager’s responsibilities as needed. Projects in scope for this Job Description will be herein referred to as “**selected global projects**”.

The FACS Project Manager will be responsible for the following functions for UNDP’s engagement by the World Bank in the FOLUR Global Knowledge to Action platform, and possibly other donor funded projects to be added to the GCP Phase II portfolio, referred to as **selected global projects under GCP Phase II**:

- Responsible for the all the management needs in relation to the **selected global projects under GCP Phase II** on behalf of UNDP, and in collaboration with relevant relevant partners (e.g. CI, ISEAL, UNEP and WWF) to ensure effective implementation, troubleshooting, and appropriate adaptive management;
- Manages the **selected global projects under GCP Phase II** teams and administrative staff, defining priorities and ensuring implementation of their tasks;
- Responsible for **selected global projects under GCP Phase II** country progress and impact. This includes oversight of and liaison with the target country teams, and also close liaison with the UNDP country offices (senior management and programme officers) to ensure timely results, team performance and unblock barriers;
- Ensures the **selected global projects under GCP Phase II** are well integrated into UNDP and receive UNDP support at country and global level. This will include ensuring coordination of activities between **selected global projects under GCP Phase II** supported countries, coordination with private sector work at global level and joint knowledge management, communication and advocacy activities.
- Manages **selected global projects under GCP Phase II** Monitoring and Evaluation (M&E) for reporting to UNDP and donors;
- Reviews reports on all **selected global projects under GCP Phase II**;

- Oversees the organization of targeted side events or UNDP engagement at global fora relevant to the **selected global projects under GCP Phase II** , e.g. UN Summits and Conference of the Parties, Commodity Roundtables etc.
- Contributes to a strategic understanding and advancement of substantive technical issues key to the success of the **selected global projects under GCP Phase II**;
- Supports, as relevant. dedicated team members in developing partnerships with the private sector in support of the **selected global projects under GCP Phase II** , and in ensuring coordination within UNDP on private sector partnerships.

### **Programme Administrative Associate**

The Programme Administrative Associate will be responsible for the following functions:

- Undertake all logistical, administrative and financial arrangements for organization of meetings, workshops, events, and missions;
- Supervise and provide guidance on travel arrangements for the GCP's Team, including travel request and claims;
- Oversight programme financial activities including preparation of budget, budget revisions, annual work plans, financial reports and any other financial duties.
- Process all payments
- Follow up on contracts and agreed deliverables
- Prepare information for the audit of GCP and support implementation of audit recommendations;
- Manage GCP's human resources needs: new recruitments (staff, SC, Interns, UNV, JPO), staff registration and benefits and any other needs, in coordination with the Human Resources unit of the Regional Hub.
- Responsible for procurement and administration of resources to achieve project goals; including preparation of TOR, Micro purchases, RFQs, ITBs, or RFPs documents, receipt of quotations, bids or proposals and their preliminary evaluation.
- Participate in evaluation panels
- Develop GCP's procurement plans and strategies
- Ensure that UNDP procurement rules are followed during procurement activities that are carried out by the GCP
- Coordination of Cost Share Agreements (CSA) signature with donors, including clearance and review with the UNDP Legal Support Office (LSO).
- Follow up reception and allocation of funds at global and national level.
- Support CO's on operational issues (procurement and finance), identification of operational and financial problems, development of solutions.

### **Budget Specialist**

The Budget specialist will be responsible for the following functions:

- Preparation and follow up of project budgets and Annual Workplans.
- Prepare and submit budget revisions for Project Manager review and approval.
- Implementation of efficient budget control mechanisms to ensure that projects utilize the available financial resources in an efficient and transparent manner, and that all financial activities are carried out on schedule and within budget to achieve project outputs.
- Support the update of information in the Corporate Planning System and Atlas Project Management Module.

- Support with financial information for donor reporting.
- Support to the M&E team with budget implementation, delivery rates and any other requirement for quarterly reports, project boards, quality assessments.
- Support audit processes for assigned programme and projects.
- Presentation of information for formulation of country projects work plans, budgets, proposals on implementation arrangements and execution modalities.
- Support country teams on budget revisions and adequate upload of finance information in the Atlas Project Management Module.
- Provision of guidance to the responsible parties on routine implementation of projects, tracking use of financial resources.
- Accuracy verification of Combined Delivery Reports on a quarterly and yearly basis. Conduct monthly oversight of expenditures with country teams.
- Tracking and reporting on mobilized resources.
- Support with the preparation of Financial Plans and Forecast of the Programme.
- Support with the preparation and review of budgets for proposals and new initiatives.
- Full compliance with UN/UNDP rules and regulations and other relevant policies on financial recording/reporting system and follow-up on audit recommendations; implementation of effective internal controls, proper functioning of a client-oriented financial resources management systems.
- Maintenance of internal expenditures control system which ensures that transactions are correctly recorded and posted in Atlas.

### **Monitoring & Evaluation and Learning Specialist**

The Monitoring, Evaluation and Learning Specialist will be responsible of the following tasks:

- Produce all required reports and summary power points using a results-based approach emphasizing results, learning and impacts;
- Track changes in risks (quarterly) and Social and Environmental Safeguards (yearly);
- Update UNDP corporate system with M&E data including risks and mitigation strategies, or provide the necessary data for third party input when system inaccessible (e.g. Atlas);
- Support external or internal review and evaluation missions;
- Create and refine appropriate monitoring tools, ensuring consistency and alignment across projects;
- Work with country teams on overcoming challenges in producing data for monitoring progress;
- Compile and aggregate relevant data from projects and agencies at country and global levels;
- Support the identification of problems, and causes of potential bottlenecks in project implementation;
- Collect and analyse data on commodity platform processes and national action plan implementation
- Support the gathering of evidence for demonstrating impact.
- Gather evidence to test the GCP Theory of Change;
- Support the sharing of relevant information from the M&E system into the GCC;
- Disseminate lessons learned through the GCC and other mechanisms.
- Compile adaptive management practices used by the projects.