

Final Report

Mid-Term Review of the Green Commodities Programme (GCP): Phase II

**Drafted by Nicola Giordano
Version 2 - July 2024**

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1. Acronyms

CALI: Causality Assessment for Landscape Interventions
 CMEA: Council of Ministers for Economic Affairs
 COFSA: The Conscious Food Systems Alliance
 ECA: Effective Collaborative Action
 FACS: Food and Agricultural Commodity Systems
 FAO: Food and Agriculture Organization
 FOLUR: Food Systems, Land Use and Restoration
 GAPKI: Indonesian Palm Oil Association
 GCP: Green Commodities Programme
 GEF: Global Environment Facility
 MIDAGRI: Ministerio de Desarrollo Agrario y Riego (Ministry of Agrarian Development and Irrigation, Perú)
 MSCFSC: Multi-Stakeholder Collaboration for Systemic Change

MSP: Multi-stakeholder platform
 MTR: Mid-Term Review
 NAP-SPO: National Action Plan for Sustainable Palm Oil
 NRM: Natural Resource Management
 RR/DRR: Resident Representative/Deputy Resident Representative
 SECO: Swiss State Secretariat for Economic Affairs
 SHF: Small-holder farmer
 SLPI: Sustainable Landscapes Program Indonesia
 SMLE: System Monitoring Learning and Evaluation
 TOC: Theory of Change
 TSA: Targeted Scenario Analysis
 UNDP: United Nations Development Programme
 WBCSD: World Business Council for Sustainable Development

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2. Introduction and Basic Information

Table 1: Information about the project

Basic Information	Description
Project Title	Green Commodities Programme: Phase II
Atlas ID	00123562
Corporate Outcome and Output	UNDP SP 2022-2025 Outcomes 1 and 2 <ul style="list-style-type: none"> Outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions. Outcome 2: No-one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.
Country	Global team with support provided to countries: Indonesia, Peru, Liberia, Mongolia, Ivory Coast, Paraguay
Region	Global
Project dates	Start: August 2021 Planned end: July 2026
Project budget	15,000,000
Project expenditure at the time of the evaluation	USD 7.065.807,82
Funding Source	SECO, BMGF, World Bank, Mondelez, IKEA, UNDP, BMU, FAO, Robert Ho Foundation, FOAG, Rockefeller Foundation
Implementing Party	UNDP FACS team

Table 2: Information about the evaluation

Evaluation Information	
Evaluation Type	Portfolio Evaluation
Final/midterm review/ other	Mid-term review
Period under evaluation	Start: August 2021 End: April 2024
Evaluators' Names and Organizations	Nicola Giordano
Evaluators' Email	nicola1giordano@gmail.com
Commissioning Organization's Name	UNDP BPPS Nature Hub
Evaluation dates	Start: March 2024 Completion: July 2024

3. Executive Summary

Presentation of the subject of the evaluation

This mid-term review is of GCP phase II programme interventions led by UNDP's FACS team. The main focus is on country level interventions in Indonesia and Peru (project financed by SECO) and key global initiatives. In Indonesia, the MTR examines FACS team's support to National Action Plan for Sustainable Palm Oil (NAP SPO), which includes coordinating efforts among 14 national ministries and agencies. The evaluation delves into the analysis of how FACS facilitated the national government and how it worked through partners to strengthen farmer GAP and readiness for ISPO certification, with a detailed examination of results in Jambi Province and Tebo District. In Peru, the evaluation centers on the coffee value chain, following the 2019 Coffee National Plan, and it focused on the support FACS provided to regional roundtables. The study focused especially on Cajamarca's regional MSP as it represents the most advanced example of regional engagements over the past two years.

The MTR also comprised some FACS global initiatives. It considered informants perspectives on the FACS Community and its ability to offer a dedicated platform for knowledge exchange focusing on themes like private sector involvement, gender equality, and systemic approaches. Additionally, the MTR reviewed a limited set of external perspectives on COFSA to gauge on its potential to integrate inner transformation into policy, programmes and organizational culture. The MTR also considered perspectives on System MLE (SMLE) initiative, funded by the Gates Foundation, and its potential to influence MLE practices and the design of future interventions/services. The MTR also looked at FACS delivery of services (e.g. ECA) in the context of a national and a global programme (SLPI and SCALA). Lastly, the evaluation explores FACS's influence on the global food system debate by gathering perspectives on its engagements in international events and platforms, such as the UN Food Systems Task Force, though evidence on this aspect is limited due to resource and time constraints. Therefore, while the evaluation detected signs that FACS has a valuable position in the global debate, more substantial evidence was found on the national initiatives because of resources and timeline available for data collection.

Methodology, sample and limitations

The evaluation employed a "bricolage" approach to address the complex issues faced by the FACS team, that means the integration of different methodologies (contribution analysis, outcome harvesting, desk review) and tools (focus group discussion, KIIs) to draw key findings. This flexible strategy was particularly valuable for the dynamic contexts where FACS operates. The evidence and analysis, as agreed at inception, primarily relied on key informant interviews with individuals outside of FACS team that were selected based on their

knowledge and nature of relationship across FACS various initiatives. Some evidence came from two focus group discussions and desk review, where it added value and was found to be relevant. Outcome harvesting and the UNDP Signals of Change framework were combined to capture evidence of early to long-term transformation, supported by contribution analysis to establish causal links between FACS actions and signs of systemic changes. Data collection involved 58 informants that are considered as rich in information and two focus groups, employing purposeful and snowball sampling to ensure a diverse set of insights. The MTR aimed to understand FACS's programmatic contribution to systemic change and produce relevant recommendations by examining the modalities that led to stronger shifts in complex environments.

However, the evaluation faced several limitations, primarily low responsiveness from global informants and reliance on qualitative perception-based data from information rich individuals that could not be easily aggregated. Issues also included a limited data collection timeline compared to the intended scope of the evaluation and incomplete documentation on influencing the global debate and limited availability of secondary studies to triangulate perception which impacted the comprehensiveness and generalizability of the findings. These constraints highlight the need for an improved and more integrated Monitoring, Evaluation, and Learning (MEL) framework across all initiatives before evaluations are commissioned.

Key findings and recommendations for GCP Phase II - (SECO-funded project) in Indonesia

Relevance: FACS interventions align well with national priorities, such as Indonesia's Presidential Regulation No. 44 of 2020 on the Certification System for Sustainable Palm Oil Plantation in Indonesia, and global trends like the EU regulations on sustainable palm oil and the UNDP Strategic Plan. FACS also aligns with donor perceptions and global frameworks for sustainable commodity production. However, challenges remain in navigating governance issues within the Ministry of Agriculture and maintaining relevance across multiple ministries. Despite these challenges, FACS efforts have shown early signs of linking national and downstream initiatives through landscape work by SLPI.

Effectiveness: FACS has achieved enhanced multi-stakeholder collaboration and regulatory frameworks, including the elevation of NAP-SPO to a presidential regulation. Key target achievements include improved sustainable practices among farmers, although on a limited scale. The Effective Collaborative Action (ECA) methodology has fostered better collaboration but needs more government-led facilitation. FACS initiatives have effectively supported countries in fostering

sustainable commodity sectors at the national level, but challenges remain in low uptake of ECA methodology, insufficient representation of smallholder farmers and the private sector, and the need for substantial resources to build leadership systems at the district level. FACS has also contributed to capacity building of farmers on GAP in Jambi, facilitated dialogue among institutional actors using ECA and influenced the implementation of national policy reforms. On the other hands, no evidence was available on how GCP addressed gender roles and integrated impact-focused M&E systems.

Efficiency: FACS has delivered over 80% of its outputs on time despite COVID-19 challenges and the team put in place a structured financial monitoring system. Moreover, FACS managed to drive effective partnerships with NGOs and local organizations. However, securing long-term funding for institutional resources remains critical, and a consolidated work plan across all FACS initiatives could be useful. Partnership modalities have been conducive to output delivery, but resource adequacy when considering the ambition of the objectives requires some re-calibration.

Coherence: FACS provides unique value through neutral facilitation among various ministries and has been instrumental in achieving national policy coherence with NAP-SPO and ISPO. The program integrates global methodologies into national contexts but needs better alignment within the broader UNDP country strategy. Coherence in terms of uptake of global methodologies at the country levels is limited, as greater contextualization and integration of local practices alongside a greater appreciation of what it takes to institutionalise specific ways of working is necessary.

Sustainability: FACS relies on financial resources like the special allocation fund and the CPO fund, with consistent involvement from key ministries reporting back to the Secretariat. For future sustainability, formalizing inter-ministerial coordination to manage funding long-term and to build strong leadership and governance structures downstream are essential. Scaling implementation to 200 districts during the next Phase will require collaboration with entities like BAPPENAS and maximising learning from landscape experiences that can be drawn from SLPI.

Impact: FACS has contributed to systemic changes such as influencing the profile of NAP-SPO that is now under conversion into a presidential regulation and fostering inter-ministerial dialogue for broader policy actions across other commodities. Regional initiatives are promoting sustainable palm oil practices among farmers, but there is insufficient involvement of women farmers. Challenges in measuring impact include the limited scale of change and significant gaps remain in resolving administrative challenges downstream. Furthermore,

structural issues remain that prevent the diffusion of livelihood gains. For instance, smallholder farmers remain in debt traps, hindering their ability to invest in sustainable practices.

These findings lead to the following recommendations for GCP Indonesia:

- **Recommendation 1:** To improve implementation downstream, FACS can facilitate CMEA and Ministry of Agriculture in defining roles and responsibilities across all governance levels for NAP-SPO implementation to ensure cohesive action and adequate resource allocation based on the administrative and capacity gaps observed in Tebo and Jambi.
- **Recommendation 2:** To reinforce institutional dialogue, FACS should ensure that NIT is strengthened and can facilitate dialogue among key ministries in NAP-SPO, including engagement with BAPPENAS to set budgets, through regular inter-ministerial workshops and consultation on priorities.
- **Recommendation 3:** To ensure wider uptake of sustainable farming practices, FACS could support the government in recognizing ISPO challenges by advising on strategies to lower barriers for compliance, to deepen converge between ISPO and RSPO, and to share best practices in establishing local champions for ISPO promotion undertaken by other initiatives like FOLUR and SLPI.
- **Recommendation 4:** To deepen the institutionalisation of ECA, FACS can envision to further contextualise ECA application at provincial (and district) levels and rely on the partnership with local partners, thorough SLPI and FOLUR, to train local leaders and integrating feedbacks about how to further tailor the approach.
- **Recommendation 5:** To ensure more strategic evidence is used and communicated, FACS could develop a MEL system that can generate impact-focused case studies on how NAP-SPO is influencing institutional behaviours and market incentives in the private sector, incorporating regular feedback from various informants.
- **Recommendation 6:** To ensure UNDP Indonesia can integrate FACS initiatives at the strategic level, FACS can support the sense-making exercise happening within UNDP Indonesia by ensuring that global expertise remains demand-driven and sensitive to team dynamics and national objectives.
- **Recommendation 7:** To ensure the national government can be supported in regulating NAP SPO in a way to incentivize greater integration of GAP while addressing gender roles, FACS could partner/favour dialogue with organizations that have experience in increasing GAP adoption and involve women in training programs, promoting sustainable agricultural practices (e.g. the use of locally produced

organic fertilizers was mentioned as an example).

- **Recommendation 8:** To ensure the national government and the NIT can work with relevant organizations that can support regulatory incentives to deepen SHFs financial inclusion, as this was seen as a pre-requisite for the uptake of sustainable farming practices and certification. FACS could speak with SECO about this priority and facilitate the national government to partner with specialized agencies that can drive improvements in access to financial services for smallholder farmers, their financial literacy and improvement of credit conditions.

Key findings and recommendations for GCP Phase II (SECO-funded project) in Perú

Relevance: FACS interventions align with national priorities, such as the National Coffee Plan, and are also driving these priorities through its regional engagement, in particular supporting territorial approaches that is a key priority of the national plan. The facilitation of a shared vision for the MSP Cajamarca also aligns well with the decentralised governance structure in Perú that requires deeper integration of national and regional agendas across key value chains, which is also a priority to address OECD recommendations. FACS also aligns with global agendas, FACS is being considered within UNDP Strategic Plan and perceived as instrumental to link with the Nature Pledge. Moreover, FACS was reported to aligned with SECO strategy for sustainable commodity production. However, challenges persist in maintaining relationships across various ministries and aligning all national and regional priorities cohesively due to weak leadership at the national level.

Effectiveness: FACS has made notable achievements, including facilitating the national action plans for coffee (2019) and cocoa (2022). In 2023, the focus shifted to regional governance structures, particularly in Cajamarca, fostering cooperative engagement and legislative recognition by the regional government. FACS has worked within the already existing MSP in Cajamarca, set-up by Rikolto without support by FACS, to strengthen its governance structure and to facilitate a shared vision. These steps have supported the consolidation of a common agenda to harmonize capacity building efforts related to coffee productivity, and the integration of the conservation agenda as a primary objective, recognising more the role of climate change in the coffee value chain at the regional level. Additionally, cooperatives have been empowered with better negotiation skills for credit conditions and, thanks to FACS, started a dialogue at the national level with the Ministry of Economy and Finance. Despite these early signs of effectiveness, weak horizontal integration of all actors, lack of resources for joint investments, limited national-regional coordination and inability

to track progress towards key objectives remain significant challenges that are expected to be addressed in the next phase of GCP.

Efficiency: FACS faced bureaucratic delays in recruiting coordinators and limited resources to meet the needs at the regional level, resulting in a limited level of engagement in MSPs. Key initiatives in Cajamarca have been driven through partnerships with UNDP teams and Rikolto, highlighting effective partnership modalities. Resource mobilization through public investment and regional development plans is ongoing and no funding has been secured so far. Despite regular reporting mechanisms are in place, there is a need to secure long-term funding, beyond the allocation by JDE Peet's, to enhance resource adequacy to meet the strategic objectives of the platform.

Coherence: FACS has reinforced multi-sectoral engagement and coordination at the regional level in Cajamarca, integrating well with country-level initiatives like BIOFIN and Amazonia PPS. However, limited horizontal integration and varying progress speeds of different initiatives downstream, like the slow deployment of an agro-climate platform compared to a responsive mechanisms of price control put in place, present challenges. To enhance further integration, a deeper adaptation of global methodologies to local practices was also reported as necessary, ensuring the program's unique value

Sustainability: FACS has strengthened governance structures of Cajamarca MSP in particular through the facilitation of a shared vision and set of objectives, engaging institutional and private-sector partners in this dialogue that are essential to ensure buy-in. FACS has also began to support MSP to use of public investment mechanisms (PIP) as early signs of planning funding proposals is evident. For long-term sustainability, institutional linkages, market positioning, youth engagement, and evolving the platform's juridical structure to access investment opportunities and consistent allocations are essential.

Impact: FACS has facilitated an initial step towards systemic changes in Cajamarca, facilitating the formalization of MSP status and shared vision in Cajamarca that is attracting interest by regional authorities on its potential replicability across other value chains. Even if FACS has not supported any intervention directly, there are early signs that indicate improved smallholder farmer techniques thanks to coordinated action between cooperatives and institutional actors in conservation and climate adaptation. However, very limited evidence on the level of contribution to these changes on livelihoods and the environment remain since FACS has only recently started to engage at the regional level. Moreover, the need for more efforts to bridge data gaps and administrative challenges remain hurdles in assessing how the platform actually affects broader conditions at the livelihood and environmental

levels. Overall, the support of FACS in Cajamarca remains promising as it accelerated and amplifies incentives for MSP participants to stay involved in the platform and raised its profile quite significantly within a very short time-span. Yet, FACS needs to further facilitate conducive MSP dynamics and initiatives integration before assessing their actual contribution to broader systemic impact.

These findings lead to the following recommendations for GCP Perú:

- **Recommendation 1:** To ensure the sustainability of the platform, FACS should prioritize the facilitation of proposals by MSPs to attract public investment that can support sustainable agriculture and business management training to enhance farmer productivity and professionalize farming practices, aligning with regional government priorities.
- **Recommendation 2:** To incentivize farmers incentive to uptake more sustainable farming practices, FACS could advise platforms participants, especially cooperatives, on how to access/negotiate more credit and banking services at the national level that can improve ability of SHFs to invest in sustainable practices and technologies.
- **Recommendation 3:** To ensure greater representation of unstructured SHFs that represents the majority, FACS can support MSPs to devise strategies to better promote cooperative/associative structures among farmers for better market access, leveraging legal frameworks to enhance economic relationships and bargaining power. (Reference point 22)
- **Recommendation 4:** To ensure MSP can institutionalise sufficient leadership to drive a shared vision, FACS can establish/strengthen a multi-thematic coordination structure with designated coordinators and a comprehensive communication strategy to improve decision-making and synchronization.
- **Recommendation 5:** To create more market linkages and positioning of Cajamarca-produced coffee, FACS could leveraging on existing collaboration with global and national companies (e.g. Lavazza) to increase the knowledge on coffee quality and branding among SHFs and cooperatives by favouring a wider use of digital tools for information sharing and market demands.
- **Recommendation 6:** To further integrate the role of conservation in MSP, FACS can incentivise dialogue and shared initiatives within MSP in disseminating knowledge on biodiversity and diversified production through linkages between public agencies, research centers, and platform participants.
- **Recommendation 7:** To address the data needs of SHFs associated with MSPs, FACS can strengthen platforms' role in optimizing the flow and use of climate information and

resilient coffee varieties by facilitating discussions and supporting training on climate-smart agriculture practices.

Common trends between GCP Indonesia and GCP Perú

Although the recommendations for GCP remain country-specific, given the difference in the operational approach between Perú and Indonesia, there are specific trends that emerged in both countries: 1) need for a comprehensive financial inclusion strategy is essential, given that most SHFs in Indonesia are trapped in debt, and cooperatives in Peru face high exposure to price volatility and unfavourable credit conditions; 2) importance to address gaps in downstream and upstream integration; in Indonesia, district-level representation in MSP appeared inadequate in Tebo District, while in Peru, leveraging regional governance structures is crucial due to their stability and receptiveness compared to national ones; 3) lack of representation of SHFs in MSP is due to lack of associative structures; in Tebo, no SHF cooperative representatives have participated in MSP meetings, whereas in Cajamarca, only 20% of SHFs are structured and represented through cooperatives and remains under-represented in these platforms; 4) the integration of ECA at the country level requires ongoing support and contextualization beyond existing guidance, acknowledging the lack of incentives for institutionalization. For instance, various informants in Indonesia highlighted that the government is not ready to drive ECA, as training has just begun, and uptake remains low. In Perú, some limitations were also reported because of the amount of work required to contextualise ECA application to the social realities of different actors within the coffee value chain.

Key findings and recommendations for GCP Global Initiatives

Relevance: FACS interventions align with national and global agendas through initiatives like the GCP, its presence in the UN Food Systems Task Force and in the One Planet Network's Sustainable Food Systems Programme. These efforts position FACS as a relevant team in working both at national and global level on the food system agendas. Strategic partnerships with other UN agencies, such as FAO, enhance FACS's position to drive systemic change in food systems through multi-agency action. The unique value of system-thinking initiatives like SMLE and COFSA further raises the relevance of FACS by addressing key global frameworks for sustainable commodity production. However, aligning global approaches with national priorities remains primarily intervention-driven, presenting a challenge in maintaining cohesive integration across different levels of governance within the UN system and strategies beyond the ones produced within UNDP.

Effectiveness: FACS has transitioned from a commodity-centric focus to a comprehensive food systems approach, significantly enhancing the profile of multi-stakeholder coordination and technical knowledge and stakeholder interaction through multi-actor spaces such as the FACS Community. Moreover, FACS facilitated a series of workshops and capacity-building sessions for global methodologies like ECA and launched unique initiatives such as SMLE and COFSA that focus on systemic changes, the latter has even inspired other organisations to adopt bolder stances in the global food systems debate. Despite these successes, resource constraints have hindered the full integration of ECA into global and national programs, such as SCALA and SLPI, and tangible influence on policy reforms has predominantly occurred at the national level, with less impact observed globally. Moreover, activity-driven MEL took more space than outcome-focused MEL and it prevented relevant evidence on how systemic changes are taking place through FACS contribution to be generated and used.

Influence on the global food systems debate: FACS does not have a clear framework on how it seeks to influence the global food system debate and informants gave weak statements on how FACS is determining a shift in such conversation. It was reported that FACS participation takes place primarily through the UN Food System Taskforce and UNFSS stock-taking events. The presence to these events has positioned FACS as a relevant voice about multi-stakeholder collaboration and offers an opportunity to leverage UNDP common position as a lever of influence on the food system debate. Yet, the lack of specific objectives and limited number of informants available to discuss about this area did not allow the evaluator to detect a tangible contribution at the global level vis-à-vis specific internal expectations.

Efficiency: FACS excels at convening stakeholders and facilitating dialogue, although it faces limitations in directly influencing on-the-ground implementation. Effective partnerships, particularly with NGOs and local organizations, have been crucial in driving results closer to the ground, in particular in the context of GCP project (SECO-funded). However, there is a gap in engaging the private sector and securing co-financing, which limits the FACS to achieve its desired level of impact that seem to mismatch with resources available. To enhance efficiency, FACS needs agile investments to create demand for its services and improved multi-agency collaboration for resource mobilization. Bureaucratic delays and limited resources have also affected the depth of engagement, that would require more streamlined processes to support strategic objectives to facilitate quicker deployment and localisation of expertise.

Internal Coherence: FACS has built internal coherence within UNDP through structures like the

Integrated Task Team (ITT) and the White Paper on Resilient Food Systems. These efforts have fostered a unified approach to food systems within the organization. Despite these efforts to unify a common position within UNDP, FACS ability to operationalize an approach on food systems often relies on ad-hoc opportunities, leading to limited integration and inconstant alignment with global frameworks like the Nature Pledge. Enhanced strategic integration within widely recognised frameworks, such as the Nature Pledge, and better information sharing with all regions were reported as needed to improve coherence.

External Coherence: Successful collaborations, such as those between UNDP and FAO in initiatives like SCALA and other proposals, highlight the benefits of shared objectives from the design phase. However, reactive competition for resources at the country level and limited strategic integration across initiatives were reported as deterrents for coherence.

Sustainability: FACS's existing sustainability mechanism relies on multi-stakeholder collaboration, long-standing donors' relations and the ability to demonstrate long-term gains from knowledge produced and adopted through global initiatives like the Community of Practice. To ensure sustainability in the future, it is crucial to drive demand for initiatives that are perceived as valuable by a diverse set of stakeholders. Prioritizing local leadership and adopting indigenous-centric design approaches were also reported by COFSA and FACS Community participants as essential to sustain FACS position in the long-term. Strengthening institutional linkages and market positioning requires strong cross-agency relationships. Learning about successful governance models (e.g. SCALA) and how to establish a multi-agency shared vision for a programme, like it happened during a recent proposal (BMZ), is needed to consolidate shared objectives that are instrumental to catalyse resources in the long-term.

Impact: FACS has held conversations on systemic changes within UNDP and created a global space that can also include marginalized voices. This happened one time through the FACS Community of Practice in the session "problem solving workshop on farmer support systems", which was highly praised by the participants interviewed. The promotion of COFSA principles within UNDP and its partners marks an early step towards a broader dialogue on inner transformation and systemic change, that are seen as highly innovative and unique. However, there is a need to elevate the FACS vision by linking community practices and GCP project (SECO-funded) experiences to global exchanges and debates in a more systematic manner. Establishing strategic partnerships that align with a shared vision and leveraging key global events and mechanisms like the UN Task Force will be crucial for maximizing the impact of FACS initiatives. In addition, FACS is expected to orient

future partnerships to address the key priorities identified by ITT and to consolidate a common perspective on global food system policies and practices beyond UNDP.

These findings lead to the following recommendations for FACS Global initiatives:

General FACS

- **Recommendation 1:** To ensure alignment between ITT objectives and national priorities, FACS could integrate the work taking place in mapping interventions at country level with the identification of national regulatory frameworks that UNDP seeks to influence, clarifying FACS potential positioning along specific governance/policy structures that affect multiple value chains.
- **Recommendation 2:** To enable a shift towards more demand-driven services, FACS could set aside a small portion of various funding streams to allow for flexible investments and quick mobilization of on-demand expertise, strengthening FACS's ability to respond effectively to emerging needs of national and regional teams and to create demand for what it can offer within and outside of UNDP.
- **Recommendation 3:** To contextualize global methodologies like ECA, FACS can gather feedbacks from various national partners on how global tools can be/are being adapted to local cultural, political, and socio-economic contexts, promoting continuous involvement of national actors (internal and external of UNDP) in sharing feedback on how these methods contribute to building long-term relationships and enhancing multi-stakeholder collaboration.
- **Recommendation 4:** To trace contributions to impact change over time, FACS can set-up and leverage innovative MEL methodologies across initiatives to examine behavioral changes, policy influence, and contextual shifts, providing clearer evidence of FACS's impact and securing funding and support from decision-makers and donors.
- **Recommendation 5:** To avoid programmatic dispersion, FACS alignment with the Nature Pledge vision can benefit from an integrated Theory of Change or shared vision, focusing on Value Shift, Economic and Finance Shift, and Policy and Practice Shift, to guide strategic planning for global initiatives and to enhance clear propositions of their value addition in line with key areas of change recognised and stated in the Nature Pledge.
- **Recommendation 6:** To maximise the use of spaces to influence global debates on food systems, FACS can design a structured strategy with key milestones or positions to consolidate when engaging in strategic forums like the UN Food System Taskforce to share FACS experiences, co-facilitate multi-agency dialogues, strengthen existing or create new partnerships, and support the convergence of

positions among key actors involved in the food system.

COFSA

- **Recommendation 7:** To elevate the discussion on behavioral science into the wider UN Agenda, COFSA could partner with organizations to research and understand the motivations and resistance of decision-makers at the global level, integrating these findings to increase the profile of inner transformation as instrumental to system change and to attract new funding opportunities meant to influence inner value shifts.
- **Recommendation 8:** To integrate global initiatives in FACS, a starting point could be to better link COFSA with FACS Community that are seen as complementary actions. The ongoing creation of a shared space through the "Value Shift Series" should be prioritised to deepen the dissemination of COFSA principles through the FACS Community, ensuring voices of indigenous and marginalized groups are central to decision-making processes and conducive to inner transformation.

FACS Community

- **Recommendation 9:** To ensure participation in between sessions, FACS could improve the user experience of participants in the FACS Community platform by encouraging them to remain more active in forum discussion to participate to networking events. These engagements should be instrumental to connect the CoP with the private sector and policy makers, through intuitive navigation and interactive features.
- **Recommendation 10:** To increase multi-stakeholder dialogue on specific policy areas relevant to food systems, FACS Community could maintain regular spaces for interactions between the state, private sector, farmers, and community members. Trusted partners could connect high-profile speakers from their networks with the community while FACS maintains its role in mediating conversations on critical topics/policies to ensure inclusive participation.
- **Recommendation 11:** To improve the participation of the private sector in the CoP, FACS, based on its internal resources and capacities, could facilitate direct engagement with the private sector by creating incentives for their participation, such as certifications and professional development opportunities, and enhance collaboration towards specific policy and technical solutions that affects their work across value chains.

4. Description of the Intervention

1. The Green Commodities Program Phase II is a multi-initiative program encompassing the work carried out by the UNDP Food and Agricultural Commodity Systems (FACS) team to transform food and agricultural systems. GCP Phase II is a continuation of Phase I, which was established in 2010 by UNDP in recognition of the importance of global agricultural commodities in achieving the SDGs.
2. The team that implemented GCP Phase II transitioned to the FACS team, expanding the scope of work of GCP Phase II beyond commodities to food systems. The FACS team since 2023 is part of the UNDP BPPS Nature Hub and updated the project document in 2024 to reflect the new scope. The causal pathways described in the Theory of Change (ToC) centers by prioritizing actions on:
 - **Policy Reform:** Governments adopting and enforcing sustainable commodity production frameworks.
 - **Sustainable Practices:** Producers adopting sustainable practices, driven by economic and financial incentives.
 - **Support Systems:** Strengthened support for small producers through coordinated efforts from governments, companies, and development partners.
3. GCP is actioned through multi-stakeholder action that considers gender equality and system-level change envisioned by the combination of policy reform and improved enforcement, better economic and financial incentives, and strengthened capacity of producers. The way these change areas are influenced is through a delivery model structured around three main pillars starting from:
 - **Collaborative Action:** Focuses on fostering multi-stakeholder engagements and dialogues to catalyze systemic shifts towards sustainable commodity production. It involves mobilizing resources, strengthening collaborative platforms, enhancing stakeholder capacity, and implementing effective practices on the ground for sustainable agricultural commodities.
 - **Advisory Services:** Aims to provide specialized, technical, and systemic advice to enhance the sustainability of commodity sectors. This output includes developing and refining advisory models, delivering high-quality advice, creating, and disseminating tools for ECA, and building internal capacities to support sustainable commodity transformations.
 - **Community of Practice:** Focuses on building and enhancing a collaborative network of practitioners working on sustainable commodities. This network facilitates the exchange of knowledge, experiences, and best practices, promotes innovative solutions, and aims to strengthen the capacities of local practitioners and global change-makers in sustainable commodity production and multi-stakeholder collaboration approaches.
4. GCP's overall approach is guided by principles of gender mainstreaming, inclusivity, and the acknowledgment of diverse social structures and inequalities across different commodity sectors and communities. Recognizing the systemic nature of gender issues, GCP explicitly links gender that calls for the development of:
 - **Gender-responsive legal and regulatory frameworks:** Laws and regulations that consider the specific needs and challenges faced by women in the commodity sector. This could include provisions that ensure women's land rights, inheritance rights, and equal access to credit and markets.
 - **Strengthened policies and institutions:** Policies and institutions that promote gender equality and empower women to participate meaningfully in decision-making processes related to natural resource management.
 - **Solutions for equitable benefit sharing:** Strategies that ensure both women and men benefit fairly from the conservation and sustainable use of natural resources. This could involve promoting women's participation in community forestry projects or ensuring that women receive a fair share of profits from the sale of commodities.

4.1. FACS initiatives considered for this mid-term evaluation

5. Although this evaluation will primarily focus on national initiatives in Peru and Indonesia, it's worth noting that there are other activities taking place at the country level. For instance, initiatives like the forest dialogues and support provided to the Mongolia platform were also key engagement by the FACS team. Furthermore, SECO phase III represents a new initiative that extends its reach beyond Indonesia and Peru. For this mid-term review, the focus will primarily be for the following national initiatives:
 - **GCP Phase II - Indonesia:** The FACS team through GCP in Indonesia centered on supporting the National Action Plan for Sustainable Palm Oil (NAP SPO), coordinating among 14 national Ministries and agencies. Through implementing partners, the FACS team has also facilitated multi-stakeholder forums, strengthened farmer extension systems, and prepared smallholders for ISPO certification. This MTR focused primarily on the work realized at the national level and a deep dive on results achieved in Jambi Province.
 - **GCP Phase II - Perú:** In Perú, the FACS team through GCP supported national and regional dialogues in the coffee and cocoa sectors. Despite challenges at the national level, regional roundtables and the

establishment of 10 Regional Coffee Agendas marked significant progress. FACS also helped incorporate sustainability into Budget Program 121, enhancing market linkages for smallholder farmers. This MTR focused on the work that took place in Cajamarca's coffee platform, being the most advanced example of regional engagements over the past 2 years.

6. The FACS team has several global initiatives and tools. This mid-term review is considering the following main ones:
 - **FACS Community:** The FACS Community, supported by various donors and part of FOLUR, fosters knowledge sharing, collaboration, and capacity building among 550 members. It offers a dedicated platform for communication and collaboration, conducts South-South workshops, and focuses on themes like private sector involvement, gender equality, and systemic approaches.
 - **COFSA** fosters food system transformation by cultivating inner capacities. It offers training, multi-stakeholder dialogues, and integrates consciousness approaches into policy and organizational culture. Key achievements include increasing demand and expanding recognition on the importance of inner transformation to affect a food system
 - **System MLE Innovation (SMLE):** SMLE is a Gates-funded initiative focused on systems thinking in monitoring, learning, and evaluation (MLE). The work done so far involved literature reviews, case studies, community building, , and dissemination of insights. Pilot projects started in 2024 while the selection of the themes for the pilots and their design started in 2023. Notable achievements include the publication of blogs, the CALI guidebook, and significant contributions to the discourse on systems MLE by participating to the [Sandbox Community](#).
 - **Influence the Global Debate (working definition):** This refers to the ability of FACS to shape and steer discussions, policies, and practices on how food is produced, distributed, and consumed worldwide across multiple commodities. It involves engaging with international stakeholders, promoting innovative ideas, and advocating for sustainable and equitable food systems that address challenges like food security, environmental impact, and social justice. These efforts should lead to observable contributions in shaping the agenda (pledges, position papers, international policies, ESG standards, etc.) for global food system transformation through key events and engagements on the global stage (like COP, NAP EXPO, UNFSS etc.) and in driving bilateral initiatives with key agencies (FAO, WB, WBCSD, multinationals, etc.). This level of influence was analysis with limited evidence and information because of resource and time constraints.

5. Evaluation Scope and Objectives

5.1. Evaluation Rationale

7. The independent evaluation is designed to align with UNDP's Strategic Plan and Evaluation Policy, ensuring that the generated insights directly inform future program direction through actionable recommendations. The MTR serves three core purposes. First, it measures performance by examining project progress against established results, comparing current outcomes to the original objectives to identify successes and areas for improvement. Second, it optimizes impact by identifying delivery methods that enhance the likelihood of success, providing practical recommendations to maximize the project's contributions during the remaining implementation period. Third, it promotes learning and knowledge sharing by reviewing the team's overarching learning agenda and investments in knowledge dissemination. This evaluation highlights the most effective engagement modalities, fostering a robust culture of continuous learning within the FACS team and benefiting ongoing and future projects instrumental to sustainable development goals.

5.2. Evaluation Criteria

8. The evaluation was guided by established [OECD/DAC criteria](#) that are also recognized by UNDP as standard practice in the evaluation field. For this study, the criteria to articulate the assessment included relevance, effectiveness, efficiency, coherence, sustainability, and impact. These criteria include:
 - **Relevance:** Does the programme address imperative development priorities across key geographies in the right way? In other words, is the programme doing the right things?
 - **Effectiveness:** Is the programme achieving its intended results?
 - **Efficiency:** Are resources being utilized in an optimal way in light of observable achievements?
 - **Coherence:** Does the programme integrate well with broader global and local¹ development efforts? In other words, how compatible are the programme interventions with other interventions in this thematic area, at the global and local level²?
 - **Sustainability:** Will the programme benefits continue after completion?
Impact: Is the programme contributing to the materialization of the sought after changes at the global and local level?

¹ For the coherence assessment at local level, the evaluation focused on Indonesia and Perú.

² Ibid.

5.3. Key Evaluation Questions

Table 2: Evaluation Questions and Sub-Questions

Specific Evaluation Questions and Sub-Questions
<p>RELEVANCE</p> <p>RE.1 To what extent do FACS interventions (global & national), partnerships, and tools align with:</p> <ul style="list-style-type: none"> ➤ <i>National priorities and strategies for key commodity sectors?</i> ➤ <i>Global trends and agendas (UNDP Strategic Plan, Nature Pledge, etc.), including on food systems transformation?</i> ➤ <i>Donor perceptions and global frameworks for sustainable commodity production?</i>
<p>EFFECTIVENESS</p> <p>EFV.1 What are the main target achievements and their strategic alignment?</p> <ul style="list-style-type: none"> • <i>To what extent have FACS targeted outputs and outcomes been achieved, and what key external/internal factors have contributed to or hindered these achievements?</i> • <i>How and where have FACS initiatives best supported countries in fostering sustainable commodity sectors at national levels?</i> <p>EFV.2 Which are the most effective contributions of FACS interventions at system-level?</p> <ul style="list-style-type: none"> • <i>What are the greatest contributions by FACS interventions, and what supporting factors have led to these successes?</i> • <i>How do FACS initiatives contribute to the transformation of agricultural commodity sectors compare with other initiatives, given its resources?</i> • <i>How is the intervention considering context and power dynamics in driving change?</i> <p>EFV.3 What are the main changes related to the FACS team work on capacity building, influencing the global debate on food systems, and influencing policy reform? Including through government and private sector engagement?</p> <ul style="list-style-type: none"> • <i>How effective have FACS initiatives been on enhancing practitioner capacities within commodity sectors, including through the Community of Practice and other capacity building activities?</i> • <i>To what extent have FACS initiatives contributed to influence the global debate on food systems?</i> • <i>To what extent have FACS initiatives contributed to influence policy reform at country level?</i> • <i>To what extent have FACS initiatives engaged and mobilized governments, the private sector (globally and locally) and civil society in relation to the above objectives and impact areas?</i> <p>EFV.4 What are the main adaptations, learnings, and ways to inform FACS work and to fulfil gender inclusion?</p> <ul style="list-style-type: none"> • <i>How is the internal monitoring and evaluation system supporting evidence-based decision-making and program adaptation?</i> • <i>What improvements can be made to enhance learning as a tool for adaptation and to address gender issues more effectively within the program?</i>
<p>EFFICIENCY</p> <p>EF.1 To what extent were quality outputs delivered on time?</p> <p>EF.2 To what extent were partnership modalities conducive to the delivery of outputs?</p> <p>EF.3 Were resources invested adequately considering the program objectives?</p>
<p>COHERENCE</p> <p>CO.1 Does the program (through its global and country level portfolios) offer unique value without duplicating existing initiatives?</p> <p>CO.2 How well do the program's outputs integrate across global and country levels? In other words, how coherent are the programme interventions (portfolios) at the global and country level (in Indonesia, and Perú) from an internal (at GCP level) and external perspective (inter-agency and with other external actors outside of the UN system)?</p> <p>CO.3 How well is FACS embracing a food systems approach, and operationalizing it in its suite of interventions at global and country level?</p>
<p>SUSTAINABILITY</p> <p>SU.1 What strategies are in place to ensure the sustainability of results?</p> <p>SU.2 What improvements can be made to enhance sustainability mechanisms?</p>
<p>IMPACT</p> <p>IM.1 What are the specific systemic changes in targeted commodity sectors that took place?</p> <p>IM.2 How much these changes could potentially affect the materialization of environmental outcomes, and end beneficiaries/most vulnerable groups at scale?</p> <ul style="list-style-type: none"> • <i>In light of the above, is the programme's suite of global and country interventions sufficient for the FACS initiatives to make unique contributions to the sought-after impact at country level?</i> <p>IM.3 How well has the programme established global and local strategic partnerships to "fill the gaps" in their respective theories of change and work jointly towards a shared vision?</p>

5.4. Audience and Use

9. The primary audience for this detailed analysis includes the FACS Global team and their country-level focal points, who require comprehensive insights to review progress across both country-level and global initiatives. The information is crucial for understanding how effectively these initiatives are aligning with national and global priorities, particularly in the context of commodity sectors such as coffee and palm oil.
10. The expected use of the results is to refine and enhance the implementation strategies of global initiatives, ensuring they are well-integrated with national priorities and global engagements within the wider UN system. This will involve recalibrating the work or approach based on emerging results from the evaluation. By focusing on detailed trends and key quotes from the data, the FACS Global team can identify areas of success and potential improvement:
 - For GCP Indonesia, the alignment with national policies such as the NAP-SPO and the challenges smallholder farmers face in meeting sustainability standards highlight the need for targeted support.
 - For GCP Perú, the emphasis on governance and the integration of the National Coffee Plan with regional development strategies underscore the importance of coherent governance models.
 - For other global initiatives, the findings could be used to improve engagement of the FACS Community, to adapt and target the language used by COFSA and to better use spaces where FACS can influence the global debates in relation to food system.

6. Methodology and Approach

6.1. Approach

11. This evaluation suggests the integration of a so-called "bricolage"³ approach to tackle complex problems that FACS team seeks to address. This approach borrows from the French term "bricoler," which means "to tinker." Just like a handy homeowner who uses whatever tools are available to fix a problem, bricoleurs in evaluation combine different methods and tools from various sources to create the best approach for a specific situation.
12. Traditional evaluation methods have strengths and weaknesses, but bricolage overcomes these limitations by integrating the "best bits" of various methods. This involves repurposing existing tools from different methodologies to meet specific needs, combining familiar methods from diverse schools of thought, and using a patchwork approach by applying different tools to different parts of the evaluation. This flexible and innovative strategy allows for a more comprehensive and tailored evaluation process.
13. The flexibility of bricolage is particularly valuable for complex programs like GCP Phase II, operating in dynamic contexts. Bricolage addresses complexity by capturing both intended and unintended outcomes through a combination of methods. It supports iterative learning by allowing evaluators to gather rich data and adapt their approach. Effective in theory-based evaluations, bricolage helps understand how, why, and for whom interventions work. It delves deeper into the context of an intervention, exploring social, political, and environmental influences on outcomes. Additionally, bricolage incorporates participatory methods, valuing stakeholders' lived experiences and enriching the understanding of outcome achievement within specific contexts.
14. While some concerns exist about potential bias in participatory methods, rigor can be enhanced through several approaches. Triangulation, which involves using multiple methods to compare and integrate insights from varied sources, strengthens the validity of findings. Encouraging critical thinking through the careful selection and combination of methods fosters critical reflection on key questions. Additionally, designing evaluations that are specifically tailored to the program and its context ensures greater relevance and accuracy in the results.
15. In conclusion, bricolage was the basis to read FACS initiatives in their complex operational environment. By combining different methods and tools, the evaluation product dived deeper in understanding the programmatic contribution to system-level change and producing more relevant recommendations by tracing modalities that led to stronger shifts in a complex environment.

6.1.1. Outcome Harvesting, Contribution Analysis and Signals of Change

16. The evaluation on FACS initiatives leveraged on a "bricolage" approach, combining methods to assess its impact and contribution to systemic change within the commodity sector. It is proposed to intersect an adapted version of outcome harvesting with the UNDP Signals of Change framework, offering a robust methodology for capturing and locating evidence from early progress to long-term transformation.

³ Aston, T. and Apgar, M. (2022) The Art and Craft of Bricolage in Evaluation, CDI Practice Paper 24, Brighton: Institute of Development Studies, DOI: 10.19088/IDS.2022.068

17. Traditional outcome harvesting focuses on identifying contributions to changes (outcomes) by an intervention. This MTR adapts this approach to primarily focus on "signs of change" within the commodity sector. At this stage of implementation, it considered observable intermediary outcomes that signal the potential for long-term systemic transformation, acting as steppingstones on the path to more fundamental shifts. For instance, a new government policy promoting sustainable farming practices might not yet translate into widespread adoption by farmers, but it represents an early sign of change in the regulatory environment.
18. The evaluation identified specific "harvests" or "claims" from FACS interventions by reviewing secondary progress reports, highlighting four key areas. It assessed how FACS initiatives increased stakeholder knowledge and awareness of sustainable practices, leading to new partnerships and commitments. The evaluation also examined FACS impact on empowering marginalized groups, such as smallholder farmers and women, in decision-making processes. Additionally, it explored FACS role in fostering relationships and attitudes that inform sustainable production policies and regulations. Finally, the evaluation highlighted FACS efforts in trust-building, resulting in new partnerships and institutional decisions within relevant networks, contributing to systemic change.
19. By collecting evidence related to outcome harvest areas, the evaluation integrated the Signals of Change framework to categorize the type of change detected. The framework categorizes these changes into three stages: 1) **early signals**: These are the initial observable changes identified through outcome harvesting, such as new partnerships or increased awareness of sustainable practices among stakeholders; 2) **intermediate signals**: These signals indicate a deepening impact, such as changes in institutional practices, like government agencies incorporating sustainability criteria into procurement policies, or industry associations developing new sustainability guidelines for their members; 3) **advanced signals**: These represent significant shifts in the system, such as transformed norms within the sector at the national level, where sustainable production becomes the industry standard, or new market structures that reward producers for sustainable practices.
20. While outcome harvesting and the Signals of Change framework provide a tool and a process that fit well together, the evaluation considered an additional layer of contribution analysis across all evaluation questions, also beyond the outcomes to harvest, to build a robust picture of FACS contribution towards system-level changes overall. Contribution analysis provided more specific evidence to establish a causal link between FACS actions, through a series of cases studies that describe the achievements and the strength of contribution reported by informants and key documentation. So, while outcome harvesting helped identifying the spectrum of changes from a multi-actor and contextual perspectives, the contribution analysis strengthened the understanding of the program's specific role in enabling these outcomes and overall programmatic performance. The integrated approach is valuable in FACS complex operational environment where disentangling cause and effect can be challenging.
21. By combining an adapted version of outcome harvesting with contribution analysis and using the Signals of Change framework to classify evidence, the MTR painted a comprehensive picture of FACS contribution to systemic transformation within the commodity sector in terms of specific outcomes and programmatic performance overall.

6.2. Data Sources

22. To respond to the evaluation questions, the evaluation combined an analysis of secondary data sources (including national and global strategies, programme documents and reports), Key Informant Interviews (KIIs), and Focus Group Discussions with key stakeholders.
23. **Desk Review**: The evaluation embarked on a thorough desk review of internal and external documentation. Internal to UNDP, the review included existing project reports, results frameworks, annual work plans, activity designs, annual reports, highlights of project board meetings, specific products, and other reports related to GCP and the broader commodity sector. External sources included other relevant secondary documentation, such as strategies, frameworks, national and global policies and agreements, and reports from external partners.
24. **Key informants Interviews and Consultations**: The primary evaluation leveraged a light interview tool with open-ended questions as a cornerstone for capturing qualitative data from key informants across national and global initiatives. These in-depth conversations were instrumental in exploring different perspectives on GCP's contribution to specific outcome areas and system-level changes. A total of about **58 informants, 37 for the national initiatives and 21 for the global initiatives, were interviewed**, and 2 focus groups were conducted in Perú and Indonesia. The list of informants was included in the Annex.
25. **Focus Group Discussions**: A limited number of focus group discussions (1 per country) with key groups, like farmers and other key community members dependent on the value chain, are central to explore how agricultural practices and community dynamics have shifted thanks to the program's contribution. These

conversations were adapted to ensure that group level views are captured. The focus group discussion primarily with smallholder producers explored power structure in relation to: access to more favourable financial services, negotiation of better pricing for products downstream the value chain, representation of interest across platforms, and access to more diversified markets that ensured dignified living conditions. Gathering insights from those directly affected by the program provided a grounded understanding of its tangible benefits, areas for enhancement, and its overall contribution to sustainable agricultural practices.

6.3. Sampling Frame

26. The sampling for the evaluation was primarily purposeful, designed to strategically select key informants who could provide comprehensive insights into the program's impact. Initially, the FACS team provided a list of potential informants, which included representatives from implementing partners, UNDP teams, other UN agencies, government officials, CSOs, and donors. However, as the data collection process progressed, the approach incorporated elements of snowball sampling.
27. During interviews, informants frequently suggested additional contacts who could offer valuable perspectives, thus organically expanding the sample size. This iterative process ensured a more inclusive and robust data set. The purposeful sampling adhered to the principle of triangulation, aiming to capture a wide range of external views and experiences. This approach was critical in increasing the diversity of information through multiple sources and providing a deeper understanding of the program's achievements and challenges. By including a diverse array of stakeholders, from farmers to high-level policymakers, the evaluation could draw on a wide range of triangulated insights, thereby enhancing the depth and reliability of the findings.

Table 3: Sample Structure of Data Collection

Programmatic Focus	Total of Interviews	Organizations
GCP Indonesia	22	Ministry of Agriculture, Government Indonesia (CMEA), Estate Agency- Jambi (Province), Estate Agency- Tebo (District), SECO Indonesia, Private Sector - Tebo Indah, Farmers, Environmental NGO, Daemeter, IDH, WWF, CI, WRI, LTKL, SETARA, Tanah Air Lestari - Trainer, Swisscontact- SLPI, UNDP Indonesia,
GCP Perú	17	RR, SECO - Perú, MIDAGRI - Perú, SIPPO and PROMPERÚ, UNDP Perú- Acceleration Lab, SENAMHI, Cenfrocafe and President of the National Coffee Board, AproCasi - Coffee Cooperative, Focus Group Discussion, Multi-actor platform executive committee, SERNAP, Multi-actor platform facilitator, RIKOLTO, UNDP Perú, MIDAGRI, Regional Government - Cajamarca, APPCACAQ
FACS General	8	UNDP - FACS, WHO, UNDP- Crisis Unit, UNDP- Nature Hub, FAO- Food System Hub, FAO, SECO, Ministry of Agriculture- Switzerland
FACS Community	4	World Bank, Independent Consultant, GEF, Independent Consultant
COFSA	3	UNDP Regional Office, OmniAction, Inner Green Deal
SCALA	3	UNDP - SCALA Team, UNDP - SCALA Team, FAO - SCALA Team
Total	58 exchanges and 2 Focus Groups Discussions	

6.4. Data-Collection Procedures and Engagement with informants

28. In terms of engagement with informants, for the global initiatives, the initial contact was initiated by the M&E unit, which led to an introduction to the wider FACS team. This team played a crucial role in interfacing with potential informants. Various leads across workstreams were then contacted for a series of initial calls to gather background information about the main achievements and other elements that could inform a specific outcome area. During these calls, the leads shared names of contacts who could provide an external perspective on how changes occurred and the strength of contributions, particularly focusing on global initiatives. Following this, workstream leads facilitated connections between the evaluator and key informants who were most strategically linked to the contributions to results by global initiatives. Throughout the data collection process, FACS focal points across workstreams were contacted again to provide additional background information and specific details about the engagement that took place through GCP at both the country and global levels.

29. For national initiatives, the engagement strategy involved two main steps. First, key informants who were related to an outcome change were identified through in-country teams that were more connected to the field reality. These informants primarily acted as change agents or social actors in the space of specific behavioral changes, such as the adoption of new practices, frameworks, and actionable approaches. Second, key informants at both the global and national levels were contacted to assess their availability to participate in the evaluation process. Each informant was then invited to a 60–90-minute interview to discuss in more detail how an observable outcome took place, their role, UNDP’s contribution, and the main actors involved. Additionally, other external informants, although unrelated to national implementation, provided perspectives on donor priorities or the potential for future partnerships with FACS through the GCP.

6.5. Quality Standards

30. The evaluator had overall responsibility and was accountable for delivering the contract, including the review of all deliverables before submitting them to the FACS team. This involved providing technical direction, coordinating the data collection process, and overseeing data quality. The evaluator ensured that deliverables were produced on time, within budget, and met the desired quality standards. Additionally, the evaluator prioritized the safety and security of staff and the protection of all sensitive data.
31. To ensure the quality of the evaluation products, the evaluator maintained thorough adherence to the ToR and agreed-upon revisions in the final inception report. Regular internal project management meetings were held to track delivery and quality, addressing any problems as they arose. All relevant information was compiled and documented into organized project files, including meeting minutes, work plans, templates, checklists, programme documentation, and relevant data received from the FACS Team.
32. The evaluator maintained clear and open communication with the FACS Team and country teams, informing them of any problems or delays as they occurred. Feedback from the FACS and Stewardship Teams was actively sought and incorporated into the evaluation design, process, and outputs. Ensuring accuracy, depth of analysis, and soundness of arguments was a critical component of the evaluator's role.

6.6. Methodology Limitations

33. The following table outlines the methodological limitations encountered during the evaluation process, highlighting issues such as limited informant responsiveness, reliance on qualitative data, and challenges faced in data collection and retrieving relevant documentation.

Table 4: Methodological Limitations

ISSUE	DESCRIPTION
Lack of responsiveness by informants invited to the process	Lack of responsiveness by several global informants invited to the process could highlight a low interest or limited engagement with FACS. This could be seen as problematic since individual considered information-rich were not available or did not prioritize the evaluation process despite numerous follow-ups. Consequently, the depth of the data for specific aspects might not be comprehensive enough, and the lack of evidence should also be considered as evidence.
Reliance on perception-based data from stakeholders with different roles and knowledge about FACS	Most of the data is reported as perception or opinions from a large pool of informants with very distinct perspectives. This makes the detection of general trends challenging and necessitates analysis disaggregated by programmatic area (e.g., GCP Phase II Indonesia, GCP Phase II Perú, and individual FACS Global initiatives), where only in a few instances do specific trends sum up to a general trend.
Reliance on qualitative data	The reliance on qualitative data, although from a large pool of informants, has inherent limitations in terms of generalizability and lack of triangulation with quantitative methods or secondary studies. With the exception of a few studies, the limitation in corroborating specific opinions prompts the need to establish better MEL systems at the initiative level to gather relevant information.
Incomplete documentation	It was not always possible to obtain actual documentation or assessment evidence related to quantitative values or general trends reported by informants. Despite intensive follow-up to secure more data, what received was primarily based on activity reports or secondary studies unrelated to relevant zones of interventions or specific claims.
Limited data collection time and scope	The time was limited to collect diversified data from the field that could generate a critical mass of perspectives from multiple types of community members. Only 2 focus groups with smallholders’ farmers were possible, although they provided valuable insights on key contextual issues that should be considered for future design. Also, the data collection only focused on specific regions in Indonesia and Perú, the decision was taken based on where most results were observed but it does not provide an extended perspective of all possible contributions from FACS.

Data facilitation and translation in Indonesia

Some facilitation and intermediation occurred in Indonesia to gather data in translated form rather than from direct conversation with the evaluator. This could reduce the reliability of the actual evidence, although notes were reviewed and discussed with the translator to ensure accuracy. All conversations with anglophones were conducted without intermediation.

Suggestion of actions to inform the management response from the evaluator's perspective

The evaluator suggested potential actions or strategies to implement according to the analysis conducted, but the perspective is limited by the data collected and did not consider the full range of resourcing and strategic implications they might require. Their application depends on UNDP acceptance of the recommendations and of ensuring that the evaluation findings are effectively addressed and considered to improve the overall performance of the evaluated entity.

7. Findings, Conclusions and Recommendations for Indonesia

7.1. Relevance of GCP Phase II in Indonesia

7.1.1. Relevance of GCP in Indonesia to National Priorities and Strategies

34. **Objectives in line with national policies:** Through GCP Phase II, the FACS team successfully influenced the national policy dialogue on sustainable palm oil, reinforcing the relevance of the objectives of GCP Phase II within the existing policy framework. This was evident in the enforcement of a presidential instruction that sustained the NAP SPO until present, and which is undergoing an extension process under a stronger legal framework, namely a Presidential Regulation. As one government representative noted, "A presidential regulation applies to all citizens, while government instructions are directives from the president to ministers" (national government informant). This distinction highlighted the increased relevance of NAP SPO evolving from a presidential instruction to a presidential regulation. Moreover, the establishment of Regional Action Plans (RAPs) in response to presidential instruction underscored the alignment with national policies, and the support of the FACS team was mainly focused on Jambi and Tebo RAPs, while it was indirect for the other 15 districts that implemented the plans. For instance, "following a presidential instruction in 2020, Jambi established and revised its Regional Action Plan (RAP) in 2021, with guidelines from MOHA" (Estate Agency in Jambi Province). The FACS team support further strengthen government alignment with the No Deforestation, No Peat, and No Exploitation (NDPE) policy, as noted by an informant, "By implementing the NAP, these companies, particularly RSPO members, reinforce their existing commitments to NDPE policy" (SLPI partner informant). The support to NAP SPO is also relevant for the implementation of other directives such as: the Regulation of the President of the R.I. No. 44 of 2020 on the Certification System for Sustainable Palm Oil Plantation in Indonesia and the Government Regulation No. 45/2004 on Forest Protection.
35. **Challenges in measuring relevance of implemented actions:** Despite these successes, significant challenges remain in measuring the relevance of the actual activities carried out by the FACS team. For instance, one informant mentioned the need for guidance on assessing relevancy of key actions: "There is a clear but difficult-to-address question about how relevant the activities are. The lack of a relevancy analysis and clear guidance at the beginning makes it challenging to measure the impact and claim significant changes" (UNDP Indonesia informant). Inherent governance challenges further complicated implementation efforts, particularly the establishment of a new national palm oil body. Structural issues within the Ministry of Agriculture were reported as barriers for implementation of the NAP-SPO: "Despite budget availability, unlocking it requires compliance with specific requirements [...] structural changes are hindered by the Ministry not separating taxes from custom revenues, complicating efforts to establish a new national palm oil body" (national government informant). Other types of challenges were reported and observed during data collection were lack of specific indicators and targets, or measurement systems to track progress of priority actions in the regional plan of Jambi, primarily due to lack of staff and administrative support. This exemplifies the importance of ensuring that actions at the regional level take place according to streamlined governance structures that can track progress over time. For the 2024 government decision to renew the action plan, it is expected that it will fund its palm oil governance body and the National Implementation Team (NIT) through the Crude Palm Oil Fund to address these challenges faced during the previous phase.
36. **Sustaining alignment and addressing governance issues:** FACS team's efforts are poised to be amplified by a pending formal agreement for a presidential regulation, which would further deepen the contribution of FACS work within the national government. "A formal agreement by the government (to issue a regulation) is pending, set for May 2024, impacting the FACS team support to the Government. The implementation strategy requires internal agreement, which is slow" (UNDP Indonesia informant). This agreement was expected to enhance the strategic positioning of FACS team and ensure sustained government alignment with sustainable practices. However, the integration of different ministries, such as the Ministry of Industry and the Ministry of Environment and Forestry (MoEF), posed additional challenges. As a representative from Daemeter explained, "The Ministry of Industry, focusing on GDP growth, contrasts with the Ministry of

Environment, which faces pressure to promote sustainable agriculture" (Daemeter informant). Although this is only one perspective, and it requires more evidence to support the statement, it highlights the need to ensure all relevant ministries agree on a cohesive approach that incorporate multiple interests and agendas including the one of industry, trade agencies, and SMEs into the implementation team. Addressing these governance issues was crucial for sustaining the alignment and relevance of FACS initiatives within Indonesia's national policies. To address this, the FACS team is proposing to support the government in co-creating a more advanced governance body (such as a multi-sector Steering Committee) for the new Presidential Regulation.

7.1.2. Relevance of GCP in Indonesia to Global Agenda and Donor Perceptions

37. Landscape actions and food systems informing global conversations and alignment with the Nature Pledge:

The work at the national level through NAP-SPO also affects landscape management, which is used to inform global conversation. In COP 28, the example of Sumatra, significant PO production hub, was highlighted as an example of conservation in Indonesia since it was also regulated under NAP SPO. According to a Government Indonesia representative, "PO's impact on global warming underscores the importance of local efforts aligning with the principles of NAP SPO for conservation and development resilience." The increased recognition of food systems in the context of climate change, geopolitics, and water scarcity has further emphasized the significance of such local initiatives. UNDP Indonesia articulated the narrative around sustainable food commodities more openly, driven by climate change and geopolitical factors that have heightened prices and water scarcity. A UNDP Indonesia informant mentioned, "The storyline on FACS regarding sustainable food commodities is increasingly critical due to climate change and geopolitics driving up prices and water scarcity." Additionally, the perceived relevance of the Nature Pledge in UNDP Indonesia was reported during its participation to regional learning events: "the importance of food system has grown since 2023, this was particularly emphasized during the nature pledge's inaugural session where UNDP Indonesia has articulated this narrative more openly, showcasing various interesting initiatives in the country office" (UNDP Indonesia informant). The Nature Pledge discussion, as highlighted by the same informant, "offered to countries developing their CDP cycles highlights on the value of intra-regional learning and experiences," reinforcing the importance of integrating these insights into broader UN strategies and policies.

38. **Compliance with European Union regulations:** Compliance with the European Union Deforestation Regulation has underscored activities the relevance of the FACS team's work in Indonesia to promote sustainable PO as essential for integration into export markets. As emphasized by a government informant, "the formal government agenda includes discussions on EUDR, where the EU emphasizes the sustainability of PO management." This highlights the relevancy of the FACS team in supporting Indonesia's efforts in making the PO value chain sustainable, particularly through tools like ISPO. For instance, the role of legal requirements and land registration are essential to ensure compliance with EUDR. According to IDH, WWF, CI, WRI, and LTKL informants, "smallholder farmers benefit significantly from an ISPO-centric approach, particularly through compliance with legal requirements and land registration." Moreover, the link between GCP Phase II and the Switzerland's Free Trade Agreement with Indonesia further exemplifies the relevance of sustainable practices within the palm oil industry, to secure market access even beyond the EU. As SECO Indonesia informant noted, "the EFTA's free trade agreement with Indonesia includes a sustainability clause specifically for palm oil," underscoring the importance of sustainable agricultural practices on PO for bilateral trade.

7.2. Effectiveness of GCP Phase II in Indonesia

7.2.1. Contribution Claim – Updating

39. This section illustrates a summary of the contribution claim by integrating views from the evaluation to update the statement initially developed based on annual reports and initial exchanges with the FACS team. The original and updated claim represents a useful big picture statement before deep diving into all dimensions of effectiveness. The original claim focuses on the successful reduction of deforestation through specific initiatives led by UNDP, while the updated statement highlights the role of additional policies, varied regional success, ongoing challenges, and the need for further studies and evidence.

Original Claim (from annual reports)	Updated Claim (from data collection)
Over the past decade in Indonesia, notably in Tebo, Jambi on Sumatra, a remarkable transformation led to a reduction in deforestation rates within the palm oil sector. From 2021 to 2023, the National Action Plan for Sustainable Palm Oil and the roll-out of the Indonesian Sustainable Palm Oil certification enhancement played a key role in reducing deforestation enabled by inter-ministerial coordination and	Over the past decade in Indonesia, particularly in Tebo, Jambi on Sumatra, a notable transformation occurred, leading to reduced deforestation rates within the palm oil sector. From 2021 to 2023, the NAP SPO and the enhanced ISPO certification contributed to this achievement, but other relevant policies such as NDPE (No Deforestation, No Peat, No Exploitation) were more incidental to this trend alongside other contextual factors such as market and political pressures to reduce the

collaborative action facilitated by UNDP (GCP). The establishment of governance mechanisms like the NAP SPO Implementation Team fostered dialogue among stakeholders, which led to enhanced policy actions, and resource mobilization for sustainability initiatives in the PO commodity sector. UNDP's and other actors, to be determined during this evaluation, contributed to the advancement of regulatory support, improving plans implementation, and building capacities across value chain actors, underscored the contribution of multi-stakeholder engagement.

trend in deforestation. The progress, with the support of FACS, was led by NAP SPO Secretariat that drove inter-ministerial coordination and collaborative actions facilitated related to the implementation of NAP-SPO across 15 districts. As a critical player in this effort, UNDP supported the development of governance mechanisms through NAP SPO Implementation Team, fostering dialogue among stakeholders and enhancing downstream implementation of the plan. Despite the advancements, challenges remain in detecting tangible benefits and trust building among small-holder producers. So, although implementation success varied across regions, the need for focused studies to understand the direct impact of these initiatives on livelihood and deforestation rates remain. The role of MSPs in mobilizing resources and stimulating coordination at national and sub-national levels was noticeable in some cases, but the full integration of ECA methodologies and the systematic application of multi-stakeholder engagement approaches are still in the early stages and does not include sufficient evidence about farmers representation in the process and how their barriers are being concretely addressed. Hence, the importance of collaborative governance and sustained capacity building to achieve long-term sustainability in the palm oil sector remain as areas that require further support and assessment.

7.2.2. Effectiveness - Key Achievements: GCP Indonesia

40. **Main achievement 1- Enhanced multi-stakeholder collaboration and coordination for sustainable palm oil at the national level:** FACS contributed to the development of the platform from FoKSBI to the the setup of the National Implementation Team (NIT) of the NAP-SPO, which highlighted significant progress in inter-ministerial collaboration and stakeholder engagement. The openness of the Indonesian government to work with NGOs, CSOs, the private sector, development actors and other stakeholders marked a critical shift from historical distance among these actors. "The most significant change has been the increased openness of the government to work with other stakeholders, including NGOs and CSOs" (UNDP Indonesia informant), another external informant confirmed this view "the important aspect of this initiative is that FACS created acceptability among all stakeholders" (Government Informant). ECA workshops⁴ facilitated by implementing partner funded through GCP Phase II also played a crucial role in improving the collaborative attitude between national and sub-national teams. These sessions emphasized practical exercises and mutual understanding, leading to improved relationships among stakeholders, particularly within the government sector. "Post-training interviews revealed positive impressions. Participants appreciated the training and requested further sessions to reflect on and address district-level issues" (Trainer informant). This finding was also confirmed by another set of interviews conducted in 2023 by a research project with the University of Michigan that note that there has been an increase in coordination and collaboration among different stakeholders in different platforms (Tebo, Jambi and North Sumatra). In the study, 25 out of 37 survey respondents noted that their relationships had improved with other stakeholder groups and that 32 out of 37 respondents believe that collaboration among stakeholders had also improved.⁵ Yet the uptake of ECA methodology remains low, as the trainer states in an internal report "the use of ECA tools is still limited, possibly because the way principles are applied are not yet suitable in government meetings".⁶ It is worth to note that this remains an initial step to set a precedent on how to influence the culture and management tradition of such large government apparatus like the Indonesian one.
41. **Main achievement 2- Influencing the Indonesian Government to strengthen the regulatory framework thanks to FACS facilitation of NAP-SPO implementation:** The likelihood of elevating current presidential instructions to presidential regulations in 2024 underscores the government's commitment to strengthening the NAP-SPO framework and a key success of FACS influence. This elevation would solidify the NAP-SPO's role in driving sustainable palm oil practices and compliance with ISPO's Principles & Criteria. "The

⁴ For example, the "Synergy and ECA workshop with center and regions to accelerate the implementation of presidential instruction 6/2019", implemented by Tanah Air Lestari in August 2023

⁵ SEAS, Assessing Transformative Change Potential of Multi-Stakeholder Platforms within Agricultural Commodity Systems, 2022

⁶ Hasil Monitoring Report, Lokakarya RANKSB, February 2024

significance of the NAP SPO was underscored, and governmental stakeholders agreed to elevate the current presidential instruction to a presidential regulation, which would strengthen the NAP" (Government Indonesia informant). UNDP's involvement in drafting the national action plan and facilitating multi-stakeholder platforms has been instrumental in elevating the national agenda for palm oil towards sustainability. "UNDP played a critical role in implementing sustainable palm oil production by supporting and participating in drafting the national action plan and facilitating the engagement to aid Indonesia in NAP implementation" (Government Indonesia informant).

42. **Main achievement 3- Supporting the advancement of PO sustainable practices through workshops, special allocation funds and learning exchanges:** Selected informants highlighted that FACS support through its implementing partner SETARA has led to observable improvements in sustainable practices among the 1000 SHFs that they supported in Tebo District. As noted by an environmental NGO informant, ISPO-related workshop "lead to reduced herbicide use and increased organic fertilizer adoption.", although this is just on perspective that was not assessed further by other studies. Yet, also other farmers confirmed a similar change facilitated by GCP-funded work that is leading them to "practice regenerative agriculture, use less pesticides and herbicides, which allows to use grass as livestock feed and manure as mixed fertilizer, reducing costs overall" (FGD informants). At the institutional level, the implementation of regional action plans result in a special allocation fund to subnational governments since RAP is one of the selection criteria to receive the fund.. An informant from the Estate Agency in Tebo stated, "The implementation of the district plan has allowed the district to receive a PO special allocation fund of 26 billion Rupiahs over two years (1.5 million USD)." This was regulated by the government (regulation number 38/2023), and it concerns the palm oil production sharing fund (DBH). The DBH is derived from the export duty and export levy on palm oil, crude palm oil, and their derivatives. The access to this fund could be considered as an indirect contribution of FACS in supporting the government to implement NAP-SPO, although this is not a view specified by any informant. Beyond Tebo, the exchange of landscape-specific experiences facilitated by FACS is important to showcase MSPs as instrumental to landscape improvements can inform best practices at the national level. Even if not supported by FACS directly, the notable improvements reported through MSP engagement by SLPI will be learning that FACS is going to use to inform the new regulation development process. A Daemeter informant mentioned, "In Siak and Pelalawan districts of Riau province, the SECO-supported SLPI project that started in 2023 but the Siak Pelalawan Landscape Programme (SPLP)⁷ has made significant strides over the past years."

7.2.3. Effectiveness – Extent of Achievements: GCP Phase II in Indonesia

43. **National-level MSP and challenges in down-stream implementation in Indonesia:** FACS involvement in Indonesia has driven the development and legalization of NAP SPO and implementation support in 5 districts, while FACS focused mainly directed support to Jambi Province and Tebo district. Initially, there was the untapped opportunity to support government's leadership in ensuring the effectiveness of NAP SPO by improving the governance approach for sustainable palm oil. However, as the government assumed a more prominent role, facilitated by FACS team through GCP Phase II, their leadership and ownership of NAP SPO grew, transforming the initiative "from being perceived as project-driven to government-led" (UNDP informant) but the government perspective differs from the internal one, as an informant specified "in the next phase, administrative and technical support will continue to be needed from FACS, but there will be a stronger focus on implementing the ISPO" (Government informant). Despite this achievement, the challenge remains to scale implementation to over 200 districts, with many smallholders still uncertified and unrepresented and only 15 districts were supported so far. The government of Indonesia, supported by UNDP through facilitation of key meetings, trainings and exchanges with various stakeholders, has been instrumental in providing technical support, as an informant from the Government of Indonesia highlighted, "UNDP has been providing critical technical support through advice, preparing materials, and assisting with coordination and regulation development." Yet, the same informant specified the need to "shift away from policy-level engagement towards working closely with top management at the district level to collaborate with smallholder farmers representatives in plan development".
44. **Intention and limitations in driving capacity building:** During the implementation phase, FACS worked closely with capacity building providers to build multi-stakeholder engagement. A trainer informant stated, "we co-designed a four-day training program with the FACS, translating theoretical guidance ECA into practical learning." Yet, significant challenges remain in driving ECA downstream since the approach was only applied to government officials. Building trust among farmers remains an issue, as a partner informant funded by GCP Phase II pointed out "challenges we faced in implementing the program include building trust and understanding among farmers and discussing shared responsibilities." Moreover, while promoting the importance of MSPs and optimizing the benefits of these platforms is valuable, an informant from UNDP Indonesia pointed out that the "administration lacks dedicated support for secretariat functions, which affects motivation and continuity of good practices produced by the project". There is indeed a need for a strategy "that can be adopted by the government to internalize these practices in planning and budgeting, ensuring

⁷ <https://daemeter.org/en/project/detail/74/siak-pelalawan-landscape-program-for-livelihoods-and-sustainable-palm-oil>

the sustainability of these initiatives" (UNDP Indonesia informant). Lack of adequate financing mechanism to implement the plan remains a limitation as pointed out from another external informant: "engagement with the Ministry of National Development Planning (BAPPENAS) should have been more intensive [...] when the NAP was legalized by the President of Indonesia, it was not included in the national budget, causing implementation issues due to budget allocation challenges". As a learning from this, GCP Phase III was designed to ensure stronger governance, institutionalized secretariats, and sustainable funding, supported by a 2024 Presidential Regulation. This should represent an opportunity to sustain the implementation of the regulation downstream.

7.2.4. Effectiveness from System and Context Perspective- GCP Indonesia

7.2.4.1. Most Effective Contributions of GCP at System-Level

45. The most effective contributions of GCP interventions at the system level include enhancing policy frameworks and fostering multi-stakeholder collaboration. The most significant achievement at system level was the facilitation of inter-ministerial coordination and collaboration and of the implementation team behind the nation plan. This effort "created a platform for dialogue among stakeholders, leading to enhanced policy actions and resource mobilization" (UNDP Indonesia informant). Another major contribution was the prioritization by the FACS team of ISPO uptake in the conversation. This certification is a critical priority at the PO system level and is seen as an enabler for global value chain integration, as an informant noted "creating communication products to highlight how palm oil in Indonesia is produced safely and sustainably, align with EUDR positions" (Implementing Partner informant). What is important for system change is the integration of upstream and downstream efforts that FACS is looking at. In addition to supporting the government, FACS is also facilitating the exchange of best landscape practices among SLPI partners. This is crucial to identify intangible aspects such as stakeholder engagement and relationships, which are highlighted by the ECA framework, that result instrumental in fostering collaborative actions among different actors for system change. As an informant noted, "SLPI project leverages the ECA framework to improve engagement and navigate complex relationships, focusing on both technical and intangible issues" (implementing partner informant).

7.2.4.2. Supporting Factors for System Change

46. The supporting factors enabling the results at system level include the availability of national actors to design regulatory frameworks at the national level and to establish an implementation team to improve coordination and policy coherence. A supporting factor was the adoption of provincial and district plans through the involvement of various stakeholders in the consultation process, which led to the "formation of a steering committee and multi-stakeholder platforms, ensuring broad input and buy-in" (Government Indonesia informant). The continuous technical and implementation support provided by the FACS team included, as a government informant specified, "critical technical support through advice, preparing materials, and assisting with coordination and regulation development" and this was crucial in transitioning "from merely convening stakeholders to becoming an integral part of the secretariat of NAP SPO" (UNDP Indonesia informant). Another key enabling factor was the structured training programs using the ECA approach, which "helped improve coordination and reduce silos among national and sub-national teams" (Implementing Partner informant), this is a single perception that was not evidenced by additional informants but remains relevant since the implementing partner has regularly worked with the government and has a wide understanding of its functioning. Direct work with the government over time increased the legitimization of the national action plan at high government levels from different ministries.

7.2.4.3. Comparison with Other Initiatives

47. Compared to other initiatives funded by USAID and GIZ, FACS team through GCP Phase II has focused on the national level ensuring high-level governmental buy-in. This level of influence, which has included capacity building, policy support, and fostering intra-ministerial dialogue, has resulted in driving a policy change as a governmental informant stated, "in 2024, a presidential regulation for NAP-SPO is expected to be issued, marking a significant step toward ISPO implementation". Yet, the implementation remains filled with challenges as it requires "constant efforts to communicate these standards to local and regional governments and extend the scope of the regulations" (Government Indonesia, informant). Other landscape initiatives tend to focus on local dynamics while GCP's method of aligning regional plans with national priorities through structured frameworks and continuous engagement has been effective in driving a more systemic solution.

7.2.4.4. Consideration of Context and Power Dynamics

48. The implementation of activities during GCP Phase II considered the socio-economic context, for instance "the project team ensured women's inclusion in training and meetings, emphasizing the importance of gender balance and empowerment" (UNDP Indonesia informant). Overall, the approach undertaken in GCP Phase II is responsive to the need of balancing between economic growth and environmental conservation. An informant remarked that "there's growing awareness that neglecting the environment harms investment returns, and efforts are shifting towards a more balanced approach since the effects of climate change are increasingly felt" (Implementing partner informant). Yet other issues remain neglected. For instance, the

digital divide preventing smallholders' farmers to register through an electronic system to access ISPO is still significant "while 95% of companies are registered, smallholders remain largely unregistered, highlighting a significant gap" (Government Indonesia, informant). Also, the exploitation by informal money lenders is rampant and remain unaddressed by the programme, "informal money lenders, often referred to as 'money people,' offer financial assistance but trap farmers in debt" (Environmental NGO informant). The same finding was confirmed by all farmers involved in the focus group discussion facilitated by an implementation partner. Despite limited influence in tackling all structural issues in the context, the project aims at strengthening palm oil governance, with the aim to enable government agencies to address challenges effectively.

7.2.4.5. Contributions to Capacity-Building through MSP

49. Activities under GCP Phase II have effectively enhanced practitioner capacities within Indonesia's commodity sectors through various capacity-building activities at the national and regional level. For instance, the FACS team worked midstream building capacities to government officials: "various capacity building activities were introduced, including related to the ECA tool conveyed to ministries by the global team" (UNDP Indonesia informant). At this level, the FACS team worked through a training provider that emphasized "the importance of institutionalizing capacity that can apply standard operating procedures (SOPs) for multi-stakeholder participation" (Trainer informant). This feedback indicates the importance to clarify practical steps on how to apply the principles of ECA and structure a long-term engagement approach to institutionalise key capacities within public institutions Downstream, FACS funded a partner that led on "training 1,000 smallholder farmers in good agricultural practices and certification readiness" (UNDP Indonesia). Efforts focused on capacity building in Jambi province and Tebo district to ensure farmers can more easily comply with the requirements of sustainability certifications, as the implementing partner informant explained: "by 2024, 380 smallholders are expected to be certified under ISPO and RSPO". Yet, lack of information and cost of getting certified remains too high, "there is a significant lack of information about sustainable certification among farmers and the certification process is expensive, costing around 100 million Rupiah (6,000 USD) for the audit and additional annual audit cost" (environmental NGO informant). Although FACS managed to favour a joint audit mechanism to reduce these costs, they remain out of the project's control and remit. Yet, FACS integrated capacity building remain an instrument to engage more collaboratively upstream levels and to promote sustainable practices downstream among smallholder farmers.

7.2.4.6. Influence on Policy Reform

50. Through GCP Phase II the FACS team has influenced policy reform at the country level through strategic initiatives and ongoing dialogue. The government willingness to convert NAP-SPO into a presidential regulation exemplifies this influence. "Government staff are working on transitioning this instruction into a presidential regulation, which will be binding for other stakeholders" (UNDP Indonesia informant). This regulation, led by the Coordinating Ministry of Economic Affairs (CMEA), involves 14 ministries, ensuring a comprehensive implementation involving all relevant stakeholders. However, inter-ministerial coordination remains a challenge despite significant progress over the past five years. The role of FACS team in supporting these initiatives like FOLUR and SLPI has been critical in creating replicable best practice models. "UNDP supports this through the Secretariat and programs like FOLUR and SLPI, which have created replicable best practice models" (Government informant). This is a critical piece in policy reform since best practices from landscape management shared by SLPI is informing how FACS will support the government in shaping the new presidential regulation and the key issues to address.

7.2.4.7. Engagement and mobilization of multiple stakeholders

51. The mobilization of stakeholders through MSP depends heavily on government commitment and effective facilitation at national and subnational levels by provincial and district authorities. This seems to be limited, according to the view of one informant: "government officials often focus too much on technical aspects (hardware-level) and lack in soft aspects (software), neglecting their responsibility to facilitate discussions" (implementing partner informant). Hence, engagement across ministries requires further work: "Coordination remains a challenge across 14 ministries. The national meeting saw unanimous agreement on continuing the NAP for the next period (2025-2029)" (Government informant). UNDP's convening capacity is valuable for facilitating this cross-ministerial collaboration as one informant SLPI explained "Indonesia's ministries operate in silos, making UNDP's convening capacity a valuable asset to bridge these gaps".

52. In terms of the private sector even if UNDP informant reported there has been a change "as the government demonstrated leadership in supporting NAP SPO, private sector engagement increased, particularly at regional and district levels", other informants share different perspectives. Private sector participation is recognized to be necessary also by Provincial authorities: "from the private sector perspective, the programme has opened spaces for collaboration, involving them in both problem identification and solutions" however, their attendance in MSP dialogue was reported to be insufficient: "The Secretariat consistently invites private sector stakeholders to participate, but attendance is often low" (implementing partner informant). Even in the Province where the work done through GCP Phase II is focusing most efforts through dedicated implementing partners, the private sector representation remains low: "Nine companies are invited

to the platform, with six having partnerships with smallholder farmers but only three mills regularly attending, and this representation is not enough" (Private Sector informant).

7.2.4.8. Monitoring, Evaluation, Learning and Adaptations

53. The internal M&E systems partially support evidence-based decision-making and program adaptation. In the implementation of GCP Phase II the "monitoring and learning process within the UNDP community of practice focused on encouraging district-level engagement in sustainable palm oil initiatives" and FACS team "conducted learning sessions across 19 districts to facilitate knowledge sharing and to showcase the benefits of sustainable palm oil practices" (UNDP Indonesia informant). Additionally, evidence is being collected to generate internal reports, as an informant stated: "despite the lack of a formal MEL budget, the program includes a six-month project assurance report (a UNDP requirement), typically submitted by the end of May." (UNDP Indonesia informant). Although during GCP Phase II FACS reported yearly on the indicators and produced an impact brief in 2023, this might not be fully utilised or understood by some team members in country, as one informant explained "(M&E) system should be in place to measure impact, as SECO consistently asks for evidence of significant change" (UNDP informant). Moreover, another informant reported lack of measurable indicators beyond output-level change, "the UNDP country office is requesting measurable (impact) indicators, while the global team maintains that it does not need to be a traditional project. This creates a tension between the need for a framework with measurable indicators and the flexibility of the project" (UNDP Indonesia informant). This was further assessed by reviewing the Project Assurance Report for 2022 and 2023, that primarily present specific achievements at the output level such as: number of coordination meetings held, regular working group meetings attended, existence of work plans of the secretariat, number and type of training activities etc. Despite this focus on outputs, there is the opportunity to strengthen the role of evidence by linking GCP and SLPI to a more strategic approach to M&E to support both the mandatory periodical reporting to the president's office and also the implementation of the regional action plans, "there isn't a specific system in place to monitor target achievements" (District authority informant).

7.2.4.9. Gender Issues

54. Addressing gender issues more effectively within the program is another crucial aspect. FACS reported to have contributed to promote the mainstreaming of gender issues in sustainable palm oil action plans, in particular through a strengthened collaboration with the Ministry of Women Empowerment and Child Protection and by supporting a [gender analysis](#) related to ISPO⁸. When looking at the perspectives from informants involved in the study, a respondent confirmed that: "gender inclusion is mainstreamed within UNDP's initiatives, focusing on empowering women and ensuring their participation in the workforce, particularly in women-headed households" (UNDP Indonesia informant). However, gender roles are quite rigid, and this pose significant challenges that "include cultural hindrances, a patriarchal society where women's participation in the workforce requires concurrence from spouses" (UNDP Indonesia informant). Despite these challenges, implementing partners working through GCP Phase II undertook efforts to increase women participation, for instance "gender distribution in training sessions was 20% women and 80% men, with women typically not attending farmer group meetings" (implementing partner informant). Ensuring representation might not always correspond to substantive action according to another informant "gender issues beyond composition receive little attention, lacking comprehensive discussion" (SLPI informant). So, although "women's inclusion in meetings" (UNDP informant), is a promising first step, there is space for a deeper work to address gender roles during GCP Phase III.

7.3. Efficiency –GCP Phase II in Indonesia

7.3.1. Outputs delivering

55. In Indonesia, the implementation team's progress and delivery rates of GCP Phase II activities have been commendable, "consistently achieving above 80% since Phase 1" (FACS informant). Despite challenges posed by the COVID-19 pandemic, which necessitated a shift to online meetings and training sessions, the team adapted by hiring NGOs and local organizations to ensure continuity. "The delivery rate dipped due to travel and in-person meeting restrictions, but the outputs were still achieved through online meetings and training sessions" (UNDP Indonesia informant). By August 2023, all funding for GCP 2 had been delivered as planned, with budget allocations balanced. The annual workplan, developed collaboratively with the country office, undergoes a thorough review process from August to December, culminating in an approved plan at both national and global levels. "Once approved, the implementation begins with internal meetings held weekly to review progress and address any challenges" (UNDP Indonesia informant). Although there are occasional last-minute meeting requests, significant deviations from the workplan are rare. However, issues related to HR and coordination have been noted at all levels, with SECO expressing concerns about the staffing and M&E personnel. "SECO has raised concerns about the many HR issues within the FACS team, questioning the staffing and M&E personnel" (UNDP Indonesia informant). Because of these challenges, ensuring staff retention remains an important consideration moving forward, to minimize gaps in support of project implementation.

⁸ Annex A - GCP Indonesia impact brief, 2023

7.3.2. Partnership Modalities

56. The partnership modalities to deliver activities under GCP Phase II in Indonesia have been conducive to the delivery of outputs, particularly due to the collaborative efforts between multiple ministries and UNDP. The inter-ministerial coordination facilitated by the National Action Plan for Sustainable Palm Oil (NAP SPO) Implementation Team has been instrumental. "The implementation team's progress and delivery rates are monitored on a weekly, monthly, and quarterly basis, both financially and programmatically" (UNDP Indonesia informant). The involvement of NGOs and local organizations has also been crucial in maintaining continuity and achieving project goals. "The team pivoted to hiring NGOs and local organizations to continue training, ensuring all outputs were delivered" (UNDP Indonesia informant). Additionally, the partnership with SETARA, which served as a service provider for farmers support, exemplifies how leveraging local expertise to achieve some results downstream: "SETARA works with smallholder farmers managing 700,000 hectares" (implementing partner informant). This multi-stakeholder engagement has been key to address the implementation of NAP SPO within the palm oil sector at the regional level in Jambi Province.

7.3.3. Resource Adequacy

57. For the implementation of GCP Phase II in Indonesia, resources have been managed through regular financial monitoring, ensuring a structured approach to resource allocation. FACS has also been successful in securing additional resources to support its work in Indonesia from GEF, the Good Growth Partnership, (which concluded) and FOLUR. In terms of adequacy to implement the NAP-SPO, the government provides various avenues to enable implementation, as an informant stated: "there is a need to use more existing funding resources, as there are several funding initiatives like CPO Fund and special allocation for PO" (District Authority informant). However, concerns remain about an actual assessment of adequacy at the district level: "Resources are being utilized and the government is happy, but there is no clear sense of resource adequacy beyond (national) government perception" (UNDP Indonesia, informant). Yet, the reality is that barriers in how to access these resources should be considered more in depth: "accessing and use of CPO funds is challenging due to regulatory barriers" (District Government informant). Hence, focusing on how to increase access and more strategic usability of financial resources could increase resource adequacy in fulfilling the ambitions of NAP-SPO downstream. For example, solutions such as "linking ISPO certification with other programs like carbon trading, are being discussed" (National Government informant), could offer avenues to better allocate existing resources to achieve RAP objectives.

7.4. Coherence of GCP Phase II in Indonesia

7.4.1. Unique Value

58. The program in Indonesia offers unique value since FACS (perceived as a single entity with UNDP Indonesia) is seen as a neutral and well-accepted facilitator among various ministries, which often have their own silos, plans, and priorities. More than four informants from different agencies agreed with this. From an internal perspective by UNDP Indonesia, "If this was done by another UN agency, it might not succeed as UNDP does, because it is seen as neutral and purely oriented towards sustainable development" (UNDP Indonesia informant). From an external one, a similar view was shared by a donor informant "UNDP is seen as a pioneer in development cooperation, offering the crucial connection with the government and the ability to negotiate effectively as a neutral convener" (SECO informant); also a national government informant emphasised how FACS is well received by all stakeholders: "the unique aspect of this initiative is its acceptability among all stakeholders". This neutrality and wide acceptance of FACS is essential during discussions involving multiple organizations to ensure that the focus on sustainable PO is not sidelined by other priorities. As another informant highlighted, "about six to seven months ago, discussions about ECA involving multiple ministries highlighted the need for common commitment to sustainable palm oil" (UNDP Indonesia informant). The concept of a forum facilitated by UNDP is not unique, but its value is to bring a whole system to the table, as noted by an implementing partner: "FACS provides guidance on multi-stakeholder facilitation, which I find distinctive and unique" (implementing partner informant). A high representative of the government of Indonesia emphasized that the broad acceptability of the initiative among all stakeholders, stating, "unlike support from some donors, which may not be universally accepted, FACS involvement through the Secretariat is more active and positively received than that of the Ministry. This broad acceptability is a significant advantage" (Government informant). Although this high acceptability might still signal low ownership of the whole process by a single governmental agency, it also underlines the unique value of FACS in building a multi-agency space to drive a common agenda.

7.4.2. Internal and External Integration

59. Integration of outputs across global and country levels in Indonesia shows both strengths and challenges. From a country strategy perspective FACS is not fully integrated and food system is not even mentioned in UNDP country programme⁹. Yet, "the future of FACS is promising, in terms of including it in next CPD"

⁹ United Nations Sustainable Development Cooperation Framework (UNSDCF) for [Indonesia](#) and United Nations Development Programme (UNDP) Country Programme Document for [Indonesia](#)

(UNDP Indonesia informant). Another informant also explained that "despite operating under a single funding source from SECO, GCP and SLPI are collaborating for integration and mutual support, particularly in GCP Phase III" (UNDP Indonesia informant). Yet, another UNDP informant reported that "the FOLUR team seeks to leverage GCP expertise for learning opportunities but faces challenges within the FACS portfolio due to GCP's focus on one ministry (agriculture and home affairs) versus FOLUR's coordination across four ministries". So, although "GCP's methodology highlights the importance of fostering collaboration between diverse stakeholders, a practice that warrants broader adoption and institutional support" (UNDP Indonesia informant); there are some limitations on how much coordinated influence GCP as a single project can simultaneously create across such wide spectrum of actors. Yet, the integration of GCP with other initiatives such as a FOLUR could position the FACS team to extend the adoption of its methodologies and experiences generated during GCP Phase I and Phase II.

60. Some misalignments between global, national, regional and local strategies were also reported as a challenge: "there are no regular mechanisms to connect national experiences to regional and global levels," noted an informant, underscoring the need for better connectivity (FACS informant). This was also perceived by an external informant "Although FACS has made strides in some areas, these efforts could be more impactful if they were cascaded down to the local level. In Tebo, reflecting on and capitalizing on local experiences could provide valuable insights" (SLPI partner informant). SECO also highlighted the importance to deepen cross-learning across implementation levels and acknowledged that "strategic workshops within the FACS Community provide global insights but there is a need for more regular, contextual knowledge exchanges at the programmatic level" (SECO informant). Another informant stated, "Focusing on specific problems or issues that everyone faces at the community level would be more effective" (SLPI informant).

7.4.3. Operationalising Food System Approach

61. UNDP Indonesia is progressively embracing a food systems approach by leveraging experiences and tools developed through the implementation of GCP Phase II, such as ECA, to design its framework. UNDP Indonesia strategy integrates sustainable development practices across various sectors, including agriculture, forestry, and the marine ecosystem and "the new CPD cycle from 2026-2030 will emphasize this area more explicitly, highlighting the causal linkages between climate change, sustainable food production, and resilience" (UNDP Indonesia informant). A representative of the Ministry of Agriculture also highlighted in general terms that UNDP's role in enhancing sustainable food production through conservation land practices and foundational work, stating, "By approaching the food issue through a climate change lens, FACS addresses sustainable food production from a perspective where UNDP has an advantage" (Ministry of Agriculture informant). Digital traceability is also an emerging topic in UNDP Indonesia, which aims at improving services and information availability on commodities, thereby strengthening the enabling FACS-related initiatives to better tackle the gaps in use of information downstream.
62. However, there are challenges in aligning perspectives when looking at food systems, with FACS Global team operating sometimes in misalignment with Indonesian cultural features. FACS Global approach could be more sensitive in shaping a language that acknowledge local practices and beliefs, as an informant noted "the focus on existential questions and consciousness is crucial but challenging to integrate given religious influences" (UNDP Indonesia informant). So, the integration of technical solutions with inner change should further "link to work-related contexts and priorities". For this reason, a greater alignment with FACS global vision on food system in Indonesia should consider further guidance on how to manage expectations and existing pressures: "Behavioral change takes time, and donor expectations often mismatch technical needs at ministerial level" (UNDP Indonesia informant). The global team recognises that to reconcile local cultural values with the high pressure to deliver results and meet donors' expectations requires negotiation and compromise.

7.5. Sustainability

7.5.1. Existing Sustainability Mechanisms

63. In Indonesia, the results from the implementation of GCP Phase II could rely on existing financial mechanism that can sustain the work of NAP SPO and regional platform development. The use of the special allocation fund (Dana Bagi Hasil) is recognised as the main financial resource to develop the action plans at the regional level: "The implementation of NAP SPO, guided by FACS, is funded through CPO revenues. All provinces are required to develop action plans, with 36 currently in progress" (UNDP Indonesia informant). This approach includes conducting comprehensive workshops at districts level to develop plans and ensure they align with national regulations and sustainability goals. Since FACS facilitated the communication of the plan developed at the national level, this also "resulted in special allocations from palm oil taxes to provinces and districts, incentivizing alignment with NAP SPO, as seen in Jambi." (UNDP Indonesia, informant). This was also confirmed by informants at the Estate Agency in Tebo "the district plan has allowed the district to receive a PO special allocation fund" (Provincial government informant). Yet, the use of this fund is not yet optimized, and this is also recognised at the national level: "with or without UNDP's support, the CPO fund needs to optimize national budgets and resources to make PO production more sustainable" (National

government informant). To support the government in this space, a specialist/expert adviser funded by FACS is contemplated for Phase III to articulate the financial and institutional engineering required for CPO funding flow to SPO governance structures, including paying for the Secretariat.

64. Additionally, UNDP's consistent involvement with the Ministry of Economic Affairs, Agriculture, and Home Affairs underscores its commitment to maintaining the sustainability of the NAP SPO. "The UNDP team remains consistently involved, particularly with the Ministry of Economic Affairs, Agriculture, and Home Affairs" (UNDP Indonesia informant). The existing relationship allows FACS to focus on Phase 3 to support the transitioning of the secretariat to government control "along with exploring funding avenues like levies from Crude Palm Oil (CPO) exports to sustain the secretariat's operations" (UNDP Indonesia informant). Learning from the experience of NAP SPO so far, the government recognises that the transition to the new regulation will require "to address both the technical aspects and the quantitative targets, ensuring these are defined and translated effectively for regional governments" (government informant), since this was a missing piece until now.

7.5.2. Future Sustainability Mechanisms

65. To enhance sustainability of NAP SPO in Indonesia, several improvements can be made. Firstly, formalizing cooperation with key ministries through concrete arrangements such as Memoranda of Understanding (MoUs) is essential: "SECO has expressed concern about the lack of formal cooperation with the government, highlighting the need for a more concrete arrangement, such as a Memorandum of Understanding (MoU)" (UNDP Indonesia, informant). It is expected UNDP will be able to formalize this agreement by July 2024. Additionally, regulatory changes are needed to ensure that a portion of Crude Palm Oil (CPO) funding is allocated to support the secretariat's operations and the administrative functions at the regional level. "Sustaining the secretariat through CPO funding requires regulatory changes [...] allocating a small portion, such as 100k annually, could significantly support NAP SPO implementation team" (UNDP Indonesia, informant). This shift would secure long-term funding and institutional support to the administrative requirements to implement regional plans. Also, there seems to be willingness by the government to rediscuss the special allocation PO fund: "80% of the DBH funding is for infrastructure improvement based on governors' proposals to the national government but adjusting the proportion and regulation for better balance is necessary and envisioned" (National government informant).
66. Furthermore, the sustainability of the platform depends on the actual results on the ground. As an informant stated, the platform needs "to expedite regional action plans [...] tenure issues and non-compliance with sustainability standards like ISPO hinder progress" (Government Indonesia informant). To bridge the gap between smallholder farmers and plantation companies require greater efforts to involve the private sector in driving improve agricultural practices: "GAP and sharing lessons learned are essential to counter the negative campaign against palm oil" (Private Sector informant), this would lead to "higher quality seedlings, better export quality, and a virtuous cycle of reinvestment in sustainable practices". The importance to involve the private sector is compounded by "peer pressure from the EUDR drive the need for a market that is EUDR compliant, making it a crucial aspect of traceability, and Good Agricultural Practices (GAP)" (UNDP informant). Considering these market trends, "district authorities might show interest in mobilizing more funding if they perceive increased investor attractiveness" (implementing partner informant) although where the investment "for continued assistance to farmers, not only for one association but also across other districts" (FGD farmers) should come from remains unclear. This is confirmed by multiple CSOs, "funding is not optimized, and while CPO could potentially support these operations more, it is unclear whether the CPO funding agency has allocated sufficient resources to NAP-SPO or MSP and collaboration activities that it entails" (NGO FGD informants).
67. Another important conditions for the sustainability of NAP-SPO depends on developing a clear roadmap and on strong leadership at all levels: "establishing connections with higher levels of government requires strong leadership within the government itself" (SLPI informant) and a governance structure "that secures commitment and institutionalizes the forum's self-running capabilities" (UNDP informant). Yet, this is still a work in progress since "strengthening leadership involves creating a detailed plan to ensure that only progressive individuals who can drive the initiative effectively are involved" (SLPI informant) while "addressing the lack of capacity and experience in collaboration, which requires facilitation over the long run" (UNDP informant).

7.6. Impact of GCP Phase II in Indonesia

68. This section presents contribution of the work facilitated by the FACS team in Indonesia to various types of impacts at system and implementation level. Each type of impact is presented in terms of how it links to a relevant impact area, how strong the signal is and the strength of the causal contribution by FACS. The main source of information is from primary informants since no structured studies were found to further corroborate these findings, so they can be treated as early indications of areas to be studied more in depth during the final evaluation.

7.6.1. Systemic Changes

Key Change 1: NAP-SPO formalization into presidential regulation is being considered as benchmark for other commodities	
Descriptors of Change	Description
Signals of Change (Early, Intermediate, Advanced)	Intermediate Signals
Level of Change (Global, National, Regional, Local)	National level
Scale of Change (Significant, Emerging, Minor)	Emerging Change
Strength of Causal Contribution (High, Medium, Low)	High (FACS necessary and sufficient)
Link with FACS Impact Area	Influencing Policy Reform and Policy Change
<p>The facilitation of inter-ministerial dialogue related to NAP-SPO have been crucial in driving systemic change in Indonesia. The most relevant change is the upcoming transition from a presidential instruction to a presidential regulation that has a much broader scope for enforcement: "Presidential regulations apply to all citizens, while government instructions are directives from the president to ministers. This distinction underscores the broader applicability and enforcement of presidential regulations, emphasizing their importance in implementing and sustaining the NAP SPO" (National Government informant).</p> <p>The contribution of FACS is significant as noted an informant "UNDP supports through the Secretariat and programs like FOLUR and SLPI, have created replicable best practice models" (National Government informant). So even if the implementation of NAP SPO at Provincial and District level are progressing at different speeds, the overall effort has been instrumental in consolidating the role of the NAP-SPO in Palm Oil and the general perception is that "UNDP can support these processes, as demonstrated with palm oil, and can fully support the same integration for other commodities" (National Government informant).</p> <p>The experience from NAP SPO is also inspiring the utilization of existing platforms to expand systemic change beyond palm oil to include other commodities like rice and cocoa. "In Sulawesi and Lubu Sutam districts, existing platforms are being utilized for other commodities beyond palm oil, such as rice, and stakeholders have appreciated how these meetings can unite them. Cocoa is also in the pipeline for similar integration" (UNDP Indonesia informant). Yet gaps in implementation still exists: "FACS should focus on policy analysis to ensure alignment with NAP SPO and accelerate implementation at the district level" (SLPI informant) and the results of this change is still limited downstream. So, although during GCP Phase III FACS will seek to provide guidance at sub-national level, it is expected that SLPI and FOLUR teams will be implementing this downstream.</p>	

Key Change 2: Regional Action Plan (RAP) implementation favours inter-cropping and ISPO promotion	
Descriptors of Change	Description
Signals of Change (Early, Intermediate, Advanced)	Early Signals
Level of Change (Global, National, Regional, Local)	Regional level (intended as Province level)
Scale of Change (Significant, Emerging, Minor)	Minor Change
Strength of Causal Contribution (High, Medium, Low)	Medium (FACS necessary but not sufficient)
Link with FACS Impact Area	Capacity building
<p>The implementation of the NAP at the regional level is seen instrumental to generate various initiatives that support SHFs livelihood diversification. For instance, through the RAP, the estate agency in Tebo "is promoting commodity diversification through inter-cropping programs involving palm oil, soy, and dry land, as well as integrating livestock with palm oil land. The diversification of crops is included in the environmental agency's regulations related to environmental management and protection planning" (Estate Agency informant). These efforts aim to strengthen livelihoods by providing alternative sources of income and reducing dependency on a single commodity although the scale of this work remains very limited: "in the region, diversification among farmers remains insufficient, with a significant number converting their lands to PO cultivation. While some farmers do plant other crops, this practice is marginal" (Environmental NGO informant).</p> <p>Another important sign of systemic change is the ongoing efforts to promote ISPO through the regional plan of Jambi and the benefits observed from compliance. At the provincial level ISPO certification-related efforts are undertaken "with nine farmers' institutions managing to certify 1,800 out of 3,200 hectares mapped" (Provincial Authority). Yet, this value is very low compared to the 700,000 hectares of PO plantation in the province of Jambi managed by SHFs that remain uncertified. Looking at benefit of ISPO, the informant explained that even if "there's no direct link to deforestation, ISPO does improve productivity" (Independent</p>	

Consultant) and a focus group of NGOs convened by affirming that “helping smallholders to obtain ISPO certification is essential for promoting sustainable palm oil production. Through coalition-building with various stakeholders, there is a noticeable change in behaviors toward sustainable agri-practice” (FGD NGOs Indonesia). ISPO benefits has also been observed in farmers by “enabling them to sell directly to mills without intermediaries, resulting in better pricing” (Implementing partner informant) and another informant confirmed the same trend “relationship between ISPO certification and increased revenues for SHFs has been observed only at the pilot level” (SLPI implementing partner informant). Secondary evidence also confirms this trend, a study conducted in 2021 demonstrated that ISPO certified PLASMA farmers¹⁰ earn more than 30% more than uncertified farmers¹¹.

7.6.2. Environmental and Livelihood Outcomes

Key Change 1: NAP-SPO contribution to reduction in deforestation rates	
Descriptors of Change	Description
Signals of Change (Early, Intermediate, Advanced)	Intermediate Signals
Level of Change (National, Regional, Local)	National
Scale of Change (Significant, Emerging, Minor)	Emerging
Strength of Causal Contribution (High, Medium, Low)	Low (FACS enabling factor but not sufficient)
Link with FACS Impact Area 3	Influencing Policy Reform and Policy Change
<p>The initiatives under FACS have the potential to affect environmental outcomes in Indonesia. The Ministry of Environment and Forestry’s plays a role to this contribution “as part of NAP, it implements various interventions through the platform. Every six months, the secretariat compiles reports from each ministry, including the Ministry of Environment and Forestry, and it has detailed more than 50 established environmental management efforts, which are formally reported to the president” (UNDP Indonesia informant).</p> <p>A more significant contribution factor to reducing deforestation rates “is attributed to policies such as the moratorium on developing PO plantations in pristine lands and the private sector’s adoption of the No Deforestation, No Peat, and No Exploitation (NDPE) policy” (Daemeter informant). Yet, RAP drives efforts to track illegal land clearing and implement NDPE: “forest fires in Jambi are a significant issue, and efforts are made through RAP to support farmers in land clearing without burning and to ensure suitable locations for plantations” (Jambi Estate Agency informant). At the district level, conservation efforts are also being taken “in a community forestry project, working towards the legalization of village forests. We are also engaged in restoration activities in plantation areas, specifically budgeting for three companies to rehabilitate and restore riverine areas and critical lands (Tebo Estate Agency informant)</p>	

Key Change 2: NAP-SPO contribution to livelihood improvements among SHFs	
Descriptors of Change	Description
Signals of Change (Early, Intermediate, Advanced)	Early Signals
Level of Change (National, Regional, Local)	Local (Tebo District)
Scale of Change (Significant, Emerging, Minor)	Minor
Strength of Causal Contribution (High, Medium, Low)	Low (FACS enabling factor but not sufficient)
Link with FACS Impact Area 3	Capacity building
<p>In terms of livelihood impacts, the diversification efforts and application of good agricultural practices, facilitated by a FACS partner (SETARA), are showing promising results, albeit at a small-scale. In Tebo, where SETARA implemented its farmers’ training support, farmers “have seen a 10-15% productivity increase through livestock integration and improved harvesting techniques, with a 10-day harvesting cycle” (Farmers FGD informants). This information signals enhancing agricultural productivity and sustainability although sustained support is still seen as necessary: “continued monitoring of GAP application are crucial to ensure that both trained and untrained farmers benefit from the knowledge” (Farmers FGD). Other informants also detected an “increased in productivity, evidenced by a 30-40% boost in ISPO certified areas, and early observations on crop diversification resolving biodiversity issues, highlight the importance of a holistic approach” (NGOs FGD informants). According to another internal assessments from an implementing partner,</p>	

¹⁰ Plasma smallholders are farmers who took part in the Plasma Transmigration Program (Perkebunan Inti Rakyat, also known as PIR-Trans), set up by the Indonesian government in 1987. Under the scheme, villagers from rural parts of Indonesia were relocated to oil palm growing areas and given two hectares (ha) of land to farm, as well as another 0.5 ha for their housing and food crops.

¹¹ D. Chalil, Potential Benefits of ISPO Certification for Smallholders, Consortium Studies on Smallholder Palm Oil University of North Sumatra, 2021

disconnected from FACS support, "diversification efforts are underway, with some farmers near forest borders being trained to grow chilies, yielding an additional 25 million per year/per farmer (1.5K USD)" (SLPI informant). This is another signal the farmers trainings on livelihood diversification impact their revenues in a noticeable manner.

The commitment of the private sector to support the implementation of NAP further underscore the impact of these livelihood initiatives: "The private sector feels obliged to comply with the NAP, particularly in smallholder training, and this initiative has been implemented in several districts" (implementing partner informant). However, challenges such as the high cost of fertilizers, which have risen by 100% in the last year, pose significant barriers in sustaining the livelihood gains. As an informant explained: "despite understanding the value of GAP and better seedlings, many farmers are not seeing increased productivity since the main issue is the cost of fertilizers, which has significantly increased" (Private Sector informant). Addressing these economic barriers, including the debt trap affecting farmers, is crucial for ensuring that the benefits of improved agricultural practices are fully realized.

7.6.3. Strategic Partnerships and Shared Vision Creation

69. The establishment of strategic partnerships for a shared vision through the work of GCP Phase II in Indonesia has seen significant progress particularly at the governmental level. UNDP Indonesia has embedded personnel within government systems, gaining appreciation and facilitating coordination, particularly through the FACS-facilitated platform. A more strategic approach is not fully developed to scale impact on smallholders' farmers and to link this experience with other value chains. SLPI, leveraging the MOSAIC initiative, promotes a multi-stakeholder approach, with the government playing a key role as well and FACS team providing a service to gather the key learning from SLPI experience to inform the conversation at the national level. Especially, with the upcoming NAP through Presidential Regulation, supported by CMEA, the shared vision will require more quantifiable outcomes and compliance-driven measurements. Based on the results achieved through the work on NAP-SPO there are also discussions ongoing between UNDP and potential partners, such as UK FCDO, to further integrate agroforestry and agri-trade through the PO value chain.

7.7. Main Conclusions for Indonesia

70. The performance of each criterion is examined in this section based on a satisfaction/performance score of five points (1 being lowest to 5 the highest). For relevance is between 1: not relevant and 5: highly relevant. For efficiency, effectiveness and coherence is between 1: highly unsatisfactory and 5 highly satisfactory. For sustainability is between 1: highly unlikely (with significant risks for sustainability) and 5: highly likely for work to remain sustainable in the long-term. For impact is between 1: low impact/low scale and 5: significant evidence of impact/large scale.

71. **Relevance (Score 5/5) - The FACS team's work aligns with national priorities, particularly in sustainable palm oil production.** The alignment takes place especially through GCP Phase II support to NAP-SPO implementation process, that is now also informed by the learning gathered from the landscape work taking place through SLPI. The efforts to support the development and implementation of government directives, such as presidential instructions and the establishment of Regional Action Plans, demonstrate strong alignment with other national policies aimed at sustainable palm oil production (e.g. Regulation of the President of the R.I. No. 44 of 2020 on the Certification System for Sustainable Palm Oil Plantation in Indonesia) and conservation (e.g. No Deforestation, Peat, and Exploitation policy and Government Regulation No. 45/2004 on Forest Protection). However, challenges remain in measuring the relevance of these initiatives due to governance issues and structural complexities within the Ministry of Agriculture that have multiple priorities. While the program is poised for enhanced alignment through a pending formal agreement for a presidential regulation, remaining relevant across all different ministries in terms of their role within the implementation plan of NAP-SPO remains a significant hurdle. Additionally, the relevance of the FACS work in Indonesia extends to the global agenda, as its landscape actions align with international conservation conversations, including about compliance with European Union regulations on sustainable palm oil.

72. **Effectiveness (Score 3.5/5) - Notable achievements in multi-stakeholder collaboration and regulatory frameworks development, with some implementation challenges downstream.** The FACS team in Indonesia has made notable achievements in enhancing multi-stakeholder collaboration and regulatory frameworks for sustainable palm oil. The facilitation of the development of the NAP-SPO and its elevation to a presidential regulation underscores the government's commitment to sustainability.

- **Policy Reform:** The government, traditionally top-down and closed to dialogue, has opened discussions about their palm oil sector, including deforestation, marking a significant achievement and a breakthrough recognized by various informants. The challenges reported by informants on NAP-SPO implementation downstream, such as low uptake of ECA methodology at the national level at in the provinces supported by GCP Phase II and lack of SHFs and private sector representation in the regional

and district platforms in Jambi and Tebo, are largely due to the complex scope of public policy and systems transformation. Changing the existing government culture and building systems to shift leadership is a long process requiring substantial resources beyond those available in interventions like the SECO-funded one. For this reason, even if the agreement on NAP-SPO has increased across ministries, scaling these efforts to over 200 districts (as planned during the next NAP-SPO phase) will require reflection on financial and technical leverages to ensure sufficient implementation at scale in terms of administrative structures and competencies required at regional and district level. This was reported to remain unaddressed in Phase II, given its scope in terms of district implementation and resources availability, but something that can be considered by working alongside other initiatives like FOLUR and SLPI.

- **Capacity building:** The capacity-building activities have been instrumental to advance key processes through dialogue and collaboration; yet more reflection is needed to find ways to deepen ECA tools integration to facilitate inter-ministerial government dialogue at the national level, which remains difficult to expect with resources available and rely on local partners ability to translate the methodology to the local context. Workshops and special allocation funds have advanced sustainable practices among farmers, with reported reductions in herbicide use and increased adoption of organic fertilizers but this remains at small scale.
- **Cross-cutting:** Gender inclusion within the program remains a challenge. Efforts to increase women's participation in training sessions have been made, but comprehensive gender discussions and actions are lacking. M&E also present significant challenges. The internal M&E systems partially support evidence-based decision-making, but the lack of methodologies applied to track impacts and outcomes hinders the ability to inform donors and secure further funding. Overall, the work supported by FACS has been effective in driving policy changes and improving multi-stakeholder collaboration, but gaps were found in gender inclusion, M&E, and down-stream implementation of the NAP-SPO.

73. **Efficiency (Score 4/5) - Efficient implementation with over 80% delivery rate, but improvements needed in resource utilization.** The implementation of GCP in Indonesia has been efficient, with a consistent delivery rate of over 80% despite challenges posed by the COVID-19 pandemic. The program's partnership modalities, involving NGOs and local organizations, have been crucial in maintaining continuity and achieving project goals. Regular financial monitoring and structured resource allocation have ensured alignment with programmatic objectives, though gaps remain in securing adequate funding for long-term sustainability at the national level to ensure implementation could take place across the targeted districts, especially since the government did not deliver on their promises to institutionalize the Secretariat in Phase II. The need for a consolidated work plan at country level across all FACS initiatives has been highlighted to enhance responsiveness. While the flexible management approach and government involvement are strengths, there is room for improvement in optimizing resource utilization to ensure deeper partnerships downstream.

74. **Coherence (Score 3.5/5) - Strong multi-sectoral engagement, but integration across FACS initiatives and local adaptation needs improvement.** The work of the FACS team in Indonesia stands out for its multi-sectoral engagement and neutral facilitation among various ministries, which is crucial for addressing complex sustainability issues. Integration of outputs of GCP Phase II activities shows strengths in fostering collaboration and policy coherence at the national, but challenges persist in ensuring downstream implementation. Even if there is still limited integration across FACS initiatives in UNDP overall country strategy, there is willingness to sense make of FACS and to align global, national, regional, and local strategies. The food systems approach embraced by UNDP Indonesia is seen to be going in a promising direction, as various informants recognised FACS as a key component. Yet, a greater contextualisation of global methodologies (like ECA) to consider local practices, incentive structures and the belief systems of external stakeholders, remains instrumental for the effective implementation and integration of activities across GCP and SLPI.

75. **Sustainability (Score 4/5) - Relies on existing financial resources and consistent involvement with key ministries, but formalized cooperation of all actors for long-term sustainability is not complete.** The sustainability mechanism of the work supported through the implementation of NAP-SPO, relies on financial resources such as the special allocation fund and crude palm oil (CPO) fund. Under the Presidential Regulation, the CPO fund will, for the first time, support the palm oil governance structure and key investment in the sector. The consistent involvement of FACS with key ministries underscores a commitment of governmental stakeholders to continue the relationship with the FACS team, also considering how to institutionalise its role beyond SECO funding. Future sustainability will require formalizing cooperation with ministries and regulatory changes to ensure long-term funding for the implementation of the plan across a large number of districts. This implementation will also require a focus on building strong leadership and governance structures to secure commitments and institutionalize self-running capabilities of the platforms at the provincial and district level.

76. **Impact (Score 2.5/5) - Positive systemic changes with formalization of NAP-SPO, but scale of change downstream remains limited/under-reported as it will take several years and concurrent interventions**

across multiple levels to achieve full sector transformation. The work of the FACS team in Indonesia has contributed to signals of positive, systems-wide changes, such as in particular the formalization of NAP-SPO into a presidential regulation, which serves as a benchmark for other commodities. This effort has facilitated inter-ministerial dialogue and created a platform for broader policy actions. At the regional level in Jambi, the implementation of the Regional Action Plan has promoted initiatives to favour inter-cropping among PO farmers and the uptake of ISPO certification, contributing to some early signs of livelihood diversification and sustainable PO practices. However, the scale of change remains limited, and more efforts are needed to bridge gaps in implementation. The program has impacted environmental and livelihood outcomes for farmers in Tebo District who got organised and learned about GAP reporting improvements in agricultural productivity through sustainability practices, although challenges such as high fertilizer costs and economic barriers persist. The establishment of strategic partnerships and a shared vision for sustainable palm oil production is primarily with the government, but further integration of feedbacks from partners focusing on landscape work (for example in SLPI) is encouraged to assess and track capacity and administrative challenges at provincial and district levels that should be addressed to ensure the effective implementation of the NAP SPO downstream. This is already envisioned and ongoing in the work FACS is undertaking to link the efforts through GCP Phase II with SLPI partners.

7.8. Main Recommendations for Indonesia

Cluster 1: Strengthening Inter-ministerial collaboration and institutional leadership for the next NAP-SPO

- 77. Recommendation 1: Enhance more vertical integration of government leadership in the implementation of NAP-SPO:** It appeared that the Ministry of Agriculture that has multiple priorities and lacks leadership structures downstream alongside limited administrative capacities to track and implement the plan. Therefore, the integration of actions for sustainable palm oil efforts at the regional level during the next phase of NAP-SPO, involving a normative change from presidential instruction to regulation, will require the clarification roles in regional support and actor complementarities at Provincial and District level. This involves identifying and defining the specific responsibilities and contributions of leaders at provincial, district and community level. FACS can make sure main government entities like MoA and CMEA commit to ensure that these roles are well-coordinated and explicit in the national plan to create a more cohesive approach and accountability line to the objectives of the plan. By clarifying these roles, regions can better allocate resources, avoid duplication of efforts, and achieve greater impact in promoting sustainable palm oil practices. This also includes fostering strong communication and collaboration channels, that FACS can be facilitating at national and global levels, among all stakeholders to ensure alignment and synergy.
- **Who could be involved:** National, Provincial and District-level government leaders, Ministry of Agriculture, Ministry of Environment, Ministry of Home Affairs, and local community representatives.
 - **Examples of possible actions to be considered:** Conduct a comprehensive role-mapping exercise to identify and delineate responsibilities of leaders among regional authorities, district government, and communities. Develop a coordination framework that outlines specific tasks and collaboration protocols for regional representatives. Organize workshops and training sessions to educate regional actors on their roles and ensure consistent communication channels are established. Create a monitoring system to track progress and address any gaps in coordination along accountability lines.
 - **When:** Before the implementation of the next-phase of the presidential regulation, ideally within the next 12 months.
- 78. Recommendation 2: Deepen horizontal integration of full inter-ministerial representation in the development of the next NAP SPO:** Given that efforts of involving 14 ministries during Phase II was reported to be a hurdle and that each ministry has different levels of technical and financial capacities, it seems important that the National Implementation Team is able, for the next phase of NAP SPO, to include all relevant ministries in an active way. For instance, it could be useful to strengthen the role of the Ministry of National Development Planning (BAPPENAS) in leading the budget allocation for NAP SPO as it represents a key actor within the government, designing budgets for technical ministries. This entails a clear delineation of the roles and responsibilities of each ministry involved in the sustainable palm oil initiative. By facilitating regular inter-ministerial workshops and meetings, ministries can better coordinate their actions and resources, reducing silos and enhancing policy implementation. This collaborative approach ensures that each ministry sees its contribution and benefit in reaching the objectives of the NAP SPO.
- **Who could be involved:** Ministry of Agriculture, Ministry of Environment and Forestry, Ministry of Trade, BAPPENAS, and other relevant ministries.
 - **Sequence of actions that could be considered (what):** Develop detailed guidelines that outline the roles and responsibilities of each ministry involved in the NAP SPOs. Institutionalize regular inter-ministerial meetings to facilitate coordination and collaboration. Establish a central coordinating body within BAPPENAS or a focal point that links with the implementation team to oversee the implementation of NAP SPO. Conduct training sessions to ensure all ministries understand their roles and are equipped to execute their responsibilities effectively.

- **When could it happen:** Within the next 12 months, aligned with the timeline for the new phase of the presidential regulation.

Cluster 2: Enhancing MPS role in driving ISPO and collaborative modalities across governance layers

79. **Recommendation 3: Support the government to recognise ISPO implementation challenges and to consider the requirements to drive the replanting agenda through MSPs:** Since government informants emphasized that ISPO is going to be among the primary policy objective for the next NAP-SPO, FACS could reflect on how ISPO uptake and the replanting agenda could look like during the next phase. Given the resources available by FACS, the team could support by advising the government on different strategies without undertaking a programmatic responsibility to substitute government action. For instance, one advice could be on how GCP can enable SLPI and FOLUR to set criteria and incentives to select champions at the community level to support other farmers to undertake the certification. These champions could be well-trained and empowered to advocate for ISPO standards by facilitating the adoption of sustainable practices among smallholder farmers, and act as liaisons between the community and higher levels of governance. Another advice could be to leverage on other projects like SLPI and FOLUR to identify the governance structures at District level that can appoint local leaders and to foster a bottom-up approach thereby increasing the overall scale of ISPO uptake. Thirdly, since the costs to become ISPO compliant needs to be reduced, FACS could advise the Ministry of Agriculture to reconsider the requirements and incentives to obtain the certification and align ISPO with RSPO. During the evaluation, the informants at the Ministry of Agriculture seemed willing to undertake and consider this simplification/alignment.

- **Who could be involved:** Ministry of Agriculture, SLPI, FOLUR, local government units, community leaders, and relevant NGOs.
- **Sequence of actions that could be considered (what):** Establish ISPO implementation platforms at the community level, appointing well-trained local champions to lead these efforts. Provide ongoing training and support for these champions to advocate for ISPO standards. Facilitate regular community meetings to discuss progress and challenges, ensuring continuous engagement and participation from local farmers and stakeholders.
- **When could it happen:** Over the next 6-12 months to align with planting seasons and ensure timely implementation.

80. **Recommendation 4: Improve ECA application by institutionalising external facilitation within the government or funded by the government:** As GCP partner on ECA noticed improved collaboration but lack of government willingness at the national level to lead on this methodology, it is advisable to institutionalise ECA facilitation through external actors that can engage over-time with government officials. Increased externalisation of regular facilitation can ensure more effective buy-in and collaboration between different ministries primarily at the national level, as they would not perceive it as a burdensome responsibility, and it could offer the opportunity to extend the learning also at the provincial level (if and when applicable). By also leveraging resources from other initiatives such as SLPI and FOLUR, FACS could facilitate learning and technical advices on how the methodology could be applied at different levels of the governance structure in Indonesia (national, provincial and district levels). A deeper application of ECA through external facilitation and by capitalising on the learning from other initiatives could further foster more collaborative behaviours during the implementation of regional actions and provide feedback upstream to the national level.

- **Who could be involved:** FACS (GCP-SLPI-FOLUR), Ministry of Agriculture, local NGOs, and external facilitators.
- **Sequence of actions that could be considered (what):** Identify system change leaders and envision a funding mechanism within the GoI to fund ECA activities. Institutionalise ECA facilitation by involving external partners that could support it over time. Develop and distribute communication materials that explain the benefits of ECA methodology in simpler and more practical terms. Establish regular feedback sessions to gather input from these stakeholders and incorporate their perspectives into national and landscape-level strategies. Use digital platforms to facilitate continuous information exchange and collaboration.
- **When could it happen:** Immediately, with continuous assessment and adaptation over the next 12 months.

Cluster 3: Improve MEL to trace impact and strengthen FACS programme integration

81. **Recommendation 5: Develop a MEL system that can produce more powerful impact briefs tracing influence of FACS:** The M&E systems support regular reporting but lack methodologies to track impacts, so regular feedback and reflections from national and regional governments can lead to concrete narrative about how positions are changing thanks to FACS influence and support. Another action could be to conduct a series of studies to learn about how palm oil companies understand NAP SPO, how the strengthened governance of the sector has resulted in behavioural change among private sector actors in terms of investment, commitment to sustainability, farmer support etc. Use case studies to measure and communicate institutional and private sector changes, demonstrating the impact of initiatives. By presenting a well-rounded narrative that includes on-the-ground insights and government reflections, the initiative can effectively showcase its

achievements and areas for improvement. This approach not only helps in managing donor expectations but also builds credibility and support among stakeholders. Case studies should be regularly updated to reflect the latest developments and impacts, providing a clear and evidence-based account of progress.

- **Who could be involved:** UNDP, Ministry of Agriculture, local government bodies, and communication specialists.
- **Sequence of actions that could be considered (what):** Collect detailed field feedback from stakeholders implementing the plan at district and regional level and through interviews with the private sector representatives about how they changed their practices and with national leaders about their ministerial position and interest regarding the plan. Draft case studies on specific learning questions or on how the position is changing at the national level with regards to sustainable PO and to highlight institutional changes and successes in implementing plans at the regional and district level thanks to FACS contribution. Organize regular workshops with officials to discuss findings and refine the narrative. Ensure that case studies are disseminated widely to stakeholders and used to inform decision-making processes at both national and regional levels.
- **When could it happen:** Ongoing, with periodic updates every 6 months to ensure timely and relevant communication.

82. Recommendation 6: Deepen integration of FACS initiatives at the programme level in UNDP Indonesia:

UNDP Indonesia informant reported that there is limited integration of FACS initiatives with the overall UNDP country strategy and that a sense making exercise is currently taking place. FACS can facilitate the integration of FACS initiatives within UNDP Indonesia, clarifying the value addition of global expertise to support local implementation of an integrated approach, for instance by leveraging on SLPI-GCP-FOLUR synergy. This involves FACS global team supporting the sense making exercise within UNDP Indonesia and aligning donor objectives with national needs and capacities, ensuring that an integrated FACS programmatic approach is effectively tailored to the Indonesian context and does not stay reduced to siloed initiatives outside of UNDP Indonesia wider country strategy. Regular communication and reporting to donors about joint results as FACS integrated with UNDP Indonesia was reported to be important to keep them informed about progress and challenges within a unified agency lens. By leveraging on global expertise, FACS can introduce innovative approaches and best practices across initiatives (even if funded by distinct donors) that have been successful in other regions, thereby enhancing the overall integration of action.

- **Who could be involved:** FACS, UNDP Indonesia, Ministry of Agriculture, donor agencies, and local implementation partners.
- **Sequence of actions that could be considered (what):** FACS supports the country office to align FACS initiatives with UNDP country priorities by establishing clear linkages with common objectives, if applicable. Organize stakeholder meetings between national and global teams to discuss and refine these plans, ensuring shared objectives. Establish regular communication channels with donors to provide updates on FACS, rather than on single initiatives, and address any concerns. Leverage global expertise by inviting experts to provide training and support for local implementation teams based on the demand by national teams and implementation requirement as expressed in the country strategy.
- **When could it happen:** Within the next 6 months, prior to the next funding cycle to ensure timely alignment and implementation.

Cluster 4: Promoting Sustainable Agricultural Practices through Inclusive Approaches

83. Recommendation 7: Consider and facilitate the role of other organizations that can support the NAP-SPO implementation team to increase GAP by mainstreaming and increasing women involvement:

The implementing partner supporting FACS during GCP Phase II, reported that the trainings to SHFs is having an incidence especially when related to GAP and how it positively affects gender roles within the household dynamic. To capitalize on the results detected during GCP Phase II, a conversation with the national government could facilitate a shared policy objective to facilitate downstream implementation, through NAP-SPO, of more initiative to incentivize the use of sustainable rural practices (e.g. organic fertilizer was mentioned as an example) and GAP. A partnership with a relevant CSO could facilitate an initial study on the benefits of such fertilizers and techniques in terms of productivity vs. other types of fertilizers and based on the assessment, a reflection could take place on how to use MSP and RAPs to increase the role of local actors in scaling GAP trainings and circular economy of fertilizer. Various informants, including a leading NGO in the space of conservation, stated that the use of organic fertilizers is critical to create a more circular waste management, improve soil health and reduce reliance on chemical inputs, contributing to long-term environmental sustainability and lowering costs of fertilizer. Secondly, by working with partners that can involve women in GAP training programs, the initiative can leverage their unique perspectives to accelerate uptake improved agri-practices at the household and community level.

- **Who could be involved:** SECO, SLPI, Ministry of Agriculture, local NGOs, women's groups, and community leaders.
- **Sequence of actions that could be considered (what):** Discuss with SECO about the importance of this component and possible modalities to explore how sufficient support can be provided to this aspect. Work or favor partnerships with implementing partners that can increase uptake organic fertilizers and

provide demonstrations on their application. Rely on partners that can establish support groups for women farmers to share experiences and best practices in GAP.

- **When could it happen:** Within the next 3 months, with regular follow-ups and evaluations to ensure sustained impact.

84. **Recommendation 8: Consider and facilitate the role of other organizations that can support the NAP-SPO implementation team to consider regulatory incentives to improve access to financial services among PO smallholder farmers seeking to adopt GAPs, as every single SHF informant reported to be in debt with informal money lenders:** Access to financial services is seen crucial by all farmers involved in the study, to invest in sustainable practices, purchase necessary inputs, and manage their farms effectively. So, securing partnerships with organizations that can work with financial institutions to support farmers in accessing formal financial services to sustain agricultural activities is critical since most farmers rely on informal money lenders that charge a high interest or cutting price when buying PO fruit bunches. In addition, FACS should have a conversation with SECO to discuss about this programmatic aspect and how to ensure a greater linkage between actions undertaken in support of the NAP-SPO and financial institutions. A greater financial includes providing information on available financial products, facilitating loan applications, and offering financial literacy programs. Every single farmer interviewed declared to be in debt and that is the biggest barrier for them to uptake sustainable farming practices. By improving financial literacy and facilitating access to loans and other financial products, the initiative can help farmers achieve greater economic stability and resilience. This support should be tailored to the specific needs and contexts of different farming communities, ensuring that all farmers have the resources they need to succeed.

- **Who could be involved:** Ministry of Agriculture, local banks, SECO, microfinance institutions, NGOs, and community leaders.
- **Sequence of actions that could be considered (what):** Partner with organizations that can link with providers of financial literacy programs tailored to the needs of farmers, covering topics such as loan applications and financial management. Partner with specialized agencies that can support local banks and microfinance institutions in facilitating access to financial products and community meetings to provide information on available financial services and assist with loan applications. Ensure continuous support and follow-up to farmers so track if they are successfully accessing and utilizing financial services to invest in their farming practices.
- **When could it happen:** Immediately, by mapping financial institutions willing to partner and monitor every 6 months the trends of debt among PO SHFs.

8. Findings, Conclusions and Recommendations for Perú

8.1. Relevance of GCP Phase II in Perú

8.1.1. Relevance of GCP Phase II in Perú to National Priorities and Strategies

85. **Establish the national priorities in the coffee value chain:** During GCP Phase 1, a lot of efforts went into defining the National Coffee Plan that was legally recognised in 2019 by a Supreme Decree. The FACS team worked closely with the National Coffee Council and MIDAGRI, to ensure the plan integrated various components. Firstly, the plan includes a human rights framework to address inequalities, ensuring participation, inclusion, and non-discrimination, with a focus on children's rights and gender equality. Another important component is the focus of the National Plan on a territorial approach that considers economic, social, environmental, and institutional dimensions in taking strategic actions through local coordination spaces. The components on territorial approaches and climate change were the aspects in which FACS was most relevant, especially since it started working with regional platforms. For example, the focus on the work in Cajamarca was instrumental to amplify consensus on a shared vision sensitive to local needs and consequences of climate change, by enabling adaptation and mitigation measures to be integrated as key objectives in the shared vision facilitated by FACS.

86. **The work in Cajamarca aligns with the objectives of the national coffee plan and with regional priorities:** More specifically, in line with the territorial approach of the National Coffee Plan, and its objective 4.2¹² (Promote the increase of domestic consumption of Peruvian coffee), the work in the Cajamarca region focuses on local solutions and on the promotion of internal consumption. A government representative highlighted, "The National Coffee Plan is in need for more support, especially in the Cajamarca region. Increasing internal consumption is a government priority and requires better marketing, technical assistance, and fostering associations among smallholder farmers." The regional plan also prioritizes the platform and its territorial dimension since "the development of the coffee value chain regionally is aligned with the logic of regional development based on a study of 12 value chains done at by the agency of regional development in Cajamarca. The most important value chain is the coffee one, which is a significant priority in the Cajamarca region" (Regional Government informant).

¹² MIDAGRI, National Coffee Plan, 2018-2030 ([Link](#))

87. **Coordinate efforts through decentralized governance:** Governance models based on regional development plans for value chains emerged as the most relevant intervention modalities according to national authorities, particularly under Perú's decentralization policy. The example of the work started to support the coffee value chain in Cajamarca region aligns with this governance structure. A UNDP representative explained, "The governance model of the platform, including statutes and the development plan for the regional value chain with strategic components, is currently a work in progress." This governance model has facilitated the integration of efforts between national and regional agendas and is considered as an example to follow also when reactivating national efforts for other commodities like for the national cacao team. "Efforts are underway to reactivate it through a new resolution from the Ministry of Agriculture (MIDAGRI), maintaining the connection between national and regional agendas" (APPCACAO informant). These coordinated efforts underscored the importance of governance structures in ensuring the alignment and sustainability of GCP interventions with national and regional priorities.

88. **Addressing recommendations to join OECD:** Activities under GCP are seen by the donor as instrumental to the national priority of joining the OECD, providing clear direction and support to address specific requirements. SECO funding aimed to bolster OECD recommendations at the national level despite political volatility, which was essential for strengthening Perú's institutional framework. As a representative from SECO Perú noted, "SECO theory of change will be closely linked to the OECD evaluation process, which is crucial given Perú's political volatility. The national priority, as outlined in a supreme decree, is to join the OECD." This alignment not only provided a strategic approach for the implementation of GCP but also facilitated the support of value chains and institutional development in Perú. The alignment process between the public and private sectors, driven by OECD recommendations, underscored Switzerland's commitment to this cause. "Political support is critical for this alignment, especially in the agricultural sector, which involves 24 OECD committees" (SECO informant).

8.1.2. Relevance of GCP Phase II in Perú to Global Agenda and Donor Perceptions

89. **Strategic relevance and acceleration on alignment:** The Country Office views FACS as highly relevant for aligning its operational plan¹³ with the Nature Pledge Framework, a UNDP informant stated: "the strategic plan should be the starting point, with the nature pledge forming the basis of the operational plan". The Acceleration Lab¹⁴ also plays a crucial role in furthering innovation in food systems and aligning actions with government commitments and global initiatives at the UNDP level. "The lab is transitioning to accelerate innovation and foster international collaboration, moving from R&D projects within UNDP to a structured initiative. This involves identifying knowledge gaps, mapping solutions, and gathering citizen insights for design and innovation" (UNDP Perú- Acceleration Lab). This approach ensures that the initiatives remain relevant and effectively address national priorities while leveraging on international best practices.

90. **Enhancing commodity trade with EU and Switzerland:** Activities under GCP in Perú are instrumental to strengthen commodity trade with the EU and Switzerland. These are important markets for chocolate and coffee value chains, as emphasized by SECO informant: "SECO's involvement is due to the high value of the chocolate and coffee trade for Swiss trade agreements. Switzerland is a major hub for trading coffee and chocolate and a significant consumer" (SECO - Perú). This underscores the strategic relevance of GCP's support in integrating organic and fair-trade products into global value chains. However, challenges remain, particularly in complying with EUDR regulations, which necessitate the formalization of farms and land rights. As noted by MIDAGRI - Perú, "Perú has made significant advancements in certifications required by Europe but compliance with European regulations on deforestation-free coffee remains a critical challenge, with a deadline until December to ensure coffee meets these standards."

8.2. Effectiveness of GCP Phase II in Perú

8.2.1. Contribution Claim - Updating

91. This section illustrates a summary of the contribution claim by integrating views from the evaluation to update the statement initially developed based on annual reports and initial exchanges with the FACS team. The updated statement is based on what validated through the scope of data collection, and it represents a useful big picture statement before deep diving into all dimensions of effectiveness. The original claim highlights national recognition and regional collaboration efforts led by FACS without a specific geographic focus. The updated statement emphasizes the roles of the governance structure in one specific platform case, considered as the most mature so far. The role of FACS, Rikolto's and its facilitation resulted to have created the premises for a national dialogue that could lead to public investment opportunities in Cajamarca.

¹³ United Nations Sustainable Development Cooperation Framework (UNSDCF) for [Perú](#) and United Nations Development Programme (UNDP) Country Programme Document for [Perú](#)

¹⁴ <https://www.undp.org/acceleratorlabs>

Original Claim (from annual reports)	Updated Claim (from data collection)
<p>In Perú, the coffee and cocoa sectors have seen transformative development through participatory processes, culminating in the recognition of sector plans by the government in 2019 for coffee and 2022 for cocoa. Despite national challenges to implement these plans, regional roundtables, particularly in 10 principal coffee regions, led to agendas that promote collaboration and initiatives to elevate Peruvian coffee branding. UNDP (GCP) has contributed to these achievements by facilitating the creation of consensus-driven plans and strengthening multi-stakeholder roundtables in regions like Cajamarca and Cusco. This effort has enhanced participatory governance at the regional level, bolstered stakeholder relationships and led to specific actions (to be determined) instrumental to strengthen small-holder commodity producers' livelihood while addressing deforestation concerns.</p>	<p>In Perú, the coffee and cocoa sectors have experienced development through participatory processes in selected areas, culminating in the recognition of national plans by the government in 2019 for coffee and 2022 for cocoa. Because of national challenges to implement these plans, regional roundtables, that already existed, were reinforced to strengthen MS participation and collaboration for improved implementation of agreed action at the national level. In one specific case, the platform for coffee in the region of Cajamarca successfully led to a governance structure that promoted collaboration among a wide range of stakeholders, building on the funding and work accomplished by Rikolto. GCP, together with a strong facilitation capacity provided by Rikolto, has contributed to these achievements by facilitating the creation of a consensus-driven plan and a management strategy in January 2024. This achievement consolidated relationships among platform participants and accelerated actions on capacity building initiatives by cooperatives and on conservation issues (e.g. carbon measurement and the development of an agro-climate platform). The regional development agency also recognized the platform for coordinating the coffee value chain as a best practice and intends to extend the model across other value chains. The engagement is evolving into a public investment opportunity as FACS facilitated meetings between the platform members, the national financial committees and the Vice Minister of Agriculture to discuss about the need for accessible credit with competitive interest rates and the public investment project proposal worth 15 million USD that could benefit all coffee producers in Cajamarca.</p>

8.2.2. Effectiveness - Key Achievements: GCP Phase II in Perú

92. **Main achievement 1- Supporting a multi-actor platform and governance structure promises to drive the development of the coffee value chain in Cajamarca** - Activities under GCP Phase II have achieved significant progress in developing the governance structures to drive the coffee value chain's development in San Ignacio (Cajamarca). The creation of adequate legislative premises, like the national plan through consensus-building methodologies, has also been a notable success to enable such result at the regional level. As SECO Perú informant mentioned, "Achieving legislative tools like national plans through this consensus-building methodology has been a significant success." This approach ensures coherence between regional and national efforts even amidst political changes, highlighting the importance of multi-level consultation. The formalization of the platform in Cajamarca led to the agreement of a shared workplan around the following strategic axes: economic, environmental, social and institutional management¹⁵. Additionally, the multi-actor platform triggered the advancement of other regional agendas: "Since 2021, the multi-actor platform, particularly through SENAMHI's involvement, has significantly advanced agro-climatic management." (Government informant). These efforts are indicative of a strong collaborative framework that integrates various stakeholders, including government officials, cooperatives, and financial institutions.
93. **Main achievement 2- Stronger governance structure amplified the profile of MSP in Cajamarca and the focus on an investment plan to enhance coffee productivity and quality through multi-actor engagement** – FACS ability to increase the profile of the MSP platform in Cajamarca attracted more attention of the regional government into the platform in Cajamarca. Furthermore, FACS is about to facilitate a discussion with platform participants about the process to shape a public investment agenda for the coffee value chain, which is also encouraged by the regional governance. As noted by the Regional Government of Cajamarca informant in recognising the value of MSP platform in Cajamarca, "Various activities in the platform have integrated the role of the regional government into a productivity agenda for the coffee value chain." The same informant recognized that the platform integration has been essential for regions like Cajamarca and Cusco to drive

¹⁵ Multi-stakeholder Platform for Coffee in Cajamarca – PMACC Proposed Work Plan 2024-2026

coffee quality and productivity, which is instrumental to secure additional funding. The involvement of FACS in facilitating the national plan during GCP Phase I and II is recognised as pivotal in “ensuring progress on quality and productivity of the coffee sector in target regions” (Government informant). Furthermore, innovative engagement strategies driven by a partnership between UNDP’s acceleration lab and FACS teams led to workshops with producers in Cusco and Lima that “fostered a sense of commitment among the actors, promoting shared responsibility and strengthening relationships within the coffee sector” (PROMPERÚ informant). This engagement furthered strengthened cohesion around a common coffee agenda.

94. **Main achievement 3- Increasing the profile of cooperative engagement with financial institutions to negotiate over credit conditions:** The strategic alignment and profile of the regional platform in Cajamarca have been significantly enhanced through FACS facilitation enabling a reinforced interface between regional and national actors: “for the first time in 20 years, cooperatives have successfully engaged with financial institutions at the national level, marking a significant achievement and this would have not been possible without FACS”. (President of the National Coffee Board informant). The FACS-facilitated dialogue between regional and national actors in Perú is seen as a milestone marked by a roundtable between the national financial committees, the Vice Minister of Agriculture and the National Coffee Board. This engagement has resulted in developing a proposal for AgroBanco to finance coffee value chain actors through export contracts and develop tripartite contracts to improve negotiating power of cooperatives in the international market. Furthermore, the participatory process has expanded platform membership and leadership roles, emphasizing self-determination in driving the agenda, “transitioning the platform from donor-driven coordination to a more autonomous setting of priorities” (Platform informant). The FACS support has been instrumental in guiding these developments, ensuring a cohesive strategy that aligns with both national and international frameworks.

8.2.3. Effectiveness – Extent of Achievements: GCP Phase II in Perú

95. In Perú, activities under GCP Phase II have made significant strides in developing a successful example of multi-actor platform governance structure in Cajamarca. Despite the achievement of designing a national coffee plan in 2018, through a consensus-building methodology, follow-up implementation at the regional level has faced challenges. The gap in implementation underlined the need for ongoing work at the regional level to align efforts with national priorities. In the context of Cajamarca, FACS work is exemplifying this alignment, as noted by a government informant: “The formulation of the national plan by UNDP aimed to strengthen two key areas: getting closer to the region and implementing the regional agenda in each place”. FACS also worked with other national actors to define a roadmap for strengthening the coffee sector with particular focus in establishing the national brand through support to regional platforms. As an informant from SIPPO and PROMPERÚ pointed out, “The roadmap for strengthening the coffee sector, facilitated by UNDP, emphasizes ongoing dialogue among regional actors.”
96. The facilitation of an improved governance structure and shared vision within the MSP in Cajamarca by FACS has been recognised by multiple informants as instrumental in formalizing facilitation, planning for funding, and integrating new stakeholders and fostering collaboration. This process has also involved the significant effort to integrate elements of conservation within the productivity agenda, such as supporting micro-watersheds. The topic of climate change has also facilitated the inclusion of an agro-climate platform as a topic of engagement at the regional level. A SENAMHI informant emphasized the importance of this integration: “the initiative includes 27 weather stations across priority districts, with Chirinos’ Prosperidad agricultural cooperative as a key participant.” Building the MSP position has also advanced the agenda on improving credit conditions and “focusing on price control, cost management, and financial aspects like fertilizers.” (AproCasi-Coffee Cooperative informant). The focus on promoting cooperativism and enabling “technical teams to align their vision” (Cooperative informant), has also been a central topic and joint efforts of the platform. Additionally, the participatory process has expanded platform membership and leadership roles, allowing for self-determination and the “development of a common agenda tailored to the territory’s needs” (Rikolto informant). Overall, the process has been instrumental in integrating commercial and environmental initiatives on sustainable coffee production, ensuring that socio-economic challenges, such as access to fertilizers and price controls, are effectively managed through cooperative structures, thus enhancing overall coordination of the coffee value chain in San Ignacio (Cajamarca).

8.2.4. Effectiveness – System Change and Context: GCP Phase II in Perú

8.2.4.1. Most Effective Contributions of GCP Phase II at System-Level

97. The most effective contributions of FACS at the system level in Perú have been the facilitation of horizontal and vertical integration between platforms within the coffee value chain as noted by a UNDP informant in Perú: “FACS system-level vision is integrated into Perú’s strategic approach, focusing on competitiveness and trade to push for horizontal and vertical integration of actors in the system”. FACS acting as a vertical and horizontal connector is also recognized by the donor, “UNDP operates at a macro level and with various NGOs and actors working within different streams and dimensions” (SECO informant). The institutionalization of the platform in Cajamarca exemplifies this collaborative effort, with the platform “providing a space for

government and various actors to collaborate inter-institutionally" (Cooperatives representative informant). Establishing governance structures at regional and national level, like the National Coffee Committee, enables FACS to align local agendas with national priorities, facilitating coordinated action and resource mobilization, as a government informant participating in the platform affirmed, "the multi-actor platform in Cajamarca has been instrumental in formalizing facilitation, planning for funding, and integrating new stakeholders". This bottom-up approach integrating the regional platform to national dialogue can be considered as the highlight of GCP contribution to multi-level dialogue in the coffee value chain.

8.2.4.2. Supporting Factors for Systemic Changes

98. UNDP Peru has been implementing a series of actions to influence system change in a broader sense through both GCP Phase II and GEF funded programs across several regions. FACS for instance has supported a GEF funded project, "Sustainable Productive Landscapes in the Peruvian Amazon", implemented by UNPD Peru focused on the Amazon landscapes, that although is not part of GCP II Programme is focusing on systemic changes in terms of reduction of deforestation through enhanced natural resource management and production systems that incorporate environmental sustainability considerations, using an integrated and comprehensive territorial approach. Although this was not in the purview of this evaluation, it is worth to mention that there are multiple initiatives implemented by UNDP and supported by FACS that are focusing on systemic shifts.

99. Regarding the coffee value chain, the main supporting factor to articulate a systemic change at the national level, that also informed regional engagements, was the presence of a national coffee plan, facilitated by GCP's efforts in Phase I. This plan provided a logical framework with specific objectives such as creating a national brand and promoting internal consumption as stated by a SIPPO and PromPerú informants: " the national plan for coffee has driven several initiatives, including contributions from PromPerú. This plan provided a logical framework with specific objectives". Supporting factors that have led to influence a systemic change at the regional level also include institutional willingness to participate and the effective facilitation provided by technical experts, who have been pivotal in fostering transparency and collaboration. "Cajamarca has an excellent facilitator, he has been a game changer. His ability to create transparency is central to the process" (SERNAP informant). These factors enabled a deeper integration of technical assistance and capacity-building initiatives across a large pool of cooperatives through the platform.

8.2.4.3. Comparison with Other Initiatives

100. The work that took place in Cajamarca through GCP Phase II is a successful example of regional-national dialogue when compared to other initiatives. The approach focusing on maintaining macro-level policy coherence with regional-level facilitation, sets it apart from other programs. An initiative to develop a cluster in the coffee value chain through another regional platform of Selva Central, "ultimately failed due to anti-cooperative behaviors" (cooperative representative informant). On the other hand, GCP has successfully leveraged the MSP to maintain engagement from various actors as a platform participant affirmed: "the platform is an effective public-private space for dialogue" and various examples were provided of joint initiatives relating to capacity building and coordination on agency-specific projects like the agro-climate platform development. This comparison underscores GCP's ability to foster inclusive participation, which is crucial for the success of a regional platform particularly when implementing different types of initiatives.

8.2.4.4. Consideration of Context and Power Dynamics

101. While the FACS-SECO partnership has yielded positive results at the national level, full sectoral change in Peru has been hindered by weak institutions at the national level. FACS team shifted its implementation strategy, focusing on local, multi-stakeholder governance for coffee and cocoa sectors in Cajamarca and Cusco, leveraging regional governments and existing technical platforms to drive change¹⁶. So, activities under GCP Phase II in Perú pivoted its focus to deal with regional platforms to mitigate challenges posed by political instability as an informant also described in the following way: "Perú is experiencing significant institutional volatility, with six presidents, 100 changes in ministries, and 120 vice-ministries, making continuity challenging" (UNDP Perú informant). This instability has required the FACS team in UNDP Peru to stay adaptable and resilient, giving more space to regional engagement to offset challenges posed by frequent political changes at national level. For this reason, the main focus of the study and of the work that took place between 2022 and 2024 was in Cajamarca region¹⁷, although it is worth to note this is at very early stage as most substantial engagement started in 2023.

102. The socio-economic conditions of smallholder farmers, who often manage only small plots and lack legal documentation for their land also pose significant challenges. "A significant issue is land ownership; many

¹⁶ Annex B - GCP Perú impact brief, 2023

¹⁷ Cajamarca region 201,329 inhabitants and covers an area of 33.2 km², Cajamarca has 10 coffee districts. These districts are home to more than 12,438 families dedicated to coffee growing. In total, 25,740 hectares in the region are dedicated to coffee cultivation, the most cultivated varieties in the Cajamarca region are Caturra, Catimor and Typica. Cajamarca is the 3rd largest coffee-growing region in Perú ([link information](#))

producers lack legal documentation for their land, necessitating state support for land legalization" (Cooperative informant). Efforts to harmonize certification standards and provide technical assistance are ongoing through new legal changes "that will allow cooperatives to be recognized as SMEs, enabling them to participate in public tenders and access public investment" (SECO Perú informant). Yet, the interventions must navigate the economic imperatives of coffee production, balancing the need for profitability with sustainable practices in context where most producers remain unstructured and subject to market volatility: "economic concerns often overshadow environmental consciousness among producers, particularly in San Ignacio, where economic viability is a primary concern" (SERNAP informant). While these challenges remain, GCP-supported platform has created a space for dialogue and cooperation among diverse actors.

8.2.4.5. Contributions to Capacity-Building through MSP

103. The work that took place by FACS through GCP Phase II has facilitated the strengthening of a governance structure of a platform in Cajamarca, and in other regions like Cusco, that is offering a range of capacity-building activities and the establishment of a Community of Practice. Among all regional platforms, the one in Cajamarca advanced more from a perspective of multistakeholder engagements. The program's bottom-up approach in this region, integrating conservation with economic development, has been crucial. Structured activities, such as the standardization of technical language has characterized the capacity building component of MSP work. For instance, a cooperative representative informant stated: "Unicafe is standardizing technical language for pre-harvest and post-harvest coffee quality" (Cooperative representative informant). Another informant confirmed the initiatives in the platform to harmonize the technical language "seven technical representatives in Cajamarca are supporting coffee growers by ensuring a unified technical vocabulary and capacity building approach" (Platform participant informant). SENAMHI and other technical teams, have provided new knowledge to farmers as a platform participant explained "the workshop on weather forecast aimed to educate participants on applying agro-climatic information to their land". Another platform participant explained that "the platform has facilitated successfully workshops led by SENASA (rural health agency), previously hindered by capacity issues". From these accounts, the emphasis on professionalizing cooperatives and harmonizing technical language have been central aspects in capacity building efforts in Cajamarca.

8.2.4.6. Influence on Policy Reform

104. Although FACS has not directly contributed to a specific policy reform during GCP Phase II, "it could influence political decisions by presenting data and research findings to ministries" (SERNAP Informant). The role of the work done through GCP was primarily instrumental in reinforcing the regional platform in Cajamarca, that was already in place thanks to support from Rikolto, as a vehicle to ensure compliance with relevant regulatory frameworks and to co-design technical solutions to be funded through existing national funding programs. At the national level, for instance, the new cooperative law introduces tax incentives for cooperatives and "the restructuring the governance of the Junta Nacional, balancing its role with the Federación de Cooperativas as prescribed by the reform" (cooperative informant). Both topics are being discussed in Cajamarca since the President of the National Board also sits in the regional platform. Additionally, considering the presence of a sanctuary in the intervention zone, SERNAP is sharing through the platform ideas on farmers can obtain agroforestry concession (CUSAF) "allowing producers to obtain credits and manage the land without encroaching on new forest areas" (SERNAP informant) since "only 30% of producers have land titles". The platform supported by GPC is indeed becoming a space to ensure the application of regulatory measures at the regional level.

8.2.4.7. Engagement and mobilization of multiple stakeholders

105. UNDP has effectively engaged and mobilized governments, the private sector, and civil society, fostering collaboration across multiple levels as SECO informant explained "Consensus-building in the programmatic route, facilitated by UNDP, involved private sector actors and academia". The private sector's role has been pivotal, with companies like Chocolatera Iberica and national coffee roasters expressing interest in investing in the coffee value chain, as an informant from UNDP confirmed. Additionally, GCP's efforts have attracted interest by the international cooperation and multinational company to invest in the platform in Cajamarca: "Technoserve and USAID, along with multinational companies like Olam, a major coffee roaster, could be interested in investing" (SENAMHI informant). The attention of stakeholders and possible investors was triggered by the integration of productivity with conservation goals, fostering a more cohesive approach to the sustainability coffee production. The regional government representative also recognises the platform ability to attract a diverse set of stakeholders: "platform includes civil society and NGOs, not just companies" (government informant), indicating the platform's ability to include multiple actors across the coffee value chain in common coordination efforts.

8.2.4.8. Monitoring, Evaluation, Learning and Adaptations

106. During the implementation of GCP Phase II in Perú, a series of independent studies took place, for instance "diagnostic and benchmark studies were conducted, profiling coffee consumption patterns in various regions" (PromPerú informant) and a study on dignified income "that revealed producers cannot survive solely on coffee" (government informant). FACS team have used these studies for internal learning and to support the

conversation within the platform in Cajamarca. However, these studies do not connect to monitoring and evaluation activities by the FACS team since this component “did not receive funding at the national level” and because of an internal decision not to remain involved in leading these specific engagements. Although, FACS team at the national level has regularly reported against output indicators to the donor, there were no specific monitoring and evaluation resources allocated to the national FACS team, funded through GCP Phase II, to support regional and national platforms to track their own indicators. Though the engagements at the regional level has just started, the development of appropriate data collection processes “at the jurisdictional level, where more measurable results can be achieved compared to the national plan” (UNDP Perú informant), was reported as a fundamental need and an area to consider in the GCP Phase III. In fact, a general struggles to meet the internal information requirements expressed by platform participants at the regional level in Cajamarca was reported: “the secretariat lacks the capacity to monitor and assess impacts comprehensively that FACS should help on” (platform executive committee informants). Yet, considering that “platform members already managed significant amounts of information” (Rikolto informant), activities by the FACS team during GCP Phase III could be instrumental to “ensure effective targeting and support, demonstrating that technical guidance by cooperatives maximize benefits for producers” (platform executive committee informants) and “to supervise and enforce forest conservation efforts” (SERNAP informant).

8.2.4.9. Gender Issues

107. In the context of GCP Phase II in Perú, the incidence of gender issues is evident. For instance, “engaging both women and men in household and farm management is difficult due to prevalent machismo, which often prevents women from working or managing farms” (Cooperative informant). Additionally, and informant participating to the platform highlighted “addressing the root causes of gender issues is critical since there is a lot of GBV in the rural areas” (Platform participant informant). Yet GPC action in this space remains limited, and no strong evidence emerged about specific actions to address gender issues through the project. Hence, even if UNDP Perú works towards the “creation of a community-driven approach that encompasses the lives and histories of coffee-producing families” that perspective “includes considering gender roles and digital differences between generations” (UNDP Perú informant) in more operational terms. So, engaging with gender issues within the coffee value chain and providing the necessary support to address household dynamics is an area of support to the regional platforms that the FACS team in Perú will focus on during GCP Phase III.

8.3. Efficiency – GCP Phase II in Perú

8.3.1. Outputs delivering

108. In Perú, the timely delivery of quality outputs under GCP Phase II has faced several challenges, particularly due to bureaucratic delays and recruitment issues. Despite these obstacles, significant progress has been made through the structured support and coordination provided by UNDP. “The intended 9-month support from UNDP was truncated to just 2 months due to the lack of local capacities to support such a complex platform” (Platform informant). This condensed timeline was managed by leveraging the existing relationships and structured planning facilitated by UNDP, which played a pivotal role in establishing a governance structure for the multi-actor platform. The process involved extensive coordination among various stakeholders, including government agencies and cooperatives, to ensure the integration of diverse perspectives. “The engagement is evolving into activating public investment, complementing other initiatives and investments from actors like INIA, SMEs, and external trade” (UNDP Perú informant). While the delivery of some outputs faced delays due to reduced team capacity to cover all the needs at the platform level, which should be addressed in the coming months with the recent appointment of coordinators for each region, the overall approach has led to enhanced stakeholder relationships and significant early steps towards sustainable coffee sector development. The timely engagement of financial committees and the Vice Minister of Agriculture to discuss accessible credit and public investment proposals further exemplifies the efforts to ensure quality outputs are delivered on time. “The system for appointing a UNDP facilitator was so complex and time-consuming, posing a challenge” (Platform informant).

8.3.2. Partnership Modalities

109. In Perú, the partnership modalities have significantly contributed to the timely delivery of outputs, particularly through the collaborative efforts between UNDP and Rikolto to drive the regional platform in Cajamarca. “UNDP played a pivotal role in creating a structured plan for the platform” (Rikolto facilitator informant). Despite the challenges in finding suitable local capacities, the partnership has managed to advance key initiatives within the agenda of the platform. The recognition of the multi-actor platform by the regional development agency as a space for coordination of the coffee value chain highlights the potential of this partnership. “The regional development agency recognized the multi-platform actor as a space for coordination of the coffee value chain” (UNDP Perú informant). This recognition has been crucial for its coordination role, leading to actions such as the creation of a management strategy and the facilitation of public investment opportunities. “The engagement is evolving into activating public investment, complementing other initiatives and investments from actors like INIA, SMEs, and external trade” (UNDP

Perú informant). The platform has marked significant progress in securing relationship with multiple stakeholders related to the coffee value chain in Cajamarca.

8.3.3. Resource Adequacy

110. The platform's financial sustainability remains a central topic, emphasizing the need for robust resource allocation: "members are aware of the need to improve financial sustainability" (RIKOLTO, informant). Despite this awareness, there is no evidence of the platform having secured adequate funding to align scale of actions with program objectives. Yet, efforts to attract more public investment through regional development plans and public proposals are ongoing: "installing nurseries for seedlings through regional government support and other projects have been part of our strategy for sustainability" (RIKOLTO informant). While looking at resource adequacy for the implementation of GCP Phase II activities, the global FACS team perceives to have provided frequent support through regular meetings and missions to the national FACS team. The adequacy of this support was perceived as more limited by other national informants in UNDP Perú: "actions in Perú are carried out by the local team without global implementation responsibility". As a concrete example, to implement global methodologies the support was seen as punctual rather than ongoing: "ECA support funded by FACS global team involves remote advising, translating into short-term accompaniment and limited visibility on global expectations" (UNDP Perú informant). This contrasting finding underlines an opportunity to better understand mutual expectations about the type of support required and to ensure this is fully understood and agreed upon between national and global counterparts, considering the resources available.

8.4. Coherence GCP Phase II – Perú

8.4.1. Unique Value

111. In Perú, FACS work stood out for the multi-sectorial perspective and engagement with various ministerial entities that took place during GCP Phase II, providing a unique value that other initiatives lack. An informant from RR highlighted, "FACS unique value lies in its multi-sectorial perspective, engaging various ministerial entities rather than just one. This inclusive vision shapes their engagement, focusing on detailed, multi-sectorial collaboration" (UNDP Perú informant). This approach is crucial for addressing complex issues that require coordinated efforts across different sectors. Another informant from the donor's community emphasized that FACS-facilitated platforms are crucial for consensus-building and dialogue, noting, "SECO does not know about other platforms; the existing ones facilitated by UNDP are important to build consensus and dialogue creation, and this is the specificity and unique value addition so far" (SECO Perú informant). A government informant also praised UNDP's professional support, stating, "The UNDP is highly regarded for its professional support and unique ability to complement local knowledge systems from multiple countries experiences" (Government informant). This distinct approach underscores UNDP's value in facilitating multi-actor platforms and advancing sustainable agricultural practices without duplicating existing efforts and leveraging on its role as a high-profile connector.

8.4.2. Internal and External Integration

112. The integration of program outputs across global and country levels in Perú is characterized by both achievements and challenges. At the programmatic level, GCP Phase II activities are benefiting from integration with "initiatives like [BIOFIN](#) and Amazonia [PPS](#) that link conservation with economic development at the regional and local levels." (UNDP Perú informant). An informant from UNDP also noted, "The acceleration lab has identified main opportunities to support GCP: Enhancing PromPerú's strategy by integrating citizen input into decision-making processes and leveraging technology to create digital maps that facilitate participatory processes" (UNDP Perú informant). This specific integration strengthens the institutional frameworks and market positioning that is instrumental to support SECO agenda: "SECO's program approach aims to strengthen coffee branding and market positioning through coordinated projects" (SECO, informant). When looking at the wider UN, the collaboration between UNDP and other UN agencies is more opportunistic and characterized by "numerous joint proposals with GEF, FAO, IFAD, and UNDP on value chains and deforestation". Yet there was a strategic engagement between UNDP and FAO when they "coordinated efforts to support the roadmap for Perú for the UN Food System summit, with leadership from FAO and thematic support from UNDP (UNDP Perú informant)". However, this last engagement did not relate to FACS directly but more to UNDP at the country level.

113. Although country-level cohesion is promoted through multi-stakeholder dialogue that led to national action plans, their effective implementation requires local adaptation and stakeholder support that FACS cannot assist comprehensively because of its available resources. Therefore, challenges persist when translating and track the ambitions of the national plans downstream beyond inter/intra-agency strategic alignment at the national level. A governmental informant pointed out that "there is a pressing need for support in implementation, specifically in measuring and monitoring indicators with clear work plans and KPIs to ensure coherence" (National government informant). Joining initiatives undertaken by different actors in a coordinated matter was also emphasized as an area that could benefit from better support by a platform participant at the regional level: "connecting the multi-actor platform with the Comité de Gestión Regional

Agrario remains a pending task alongside institutionalizing the agro-climatic platform" (Regional government informant). Thus, while there is sufficient integration at the programme level within UNDP and a unified plan at the national level for coffee, gaps remain when looking at the coordination capacity among actors to link all their initiatives at the regional level.

8.4.3. Operationalising Food System Approach

114. UNDP Perú is progressively embracing a food systems approach by focusing on sustainable value chains and landscape approaches. The involvement of multiple stakeholders and the integration of various initiatives (PPS, BIOFIN, GCP, FOLUR) reflect a commitment to look at system change. An informant from the government also highlighted the critical role of the multi-actor platform for systemic change, stating, "The multi-actor platform is critical, especially the emergence of an agro-climatic platform, as it impacts the entire value chain" (government informant). The creation of multiple platforms within MPS amplifies internal coordination and the contributions from diverse perspectives, promoting sustainable coffee cultivation by also leveraging on various types of information, such as climate data. The Regional Government of Cajamarca also emphasized UNDP's role in strengthening the platform to scale its profile and replicate the experience, noting, "the technical secretariat encompasses several commodity platforms and various transversal technical tables. They are all learning from the coffee roundtable." (Regional Government informant). This perception signals the role of the platform in Cajamarca in the development of other regional-level platforms that could jointly inform a food system approach.

115. However, there are challenges in operationalizing this approach fully. An informant from UNDP Perú pointed out the need for better integration of methodological support from the global team, stating, "The equation for implementing ECA effectively cannot be resolved through a few workshops alone. It requires integrated accompaniment and other strategies" (UNDP Perú, informant). FACS global team will continue the discussion with the national team to identify how this support can be deepened during GCP Phase III. Despite this challenge, FACS efforts in convening technical experts and facilitating the multi-actor platform in Cajamarca underscore a significant step towards integrating this experience to inform other value chains and move towards a food system approach.

8.5. Sustainability

8.5.1. Existing Sustainability Mechanisms

116. Activities under GCP Phase II had focused on sub-national and jurisdictional levels to address institutional weaknesses and to sustain results of the platforms, as "these power structures are less strong and easier to manage" (UNDP Perú informant). The important leverages for sustainability of the platform are recognized in the regulatory and productivity trends. For instance, SECO supports the "promotion of the implementation of existing Ley de Cooperativas Agrarias" through the platform to build awareness about "the increased maximum income limit before tax is levied to cooperatives" (SECO informant). This would form an incentive for more farmers to get structured into cooperatives. Another leverage is from successful cooperatives, one reporting a "300% increase in coffee production" (Cooperative representative), that could raise the profile of coffee through the platform by promoting "events organized to create more internal demand for high-altitude coffee that has won national awards" (Cooperative informant). To incentivize cooperative formations, there are initiatives focused on improved production models for instance: "investing more resources into developing model farms could significantly enhance productivity and sustainability of coffee producers across the region, demonstrating the practical benefits of agro-forestry and diversified farming to local producers" (Cooperative and National Board Representative informant).

117. Leveraging on the successful governance and leadership model in Cajamarca is another key strategy to sustain the work of the multi-actor platform. A government informant noted: "the governance structure ensures the sustainability of the multi-actor platform (Government informant)". For instance, "members supervise field activities and oversee investments through a rotating executive committee, which is already a sign of sustainability [...] committees exist that could leverage on leadership, and there is an intention to advance in the technical committee and make it fully operational" (Rikolto informant). Yet, when looking at the long-term sustainability of the platform another informant highlights how important it is to mainstream a culture of leadership in the platform: "Facilitation has been critical but there is a need to distribute the responsibility to train and form a culture of leadership. It's important to have more than one person in this articulation process to ensure a generational change while maintaining a consistent culture and vision". (Regional Government informant).

8.5.2. Future Sustainability Mechanisms

118. In Perú, enhancing sustainability mechanisms requires several key improvements at the national level. Strengthening institutional linkages and market positioning is crucial. Improving business management and entrepreneurial culture to consolidate a coffee brand among associations is seen as instrumental to ensure sustainability of the platform in the long-run: "there is a need for stronger business management and

entrepreneurial culture among cooperatives and associations" (Government informant). Promoting internal consumption of high-quality coffee and building a national brand are seen as catalysing factors to establish a market position within Perú, as an informant noted "measuring the value of a national brand in tangible and intangible aspects is essential. This involves assessing its value as a Promperú service and understanding how it is perceived by stakeholders" (Promperú informant).

119. For the specific case of Cajamarca, the sustainability of the platform requires an evolution in its juridical structure to ensure consistent resource allocation to maintain its functionality over time. In that direction, the goals include "professionalizing the collective agenda and reducing dependency on central government investments, establishing a juridical entity to ensure access to funding, and setting an inter-institutional budget and a communal development fund adhering to cooperative principles" (Executive committee informants). Additionally, FACS intends to support the platform to access public funding: "Integrating Public Investment Project (PIP) efforts into the UNDP agenda is vital for reinforcing the platform's role in regional development and resilience building" (National authority informant). This approach is also seconded by the donor "at the sub-regional level, the ability to present investment plans with discretionary decision-making authority is crucial. This requires an institutional framework that allows non-public actors, including social and private actors, to take leadership roles in running these platforms" (SECO informant).

120. From a more structural perspective, the youth engagement in the coffee value chain through initiatives like business training and fostering autonomy is critical. As an informant noted, "to keep youth engaged in the value chain, initiatives like the CRECER scheme, which focuses on business training and fostering autonomy, are crucial. Implementing a doctrine of business management education within cooperatives can prepare younger members to contribute more effectively to the coffee value chain" (Cooperative informant). The platform should therefore support these schemes and focus in "changing perception to view agriculture as an entrepreneurial opportunity is crucial. Many producers are over 50 years old, and without youth replacement, agricultural management problems will worsen over time" (Cooperative informant). This is a structural issue that affects not only the sustainability of the platform but also of the entire value chain if poorly addressed.

8.6. Impact of GCP Phase II in Perú

121. This section presents contribution of the work facilitated by the FACS team in Perú to various types of impacts at system and implementation level. Each type of impact is presented in terms of how it links to a relevant impact area, how strong the signal is and the strength of the causal contribution by FACS. The main source of information is from primary informants since no structured studies were found to further corroborate these findings, so they can be treated as early indications of areas to be studied more in depth during the final evaluation.

8.6.1. Systemic Changes

Key Change 1: Formal status of MSP in Cajamarca and its replicability across other value chains	
Descriptors of Change	Description
Signals of Change (Early, Intermediate, Advanced)	Early Signals
Level of Change (National, Regional, Local)	Regional
Scale of Change (Significant, Emerging, Minor)	Emerging
Strength of Causal Contribution (High, Medium, Low)	Medium – FACS necessary but not sufficient
Link with FACS Impact Area	Influencing Policy Reform and Policy Change
<p>Since "the platform in Cajamarca can facilitate dialogue with public institutions to create the right incentives and governance frameworks" (Platform participant), its work progressed towards the formalizing of its management approach and governance structure. This evolution was also observed at the national level and reported as an achievement: "the achievement was in the adoption of the management document by many institutions in Cajamarca, such as the Ministry of Production and Tourism, is serving as a tool for those working in the coffee sector". (National Government Informant). Along the management structure, "the multi-actor coffee platform is guided by the POA (Plan Operativo Anual), which aims to develop the coffee value chain and mobilize resources effectively" (Regional Government Platform Participant), and the drafting of this document was facilitated by FACS. The full formalization of the platform took place in 2024 through a regional ordinance (N° D1-2024-GR.CAJ/CR) that recognises the Plataforma Multiactor del Café de Cajamarca (PMACC) as a space of governance of this value chain in the territory of the department of Cajamarca.¹⁸</p> <p>The acquired legal status, facilitated by FACS, was the result of the Regional Government of Cajamarca seeing the platform as instrumental to advance regional development and with high degree of replicability: "the</p>	

¹⁸ Regional Decree ([link](#))

platform, with support from UNDP, contributes significantly to the development of the region, particularly through its replicability and the ability to transfer this experience to other value chains" (Regional Government informant). The same informant provided an illustration on how the work in Cajamarca is affecting other value chain platforms: "the space that is being restructured based on the multistakeholder platform's experience for coffee is Coordinadora de Derivados Lácteos (CODELAC), which had a weak impact due to only public sector involvement and the same is happening with the avocado technical roundtable".

Key Change 2: Strengthening coffee production as an alternative option to coca cultivation

Descriptors of Change	Description
Signals of Change (Early, Intermediate, Advanced)	Early Signal
Level of Change (National, Regional, Local)	Regional
Scale of Change (Significant, Emerging, Minor)	Minor
Strength of Causal Contribution (High, Medium, Low)	Low - FACS enabling but not sufficient
Link with FACS Impact Area	Capacity Building

The coffee value chain is already recognised as important incentive to shift farmers away from coca cultivation. Coffee is the second most widely used substitute for coca cultivation¹⁹. The support to the platform is contributing to this trend, according to a governmental informant "Promoting coffee through the platform is helping farmers transition from coca to coffee and cacao, especially smallholders with around 5 hectares, this is crucial in combating narcotrafficking. This transition also appeals to Europeans, highlighting the importance of their support in reducing narcotraffic" (Ministry of Agriculture informant).

The incentives for farmers to remain in the coffee value chain are amplified by the work done through the regional platform, although this precedes FACS support and strengthening its governance structure remains an indirect contribution that requires a deeper assessment. The platform has already reached about 10% of all coffee producers in the region and provided concrete support: "distribution of 2.7 million improved seedlings to 2,700 producers, each receiving 1,000 seedlings for a quarter hectare, aims to significantly enhance productivity, with expected returns by 2028. This initiative, covering 675 hectares, has been supported by Rikolto and Peets (a coffee roaster), and is coupled with capacity building for technical staff to monitor field activities and support cooperative members" (Platform executive committee informants). This can be considered as an important contributing factor for FACS to build on, for farmers to remain in the coffee value chain by seeing the value and financial returns by adopting sustainable rural practices.

8.6.2. Environmental and Livelihood Outcomes

Key Change 1: Improvements in coordinated action for conservation facilitated by the platform in Cajamarca

Descriptors of Change	Description
Signals of Change (Early, Intermediate, Advanced)	Early Signals
Level of Change (Global, National, Regional, Local)	Regional
Scale of Change (Significant, Emerging, Minor)	Minor
Strength of Causal Contribution (High, Medium, Low)	Low - FACS enabling but not sufficient
Link with FACS Impact Area	Capacity Building

The platform strengthens a shared vision, promotes planning and joint action, and co-designs solutions like conservation programs that can have an indirect effect on the environment. Early signs of change were detected in the study in this domain.

Climate change is impacting the sustainability of the coffee production in Cajamarca. A government informant pointed out that "climate change is reducing suitable climatic altitudes for coffee, pushing cultivation into forest areas, increasing deforestation pressure" (District authority informant) as confirmed by another informant: "in the past decade, 600 hectares of forest have been lost in regions with cooperative presence" (Environmental district authority). To manage this risk FACS has facilitated the platform to ensure the engagement of a wide range of actors that are relevant initiatives. Although the platform "does not implement directly but proposes strategic lines and activities" (NGO platform participant), a stronger governance structure enabled relevant initiatives to be implemented in a coordinated manner, extending their scope and field of action.

For example, a government informant is using the platform to "educate and train farmers on how to effectively use weather data to make informed decisions that can lead to better yields and higher profitability"

¹⁹ Cámara Peruana del Café y Cacao, Así apoya la cooperación internacional el desarrollo del café Peruano, 2021 [link](#)

(Platform participant government informant). Additionally, a large cooperative is bringing into focus "research into coffee varieties and sharing know-how has shown to have a direct and significant impact on revenues" (National Coffee Board and platform participant informant). The work on seeds variety is required since "100% organic production is not profitable, and it necessitates improvements in seeds and technology for sustainable production" (Cooperative informant).

The platform also represents a space to plan for better monitoring efforts of forest "SERFOR in San Martin municipality has implemented forest monitoring with forest guardians, serving as a pilot for replication in San Ignacio. This initiative monitors 150,000 hectares per year, addressing issues such as coca cultivation" (Environmental regional agency informant). Moreover, the uptake of the research on carbon capture and the development of tools like the [Calcafé](#) calculator to measure the carbon footprint of coffee has been instrumental to strengthen the conservation focus: "through the platform, cooperatives have been conducting research on carbon capture and coordinating this process with MIDAGRI and PromPerú that is helping to have a common technical approach" (Platform informant).

These efforts, facilitated through the platform, collectively contribute to strengthen sustainable agricultural practices in light of the environmental consequences SHFs are facing due to climate change. Yet, it is not possible to measure how all these initiatives combined are improving the environmental outcomes and the causal connection with FACS is too weak to be established – due to recently engaging with the regional platform. The gap of measurement is a general topic being discussed by platform participants and part of the internal Monitoring and Evaluation plan approved in 2024.

Key Change 2: Livelihood improvements conveyed through platform actions to cooperative members

Descriptors of Change	
Signals of Change (Early, Intermediate, Advanced)	Early Signals
Level of Change (Global, National, Regional, Local)	Local
Scale of Change (Significant, Emerging, Minor)	Minor
Strength of Causal Contribution (High, Medium, Low)	Low – FACS enabling but not sufficient
Link with FACS Impact Area 3	Capacity Building

The platform strengthens a shared vision, promotes planning and joint action, and co-designs solutions like farmer support programs that can have an indirect effect on livelihoods. Early signs of change were detected in the study in this domain.

There are early signs of improvements for farmers organized in cooperatives due to the uptake of improved coffee varieties. It is widely known that "formalizing the value chain through cooperatives offers more predictable and secure relationships with economic agents, enhancing market access for producers" (Donor informant). The benefit of joining a cooperative is also seen from a perspective of accessing the value that the platform can offer: "there is a direct relationship between platform coordination and productivity, although there is no evidence to demonstrate this—it is just based on a hypothesis and observation" (Regional Government informant).

But according to various platform participants, the gains primarily depend on the types of coffee varieties and cultivation techniques being used: "research into coffee varieties and sharing know-how has shown to have a direct and significant impact on revenues. This collaborative approach in the platform is critical for enhancing both productivity and economic benefits" (Cooperative and National Board informant). And another informant noted when "there are signs that there is high-quality coffee, the youth are more likely to stay engaged in the industry for longer" (Agricultural regional agency informant).

However, farmers reported challenges such as coffee diseases and pests persist: "replanting coffee farms yields productivity after 2-3 years, but coffee diseases and pests like coffee rust and increased humidity make production difficult" (FGD farmers). Addressing these challenges requires technological improvement and relevant data as one informant noted: "making producers profitable is a significant challenge that can be addressed by improving genetic design and seed quality, coupled with trend analysis and forecasting, that can further boost yields" (Platform facilitation informant).

Despite the initiatives taken forward through the platform, that did not necessarily receive support by FACS, so far only "about 10% of producers have seen their conditions improve, which is a small fraction compared to the overall need" (Environmental regional agency informant). On the other hand, it is difficult to measure the actual scale of change as it could extend beyond cultivators in cooperatives according to another informant: "the impact is expected to go beyond structured cultivators. PIP in the future will be affecting not only members but also the broader region" (Regional Government Informant).

8.6.3. Strategic Partnerships and Shared Vision Creation

122. From a donor perspective, UNDP Perú has established strategic partnerships with SECO to advance its trade and national priority: "GCP's contributions can provide valuable recommendations to the OECD process" (Donor informant). A shared vision about how to enable this political priority of joining OECD that would require GCP to support the position of value chain with respect to this specific recommendation: "the levelling of the international playing field through increased competition, better integration of SMEs into global value chains and the dismantlement of unnecessary barriers to international trade, which benefits consumers and promotes economic growth and innovation" (pg. 4 of roadmap to accession).²⁰

123. The global FACS team maintains relationships with global coffee traders and roasters, including JDE Peets, which funds RIKOLTO's work in Cajamarca, and Falcon. From an implementation perspective, the relationship with Rikolto is driving significant efforts to build robust framework for sustainable coffee production while integrating technical know-how with political support, essential for long-term sustainability. According to the informant from RIKOLTO, a space where to deepen a strategic partnership with FACS is " EXPO Café, which brings together organized and non-organized producers to showcase innovations and highlight the importance of organizing themselves. The national platform invites everyone at the informational level, promoting due diligence and ensuring territorial involvement. Under the direction of MIDAGRI, there is significant coordination to create spaces where the information can reach to a wider audience". The upcoming event, that was already supported in the past by FACS, offers an opportunity for FACS and RIKOLTO to work together to link their platform work with cooperatives, municipalities, and "international importers like FALCON that is also working with informal sectors" (RIKOLTO informant).

8.7. Main Conclusions for Perú

124. The performance of each criterion is examined in this section based on a satisfaction/performance score of five points (1 being lowest to 5 the highest). For relevance is between 1: not relevant and 5: highly relevant. For efficiency, effectiveness and coherence is between 1: highly unsatisfactory and 5 highly satisfactory. For sustainability is between 1: highly unlikely (with significant risks for sustainability) and 5: highly likely for work to remain sustainable in the long-term. For impact is between 1: low impact/low scale and 5: significant evidence of impact/large scale.

125. **Relevance (Score 5/5) - Activities under GCP Phase II aligned with Perú's National Coffee Plan, integrating its objectives through its support to regional platforms.** GCP's ongoing support to Perú's National Coffee Plan demonstrates the relevance of FACS work to drive national priorities, particularly in addressing value chain from a regional perspective but within a national framework. The plan's territorial approach, which integrates economic, social, environmental, and institutional dimensions, is essential for effective strategic actions in regions like Cajamarca. Additionally, the focus on climate change adaptation and mitigation aligns with the national agenda, enhancing the resilience of coffee production against climate impacts. Governance models based on regional development plans have been pivotal, facilitating the integration of efforts between national and regional agendas. Also, GCP relevance is increased by the national priority to address OECD, underscoring the strategic importance in strengthening Perú's institutional framework behind value chains' platforms and their integration to the global markets.

126. **Effectiveness (Score 3.5/5) - Activities under GCP led to a coffee national plan in 2019 and a cocoa national plan in 2022 but challenges in engaging at the national level slowed down coordination with institutions. Since 2023, FACS focused on strengthening governance structures of multi-actor platforms, like the one in Cajamarca being the most advanced case of success, contributing to a shared vision on coordination, coffee productivity and quality through cooperative engagement:**

- a. **Policy Reform:** FACS team facilitated the achievements of a national action plan for coffee and cocoa in 2019 and 2022 respectively. Yet, because of weak institutional frameworks to oversee the implementation at the national level, the focus shifted in 2023 to support governance structures of multi-actor platforms at the regional level, particularly in Cajamarca. The consensus on the governance structure translated in Cajamarca led to a legislative tool that recognises the platform at the regional level. The formal recognition in Cajamarca led to the agreement of a shared workplan around economic, environmental, social, and institutional management axes. These efforts are indicative of a strong collaborative framework that integrates various stakeholders, including government officials, cooperatives, and financial institutions.
- b. **Capacity Building:** The focus on coffee productivity and quality through dialogue among cooperatives on socio-economic challenges, such as access to fertilizers and price controls, and joint efforts to harmonize the technical language for capacity building has increased collaboration on initiatives are instrumental to

²⁰ Roadmap for the OECD accession process of Perú (Adopted by the Council at Ministerial level on 10 June 2022). [Link](#)

strengthen the coffee value chain in Cajamarca. This process has also involved a greater effort to integrate elements of conservation within the productivity agenda, such as supporting micro-watersheds and EUDR compliance. In addition, the topic of climate change has facilitated the inclusion of an agro-climate platform as a topic of engagement at the regional level. Additionally, the participatory process co-facilitated by FACS has expanded platform membership and leadership roles, allowing for self-determination and the development of a common agenda tailored to the territory's needs. At the national level, FACS support to the platform in Cajamarca resulted in empowering cooperatives with better negotiation skills to discuss about credit conditions with the national government, leveraging on the power of a unified cooperatives position.

- c. **Cross-Cutting Issues:** Some challenges remain, particularly in gender inclusion and monitoring and evaluation. Efforts to engage both men and women have faced cultural barriers, with little consideration about critical normative aspects on gender roles, and monitoring capacity at the jurisdictional level needs improvement to ensure effective targeting and support.

127. Efficiency (Score 2.5/5)- Despite bureaucratic delays in recruiting coordinators and resource limitations to support all areas of needs in the platform, a shared vision and a governance structure facilitated by FACS have driven key initiatives in Cajamarca. The delivery of GCP outputs in Perú faced some challenges because of limited support by a dedicated coordinator in Cajamarca. This support was reported as needed in 2023 but the coordinator was finally recruited in 2024, under Phase 3. Resources remain limited to the provision of one coordinator with shared admin support, so this is by no means sufficient to cover all needs in the platform. Hence, funding adequacy remains a concern, highlighting the need for FACS to access greater financial resources to deepen engagement across platforms and to further tailor support to local realities. Yet, efforts to mobilize resources through public investment and regional development plans are ongoing, which could potentially recover some costs of FACS support during Phase 3. Despite challenges from a resource perspective, the partnership modalities, particularly between UNDP and Rikolto, have driven key initiatives in particular within the regional platform in Cajamarca. The overall partnership approach has led to enhanced stakeholder relationships, leading to early steps taken towards sustainable coffee sector development.

128. Coherence (Score 4/5) – Activities under GCP Phase II reinforced the programme approach within UNDP, but a clearer strategy is needed to articulate how regional platforms can be supported to become increasingly more independent and self-sufficient, while ensuring regional experiences can inform a national approach. The approach undertaken during GCP Phase II in Perú's focused on multi-sectorial perspective and engagement with various institutional entities at regional level. FACS provided unique value in this way by addressing complex issues and elevating a shared vision, thanks to its presence and facilitation considered high-profile - also by the donor that benefits from the role of FACS as a connector. The integration of program outputs at the country level has also been successful since initiatives like BIOFIN and Amazonia PPS integrated some activities within GCP Phase II. However, gaps remain in downstream coherence because of limited horizontal integration and inability to support the implementation of initiatives launched through the regional platform. In terms of operationalisation of a food system approach in Perú, the conceptualization on sustainable value chains and landscape approaches has made significant strides also thanks to the support of the Acceleration Lab and other initiatives like PPS. Yet, it was reported that to operationalize a food system approach, there is a need for deeper adaptation of global methodologies which was perceived to be limited.

129. Sustainability (Score 3/5) - Activities under GCP Phase II facilitated the governance structure to include a wide range of institutional partners at the regional level in Cajamarca, leveraging on a successful coordination and a shared vision for platform functionality. FACS focused on sub-national and jurisdictional levels is important since its facilitation through GCP Phase II has reinforced the governance structure of specific regional platforms, particularly in Cajamarca, to start engaging with public investment mechanisms that can generate new funding and attract more institutional stakeholders. Although no funding allocation to the platform has been report, beyond what provided through Rikolto, given the very reduced timeline of support provided by FACS to the regional platform, there are early signs that existing public funding mechanisms are being discussed and funding proposals being planned. The successful governance model and leadership structure coordinating the platform in Cajamarca was also reported as crucial to institutionalise best practices in other contexts at both national and regional level. Future sustainability mechanisms require strengthening institutional linkages, market positioning, and promoting internal consumption of high-quality coffee. Evolving the platform's juridical structure so it can access investment opportunities and consistent resource allocations remains essential for long-term functionality. Youth engagement through business training and fostering autonomy is also critical for the coffee value chain's sustainability at the regional level. Addressing these structural issues is vital for maintaining the platform's relevance and effectiveness in the long run.

130. Impact (Score 2/5) – Beyond the formalization of the national plans, the formal status of MSP in Cajamarca and its replicability is also a sign of systemic change. It remains too early to assess a contribution of GCP on livelihoods and the environment as these signs are scattered and led by distinct platform participants without FACS support. The formal status of the MSP in Cajamarca and its potential replicability across other

value chains, according to both regional and national informants, highlight early sign systemic changes facilitated by FACS. The platform's ability to facilitate dialogue with public institutions at the national level is a major achievement where the governance structure supported by FACS played an important role. Secondly, the platform strengthens the incentive for coffee production as an alternative to coca cultivation. Although it is too early to assess FACS contribution on livelihood and environmental outcomes, various informants participating to the platform and focused on capacity building, reported early signs of increased revenues because of the adoption of improved techniques among farmers organized in cooperatives, despite challenges to scale engagement. The focus on coordinated conservation efforts and climate adaptation within the coffee productivity agenda in Cajamarca is another encouraging finding, although supported by limited evidence on actual changes experienced by coffee producers or in the environment, primarily because of how recent the engagement with regional actors is. Yet, as the platform's role is to promote coordinated action, also without direct support by FACS, there seems to be an increased interest in considering and supporting agricultural practices that can strengthen livelihoods while also considering environmental implications at the same time.

8.8. Main Recommendations for Perú

Cluster 1: Strengthening and promotive cooperative structures and skills building for market access

131. Recommendation 1: Increase public investment in technical and business management training programs: All informants that participate to the platform in Cajamarca reported the need of a more stable financing mechanisms to ensure the long-term sustainability of the MSP. This could be facilitated access to a Public Investment Project (PIP) instrument to invest in training programs, that can be delivered through the platforms. This is seen as crucial for enhancing their productivity and professionalizing their farming practices more at scale in line with the priorities of the regional government instead of the business interest by a private investor. Publicly funded programs, designed with the support of FACS, can provide farmers with the latest knowledge and techniques in sustainable agriculture, also through partnerships with academia, enabling them to improve crop yields and conservation practices. By offering technical support and high-quality inputs, farmers can achieve certification standards, making their products more attractive to international markets. Additionally, training in financial literacy and business management would help farmers to make more informed decisions on how to invest their profit. Overall, these programs should aim at transforming traditional farming into a more sustainable and profitable activity among SHFs.

- **Who could be involved:** The regional agency of the Ministry of Agriculture, cooperatives trainers, academic partners, and agricultural NGOs.
- **Sequence of actions that could be considered (what):** Develop a proposal for public funding that includes training programs focusing on sustainable farming techniques, business management, and financial literacy. Incorporate existing training resources from cooperatives to harmonize the approach. Establish partnerships with agricultural universities and research institutions to keep the training programs updated with the latest agricultural practices.
- **When it could be done:** within the next six months and continue on an ongoing basis.

132. Recommendation 2: Strengthen access to the financial sector: The price volatility of coffee in the global market, the inadequate juridical structure of MSP to access investment and risk aversion from financial institutions to support cooperatives were reported as main factors that necessitate to think about the relationship between MSP and the financial sector. Enhancing the ability of the platform to rely on financial instruments requires the development of negotiation skills and a detailed approach that can enable producers and cooperatives to access more accessible and affordable credit options and banking services. By improving financial conditions, farmers can better invest in sustainable farming practices and technologies. The platform would therefore benefit from continued support by FACS in negotiating with financial institutions, including directly with the MEF on better credit conditions and financial products that meet their needs. It would also benefit from a clear guidance on opportunities, incentives, and support mechanisms that can attract more companies and investors to the coffee sector in Cajamarca. A strengthened investment would attract regional support from public institutions and could be used as a vehicle to bring more public financing as well.

- **Who could be involved:** UNDP, the Ministry of Finance, regional governments, and financial institutions.
- **Sequence of actions that could be considered (what):** Revise financing instruments and credit conditions to better cater to the needs of small and medium-sized agricultural enterprises. Develop and disseminate detailed regional documents outlining opportunities, incentives, and support mechanisms. Promote these documents to potential investors and partners through workshops and conferences. Establish a feedback mechanism to continually improve financing instruments and regional documents.
- **When it could be done:** within the next year, aiming for substantial improvements in financing access and guidance availability within two years.

133. Recommendation 3: Encourage platforms at the regional level to promote associative structures among farmers and the formalization of cooperatives for better market access: Given that the vast majority of SHFs (80%) are not in organized structures, a need by the donor and the government was expressed on the need to facilitate more organized structures for farmers to associate. The formalization of cooperatives could

currently leverage on the fiscal incentives offered by the "Ley de Cooperativas Agrarias", and it can create more predictable and secure economic relationships for farmers. The recently modified legal framework encourages farmers to join cooperatives, providing them with collective bargaining power, access to larger markets, and better prices for their products. By ensuring the platform can play a role in promoting associative structures among SHFs in the coffee value chain, while also considering the feedbacks from farmers about what is not working, cooperatives can improve product quality but also transparency and accountability mechanisms towards their associates. Furthermore, cooperatives are in a position to offer shared resources, such as training and a stable price offer. A structured approach led by platform participants to favour cooperative formations should lead to more negotiation power to SHFs in the market.

- **Who could be involved:** The Ministry of Agriculture, cooperative development agencies, and legal advisory bodies.
- **Sequence of actions that could be considered (what):** Support platform participants to give priority to awareness campaign to educate farmers about the benefits of joining cooperatives and collect feedbacks about the needs of associates. Provide legal and technical assistance for the formalization of cooperatives while ensuring strong accountability mechanism. Promote market incentives by identifying linkages of cooperatives with buyers, exporters, and financial institutions. Implement systems for quality control to ensure newly formed cooperatives recognise and fulfil requirements.
- **When it could be done:** within the next year, with a focus on achieving significant cooperative formalization within two years.

Cluster 2: Prioritize more structured facilitation and knowledge creation mechanisms in the platform

134. Recommendation 4: Develop a multi-thematic coordination structure and communication strategy: Limited horizontal integration at the platform level and different speeds of progress downstream, requires a stabler mechanism to institutionalise a coordination mechanism that works effectively beyond the dependency on the personal relationship in place at present between the main coordinator and MSP participants in Cajamarca. Facilitating the establishment of a multi-theme structure for coordination in the platform can institutionalise optimal facilitation in the long-run. By appointing coordinators for technical, commercial, investment, and governance segments, the workplan of the platform can be more effectively managed and synchronized. In addition, a comprehensive communication strategy, including regular updates, meetings, and digital communication tools, should be integrated to ensure all stakeholders are well-informed about relevant updates and stay updated. A more coordinated approach can lead to better decision-making, reduced duplication of efforts, and lead to effective implementation of joint initiatives, ultimately leading to a more cohesive and result-driven platform.

- **Who could be involved:** The Ministry of Agriculture, regional agricultural boards, and sectoral coordinators.
- **Sequence of actions that could be considered (what):** Create a coordination team as core facilitation with focal points for technical, commercial, investment, and governance aspects of the platform. Develop a comprehensive communication strategy to ensure regular and transparent communication among all stakeholders. Organize periodic stakeholder meetings to align objectives and review progress. Utilize digital tools for efficient information sharing and real-time updates.
- **When it could be done:** within the next six months, with regular evaluations and adjustments based on feedback.

135. Recommendation 5: Focus on knowledge creation on coffee quality and branding value by leveraging on existing collaboration with global and national companies: Internal consumption, the promotion of a coffee culture and coffee quality were reported by the regional and national authorities as key priorities to strengthen the Peruvian brand. The multi-actor platform brings together various stakeholders that already have various types of knowledge and specific interest in the coffee ecosystem and could facilitate the establishment of this branding value. By including more actors in the platform from the wider ecosystem of the coffee sector, they could offer courses and workshops to improve knowledge and skills not just on production but also on consumption of coffee and its branding value, through coffee tasting sessions for example. The integration of digital tools and online platform to facilitate information sharing about market information and quality of coffee could amplify the uptake of new working methods, such as forming associations favouring new coffee varieties, that can drive innovation and improve productivity. Enhanced stakeholder engagement through these platforms to build more awareness about quality and branding value can increase the profile of Cajamarca-produced coffee in the national and global market.

- **Who could be involved:** UNDP, agricultural NGOs, coffee quality experts, large companies (Lavazza), and digital platform developers.
- **Sequence of actions that could be considered (what):** Conduct and disseminate research on climate-resilient coffee varieties and their level of quality. Provide training and technical support to farmers on cultivating and brand these varieties. Collaborate with quality experts and digital platform developer to continuously update and improve the resilience of coffee crops.
- **When it could be done:** within the next 6-12 months and continuously update and improve based on user feedback.

Cluster 3: Promoting diversified livelihood approaches and research on climate-resilient varieties

136. Recommendation 6: Disseminate existing knowledge and build on existing capacities in relation to biodiversity and diversified production to coffee farmers: The integration of the conservation agenda as a common objective in the MSP in Cajamarca is an important first step to drive action forward. This would entail the facilitation of a series of linkages between public agencies, research centers (e.g. Agroforestry Center), private company stakeholders and platform participants to share learning and knowledge about diversified production models. In the same way, a facilitated discussion on initiatives like the one undertaken by CenfroCafé and their work on productive model farms should be considered to showcase an example on how to transition beyond monoculture to platform participants. Disseminating this knowledge could significantly stimulate attention of coffee farmers on alternative livelihood options. By facilitating exchange of information about the introduction of complementary crops, farmers can reduce their dependency on a single crop, mitigating risks associated with market fluctuations and crop failures while also improving soil health, increase biodiversity, and provide additional sources of income. The platform should also be facilitated in using existing information or generating studies, through partnership with existing research centers, that can examine how diversified livelihood link with markets to ensure stable demand and fair prices, making diversified farming economically viable. This approach promotes ecological balance and long-term sustainability in agricultural practices.

- **Who could be involved:** Agricultural extension services, research centers, local governments, and market development agencies.
- **Sequence of actions that could be considered (what):** Showcase examples of farms integrating alternative crops that complement coffee production through research projects to demonstrate the benefits of diversified farming. Based on these findings, inform farmers about best value and market linkages for these alternative products to ensure economic viability.
- **When it could be done:** Launch within the next six months and monitor progress annually and based on the outputs from regular follow-ups on model farms.

137. Recommendation 7: Ensure the flow and use of information on climate information and climate-resilient varieties through the MSP platforms: Recognising the unpredictable nature of climate change, the data needs for farmers has never been greater to predict and adapt to shocks. Various informants participating to the MSP in Cajamarca emphasized the importance of facilitating climate information flows to cooperatives associates and SHFs. Looking at mechanisms on how climate information is generated and flow through MSP platform could benefit from FACS. Such support could look like a series of facilitated discussion to understand how weather district authority can better share evidence generated from its agro-climate platform and cooperatives share information about climate-resilient coffee varieties to farmers. The provision of climate information and improved varieties would need to be further supported with training led by platform participants and other specialised organizations on climate-smart agriculture practices to producers. These trainings should rely on demonstrating plots showcasing resilient varieties and best practices that can facilitate knowledge sharing among farmers (also if not structured in cooperatives). Therefore, a more structured focus on how to use climate information and climate resilient varieties could orient platform efforts to orient trainings and other initiatives to focus on improved yield and stabilise income in the face of climate change.

- **Who could be involved:** Agricultural research institutions, extension services, the weather district authority and farmer cooperatives.
- **Sequence of actions that could be considered (what):** Conduct and disseminate information on weather information and coffee seeds that are climate-resilient. Provide training and technical support to farmers on cultivating these varieties. Develop demonstration plots to showcase the benefits of resilient varieties. Collaborate with agricultural research institutions to continuously update and improve the resilience of coffee crops.
- **When it could be done:** within the next year, with continuous updates based on new research findings.

9. Findings, Conclusions and Recommendations for FACS Global Initiatives

9.1. Relevance Global Initiatives

9.1.1. Relevance of FACS Global Initiatives to Global Agenda and Donor Perceptions

138. FACS is well positioned in relevant spaces like the UNFS Taskforce, by being co-chairing it with WHO since 2023 and is involved in relevant conversations on food system transformation like the one attended at FSS+2 where it presented its approach on multi-stakeholder collaboration: After the UN Food System Summit in 2021, two spaces were selected to follow up with the agreement reached. One space is the UN Taskforce on Food Systems, and another one was the formation of the UN Food Systems Coordination Hub. The Food Systems Coordination Hub works in close coordination with Rome based agencies FAO, IFAD and

WFP, EOSG, and the UN Taskforce on Food Systems through the Food Systems Window.²¹ FACS team members are currently part of the taskforce and FACS is now also part of the UNFS Hub Oversight Committee since UNDP is co-chairing the taskforce with WHO since October 2023. Since then, FACS has supported various workstreams like the creation of a UNTF digital platform for information and knowledge sharing, connecting members, and promoting collaboration among the various UN agencies involved in food systems. This contribution was also acknowledged by the other UNTF co-chair; "UNDP role as co-chair is neutral and is aiming to unite UN agencies and leverage expertise in food system transformation...post-2023, the taskforce, now co-led by UNDP, continues to develop user-friendly tools and case studies for resident coordinators, facilitated by the FAO-led working group" (WHO informant). But this is not visible or considered as sufficient outside of this single perspective, as another key informant underlined: "the Taskforce has not agreed on specific deliverables and only engages in discussions. It should start producing policy briefs or deliverables, such as training programs" (FAO informant). Despite lack of documentation on the work accomplished/facilitated through the Task Force beyond what explained in the minutes of the meetings, there is secondary evidence that FACS has been involved in other stocktaking events like the 2023 UN Food Systems Summit+2 (FSS+2) by leading a side-event on food system transformation and presenting its unique position on multi-stakeholder collaboration²².

139. While FACS is working with a commodity-focused donor like SECO it is also increasing its presence in global spaces focused on food system approaches like the One Planet Network Sustainable Food Systems and, indirectly, NAP Expo: SECO's strategy emphasizes a commodity-focused approach to promote sustainable livelihoods and integration with global value chains, reflecting a more pragmatic position compared to food system approaches endorsed by other multi-lateral agencies. As the SECO informant noted, "SECO remains commodity-focused rather than food system-oriented, with another Swiss agency (Ministry of Agriculture) handling issues about food systems to avoid duplication". So while FACS considers SECO prioritization of commodity-centric approaches that are crucial for Swiss trade, FACS is also participating to the global discourse on food system transformation, primarily through its engagement in UNFSS stock-take events, COP and also through other UNDP partners that FACS is supporting. For example, SCALA participated to NAP Expo 2024 and shared its experience in multistakeholder engagement for transformational adaptation ([link](#)). FACS might have contributed to this dialogue indirectly since, according to the informants, it heavily influenced the design of SCALA to integrate MSP.

9.1.2. Relevance of FACS Global Initiatives to National Priorities and Strategies

140. The relevance of FACS in the evolution of national policies primarily links to its national engagements through global programmes like GCP: UNDP plays a role in navigating the political dynamics of food system transformation at the national level by engaging in negotiation with multiple governmental stakeholders within its country-level engagement in Indonesia and Perú. This remains the most relevant example of influence of a global programme to shape country's priorities that takes place through regular programmatic engagement and ongoing partnerships with key Ministries. Beyond these spaces there is no substantial evidence that was found on FACS ability to significantly influence national policies in other ways. To achieve more relevant changes as a global team, an informant emphasized that the intricate interplay between national interests and food systems should be considered in terms of global positions of the UN as a whole: "UN agencies, including UNDP and FAO, should leverage their inter-governmental nature effectively, considering the political economy and power dynamics at play, moving beyond linear problem-solving to tackle significant impacts and unintended consequences influenced by powerful political forces" (FAO informant).

141. FACS Global Initiatives are relevant as they offer unique value by integrating system thinking and fostering multi-sectoral collaboration through innovative approaches in a unique way through its in-country networks and knowledge management role. The relevancy of FACS is also because of the uniqueness of its offering, which was recognised by the majority of informants in one way or another. An internal informant stated that "SMLE approach aims to break silos and leverage existing frameworks, fostering greater linkages across dimensions" (UNDP informant). Another one explained that FACS avoids duplication by focusing on more holistic perspectives; "REDD+ unit works on carbon emission reduction in value chains, while FACS focuses on broader human aspects" (UNDP informant). This perception is shared by external informants as well that indicate the relevance of relationships and positioning of FACS in-country and at the global stage within the initiatives it supports. On relationships value one informant explained that: "FACS unique value lies in its strong network of in-country engagement across numerous countries and UNDP robust operational networks and on-the-ground presence" (Donor informant). This broad engagement enables FACS to effectively coordinate and implement tools at the national level, adding significant value. FACS Community's position is

²¹ Final Report for Special allocation for the incubation of a thematic window for Integrated Programming on Food Systems Transformation ([link](#))

²² Multi-stakeholder collaboration for food systems transformation: from concepts to action (<https://www.fao.org/food-systems/news-events/news-detail/en/c/1645195/>)

also relevant in relation to its knowledge management role, " Working within the context of FOLUR, the unique value of having a strong Knowledge Innovation Learning practice is crucial" (World Bank informant). Thus, FACS Global Initiatives provide distinct contributions in the space of knowledge creation and learning facilitation.

9.2. Effectiveness Global Initiatives

9.2.1. Effectiveness - Key Achievements: Global Initiatives

142. Main achievement 1- The shift from commodity-focused efforts to food systems thinking marks FACS leadership within UNDP and its work on MSP is gaining traction as an example to replicate across multiple commodities in each country where GCP is being implemented : FACS most relevant achievement overall is the shift of focus from a narrow commodity-centric approach to a comprehensive look at food systems, establishing itself as a recognized leader within UNDP, recently also leading the drafting of the Resilient Food System White Paper, through an Integrated Task Force, outlines pivotal themes and present transformative solutions and areas of intervention in which UNDP is actively engaged or has the potential to engage, collaborating, partnering and supporting various stakeholders. The shift to focus more on food system change has been acknowledged primarily by various FACS and UNDP informants, but no external informants confirmed the same general perception. To illustrate this trend, one FACS informant stated that: "FACS thought leadership initiatives like COFSA and the food and power initiative, along with work on measurement like SMLE with Gates, address critical gaps in the field" and another UNDP respondent explained that "SMLE approach has gained recognition from GEF, SECO, and the Gates Foundation, showcasing UNDP's thought leadership in system approaches". In addition to these internal perceptions within UNDP, also strengthened by the common position the White Paper established, a transition towards a food system approach was primarily observed in more tangible terms through the work of GCP at the national level. The strengthening of work on MSP at national and sub-national levels has led to an increased consideration, recognised by at least two government informants (in Cajamarca and at national level in Indonesia), to replicate the same approach of strengthening the governance mechanisms of multi-stakeholder platform across other commodities beyond the ones initially targeted – this was illustrated in the earlier sections on GCP Perú and GCP Indonesia. The strengthening of MSPs and the possible extension of these spaces across multiple commodities signals the possibility to elevate this approach beyond a single value chain, which indicates an important step towards the adoption of solutions that apply to a food system, intended as the ensemble of multiple value chains and actors.

143. Main achievement 2- Increased positioning and influence in specific areas of food system thinking, where other organizations are not present, through COFSA for inner transformation and SMLE for monitoring, learning and evaluation practices on system change: Both COFSA and SMLE are recognised as initiatives that can support a deeper reflection on food system and can influence the practices of other organizations. For instance, SMLE is driving a global debate by playing a critical role in participating to the Sandbox community, that is led by the SIU team, and by organizing various consultations with MEL practitioners. These are perceived by some informants as instrumental to advance in MEL practices within complex contexts. As an example of a need that SMLE is requested to support, one informant explained that "SECO will try to aggregate indicators for landscape approaches, with UNDP's support, moving towards complex MEL basing on the experiences of SMLE" (SECO informant). In more operational terms, COFSA also shows early signs of potential to expand application across a large portfolio by "integrating COFSA into the national biodiversity finance plans CBD - implemented across 91 countries - by bringing the approach into initial workshops with our partners in the Ministry of Environment" (UNDP informant). When looking at influencing other organizational structures, 70% of respondents during the Annual Consultation in 2023 emphasized the significance of COFSA in legitimizing this agenda in their own work in terms of team dynamics and integration of specific practices²³. An external informant remarked, "OmniAction is embedding the 14 principles of COFSA into their business model" and reported that "inner transformations necessary for courageous business model, have been hugely beneficial". The Inner Green Deal program has also used COFSA to shape a program that led to "notable shifts in "being" and "relating," which are early steps toward action". Additionally, a FAO informant highlighted COFSA's transformative potential by stating that "COFSA is the most advanced global initiative although its work, particularly its inner council, is still developing."

144. Main achievement 3- Enhanced exchange of technical knowledge and interaction through FACS community engagement informs the position of key donors and a growing group of participants: The FACS community has significantly enhanced technical knowledge and interaction among its members through continuous engagement. The community supports ongoing learning and knowledge exchange, with 600+ registered members in 2024 from diverse backgrounds. The recognition by various informants refers to FACS community as a relevant learning space that informs the position of key donors and practitioners. For instance, one World Bank informant highlighted that, "these interactions have facilitated the sharing of knowledge and experiences, making the FACS Community digital platform considered as the largest avenue for learning

²³ COFSA Survey Report, December 2023

about climate topics” (World Bank informant). The ability to influence was reported by another WB informant stating, “its products are being considered by the World Bank and GEF 8 design”. Independent informants participating in the community also praised FACS Community to motivate their engagement: “the FACS community motivates me to delve deeper into technical knowledge” and another informant stated, “there is value in the 1:1 interaction with colleagues and the validation (that comes from this interaction), which boosts my confidence” (FACS Community members).

9.2.2. Effectiveness – Influence on Global Food System Debate

145. FACS does not have a clear framework on how to engage in the global debate on food systems but it is positioning its multistakeholder approach and complementing diverse perspectives of other agencies/organizations through participations to ad-hoc events. FACS does not have a clear framework on how it seeks to influence the global food systems debate and the informants who participated to the study gave weak statements of contributions on how FACS is determining a shift in such debate. Despite this limitation, FACS has been an active participant in the UN Food Systems Summit and its follow-up, is co-chairing the UN Food Systems Task Force with WHO, is part of the UN Food Systems Hub Oversight Committee, and is serving on the Advisory Committee of the One Planet Network Sustainable Food Systems. According to informants, through these engagements, FACS is sharing its thinking on the “multistakeholder approach, addressing power imbalances and fostering government engagement” (UNDP informant). FACS has also supported the dissemination of relevant knowledge through global engagements, as exemplified by an informant: “FACS involvement in the UN Food System Taskforce, where it disseminates jointly developed tools from the One Planet [Sustainable Food Systems Programme](#), is a significant avenue for influencing global food system discussions” (Donor informant). From another point of view, FACS also add value to system thinking by complementing perspectives in a general sense: “FACS is focused on system thinking, involving GEF, to navigate the complexities in the context of food systems, complementing the role of FAO and CGIAR in the debate” (SMLE informant); other FAO respondents also confirmed the complementarity between FAO and FACS. There is an indicative sign that FACS, also through other initiatives like COFSA, can influence by inspiring other organizations to take a position in the global food system debate. “OmniAction plans to place indigenous leaders at the center of the next COP summit, confidently inviting world leaders to be initiated by indigenous people in the Amazon”. (COFSA informant).

146. According to some internal informants to the FACS team, there are challenges in fulfilling all strategic priorities, because of resource constrains, which have limited FACS participation to some key events/platforms. Although FACS team is involved in some spaces to influence the global food system debate, it has not the resources to engage sufficiently and strategically. For instance, FACS food system perspective is lacking in crisis setting, as exemplified by one informant: “there are several crisis fora where FACS could contribute, such as the Humanitarian Partnership Week, by having sessions on food systems and working with development and peace actors” (UNDP informant). Even in spaces where FACS can play a role like UNFSS Task Force, its contribution is not always visible by key informants: “UN taskforce’s potential is underutilized, having focused on just 1-2 deliverables over 12-18 months” (FAO informant). Other informants specified that a way to use these global spaces should be more strategic than just facilitating discussions. For instance, the UNTF could be instrumental in creating consensus as informants from both UNDP and FAO recognise there are separate concepts but “there is a need for a unified definition, and the UN Taskforce could play a role in establishing this” (FAO informants). Such definition would inevitably consider a multi-agency angle since it “must also be integrated with economic systems, considering wellbeing as an essential outcome” (WHO informant). Therefore, FACS active participation within the UN Food System Taskforce seems really strategic in perspective, to inform a conversation by showcasing and facilitating convergence of diverse range of perspectives from multisectoral actors engaged in food system transformation.

9.2.3. Monitoring, Evaluation, Learning and Adaptations

147. The M&E system within FACS global initiatives is primarily evolving through the SMLE initiative that is engaged in producing high-quality guidance and lessons learned documentation. The FACS team has provided other MEL services, like CALI, and this “proved particularly useful in designing a restoration project in Perú”. However, beyond specific examples (like CALI), no other deliverables were reported as examples of informing programme design or implementation: “while the SMLE team is exploring more innovative approaches, aiming to expand its scope and connect various aspects, specific concrete deliverables have yet to materialize” (UNDP informant). Additionally, efforts to advance SMLE is also affecting the wider work at UNDP, as a key informant stated, “the SIU Unit will build capacity by piloting learning indicators in Tunis, Bangladesh, and Paraguay, working directly with UNDP teams and the government” (UNDP informant). Despite these efforts, challenges remain in linking M&E practices developed at the global level to specific ongoing programmes as some informants noted: “the SMLE work is useful, but this service offer has never been fully utilized” (SCALA informant) and “the last GCP annual report of the second phase lacked a strong MEL element” (donor informant). This underscores the importance of a robust M&E system that not only innovate but can also facilitate programmatic learning and adaptation based on evidence and real-time feedback. In line with this perspective, the opportunity to increase the strategic value of SMLE entails “incorporating M&E into ongoing system processes” alongside “strategic evaluation at the outcome level,

granular project assessments, and understanding the ecosystem's overall impact" (UNDP informant). The suggested approach envisions the allocation of M&E resources at the portfolio level to inform multiple interventions to adapt to changing circumstances based on evidence and feedback on an ongoing basis.

148. Across other initiatives, FACS Community and COFSA developed their own MEL frameworks that can represent leverage to demonstrate their value added. For example, in relation to COFSA, one feedback received was that its legitimacy could increase if it relied monitoring, evaluation and learning tools to "illustrates how physiological changes can lead to systemic fixes and justice" (OmniAction informant). Some partner organizations are already tracking this information but, as one informant explained "COFSA cannot fully benefit from it until we can publicly share our commercially sensitive work, which we hope to do soon, creating significant sharing opportunities" (COFSA informant). A more structured approach to documenting and disseminating lessons learned about behavioural change and how to articulate the tools that are necessary from an M&E perspective to track the Inner Development Goals Framework included in Annex 1 of COFSA MEL framework²⁴, could strengthen the narrative about early signs of change detected from the initial application of COFSA.

9.2.4. Gender Issues

149. Addressing gender issues did not emerge as a key result area across all global initiatives although the structured information generated and disseminated through the FACS Community was well received. Results in affecting gender dynamics was perceived to be limited across some initiatives that FACS supports but the contribution was not detected or observable. Yet, the FACS community organized a learning programme that consisted of multiple courses focused on gender equality, effective gender mainstreaming and addressing gender as part of sustainable land use, restoration and food systems initiatives. FACS community also facilitated a resource guide on gender equality that was launched and socialized through the FOLUR Gender Learning Programme. One participant engaging in this this topic found the programming "highly engaging and consisted of multiple parts. It focused on gender equity and encouraged participants to reflect on their biases" (FACS Community participant informant). On the other hand, the application of some of this information was also perceived to be generic. One informant suggested that it could be more scenario-based "integrating and testing responses during actual scenarios to identify what is needed and what is done" (Independent consultant informant). To address some of the implementation challenges and nuance the contextual aspects of gender issues, the FACS team could rely on some of its global methodologies, as an informant explained: "there is a significant opportunity for ECA to contribute to this space by continuing awareness raising and working with more gender experts" in prioritizing segments of value chains that "can enable women to generate income and engaging the private sector in these efforts" (SCALA informant).

9.2.5. Contribution Claims - Updating

150. This section illustrates a summary of the contribution by integrating views from informants related to global FACS support applied to SLPI and SCALA to update the statements initially developed based on annual reports and initial exchanges with the FACS team – which primarily focused on ECA application. Original contribution claims highlight transformative approaches, multi-stakeholder collaboration, and comprehensive integration of ECA. Updated claims point out shortcomings in private sector support to SCALA team, budget constraints, and limited integration of ECA, emphasizing the need for deeper engagement and more contextualised facilitation.

Original Claims (from annual reports)	Updated Claims (from data collection)
<p>Since 2022, the SCALA project, funded by BMZ- IKI, initiated a transformative approach in climate and agricultural sustainability, emphasizing multi-stakeholder collaboration. This shift, aimed at reinforcing systems leadership and multi-stakeholder process design, was significantly bolstered through "train the trainer" sessions, the ECA methodology, and the creation of a SCALA ECA private sector engagement guide. A pivotal mid-term exchange workshop facilitated by UNDP and FAO enabled a comprehensive review and realignment of program priorities, marking a key phase in designing interventions to enhance sustainable agricultural practices. UNDP's role, particularly through GCP's advisory services, was instrumental in shaping a multi-stakeholder engagement framework, which is now steering SCALA towards a deeper integration of Nature and</p>	<p>Since 2022, the SCALA project, funded by the German Ministry of Environment, aimed to transform climate and agricultural sustainability through multi-stakeholder collaboration. Despite recognizing GCP's valuable contributions, the team and private sector support fell short, with the private sector seen as weak and under-resourced. The expected support from FACS to SCALA MSP work, through ECA and private sector engagement, resulted in inadequate contributions. FACS did not have sufficient resources to ensure continued collaboration which led to sub-optimal support to MSP implementation in SCALA. In particular, the ECA approach has not been fully integrated into the program, with government adoption taking time despite political will. Its implementation has been limited to technical activities, and not the whole programme as expected, and it mainly focused in Costa Rica on establishing MSC at the level of the National Agri-environmental agenda (Agenda</p>

²⁴ COFSA MEL Framework

<p>Climate agendas. This strategic evolution underscores UNDP's influence in SCALA team to drive MSP for systemic change and sustainable practices in agriculture and land use.</p>	<p>Agroambiental). Much of the private sector work was done independently. The private sector expertise within the FACS team did not meet expectations, with guidance series diverging from expectations. Despite these challenges, there have been improvements in 2024, particularly in internal training and team meetings. However, the impact of these initiatives remains largely conceptual, with a need for greater effort in fostering a community of practice and deeper engagement.</p>
<p>Since 2023, SLPI witnessed a transformative change through the application of the ECA methodology, underpinned by UNDP's robust support. Instrumental to this evolution was FACS facilitation of a national landscape knowledge exchange workshop, alongside capacity building within the ECA "Lab" sessions. These efforts were part of a broader initiative to instill multi-stakeholder collaboration for systemic change among SLPI consortia partners. Through the delivery of five ECA modules and execution of baseline collaboration measurements, SLPI participants gained insights into systems mapping, power analysis, and multi-stakeholder process design. The tangible shift in practice, as recounted by landscape team partners, has led to an increased effectiveness of SLPI partners interventions, marking early signs of ECA's contribution in fostering sustainable agricultural systems through enhanced stakeholder cooperation</p>	<p>Since 2023, SLPI, funded by SECO, focuses on both technical issues and intangible aspects like co-creating work with local stakeholders and improving engagement. The ECA framework has been instrumental in observing and monitoring these changes, emphasizing personal stories to enhance engagement. Facilitated by FACS, SLPI integrated ECA Labs, allowing for broader application and cross-initiative learning. While technical issues are easier to track, early signs of ECA's effectiveness in improving relationships and engagement are also notable. A national landscape knowledge exchange workshop and capacity-building sessions were key efforts to start instilling multi-stakeholder collaboration. Despite challenges in producing measurable outputs in terms of specific decisions taken through ECA and feedbacks from informants suggesting the approach to remain applied only on the surface, ECA is also seen as a guidance with potential to navigate complex relationships. Yet, informants from SLPI specified the need for professional facilitators to remain involved with the government to institutionalize ECA, since government staff do not intend to uptake the responsibility to lead on the methodology as a way of working. The SLPI kick-off steering committee meeting in March 2024 enabled to exchange on tangible results of the collaboration and fostered conversations with the government. According to external informants supporting the implementation of ECA. By understanding different perspectives and needs, ECA has facilitated better collaboration among diverse stakeholders, marking early signs of success in fostering learning about sustainable agricultural systems.</p>

9.3. Efficiency Global Initiatives

9.3.1. Outputs delivering

151. **In the context of FACS faces challenges in being agile and fulfil the promise of its technical expertise because of project-driven and supply-led funding structures.** FACS brought together quite a sizable team; having that technical expertise is recognised as a value addition by several informants. Yet, as one informant explains "FACS operates project-based, with many positions being project-funded, they are often driven by project-bounded logframes, making it difficult for many to spend enough time to influence in a way that can be cost-recovered" (UNDP informant). This project-driven set-up as this "leads to a perception that the team might not be demand-driven and is more supply-driven" (UNDP informants). So, due to the cost-structure of these programs, FACS struggles to bring time and money together and as most support goes to government-driven projects, there is little space for manoeuvre. The consequence of such rigid funding structure that is more opportunistic on where funding is available prevents FACS to be agile and to fulfil such a broad scope of ambitions that its technical expertise promises to offer, this might also signal that the extent of use of these funds is very spread out and lacks focus or articulation when expressing a meaningful contribution. A SECO informant noted, "evaluating FACS efficiency in complex programs is challenging... UNDP is great at convening, but the actual ground implementation needs scrutiny" (SECO informant). The World Bank also highlighted the need for substantial financial leverage to adapt, stating that "while substantial investments have been secured, they are not always timely or sufficient to meet the rapid changes required on the ground" (World Bank, informant). Sometimes FACS is also affected by external constraints that are outside of its control and that can affect its delivery, for instance an informant shared that "the establishment of

governance mechanisms and bureaucratic processes in FOLUR still presents significant hurdles that can delay the timely delivery of outputs for global initiative" (UNDP informant).

9.3.2. Resource Adequacy

152. **For global initiatives, resource sufficiency has been a recurring challenge although there is a strong expectation of FACS being able to fundraise and catalyse funding from a diverse set of donors to achieve greater objectives than what its resources might allow.** The general impression from internal informants is that there are not sufficient funds while from a donor perspective, FACS should be in a position to co-finance its global initiatives. To illustrate a common position among donors on this expectation, one respondent stated, "the difficulty in proving UNDP's efficiency and value, requires focus on key areas and to seek co-financing" (SECO informant) and another one repeated the same concept: "with a \$4 million investment in UNDP, we seek a multiplier effect " (World Bank informant). There might be an expectation management aspect to consider since while donors recognise the "need for significant funding to progress" (donor informant), "securing funding from new donors has been challenging" (FACS informant). This might signal that resources required to meet expectations exceeds what is available. Possible reasons preventing FACS to generate more resources for global initiatives are multiple. Primarily because donors (SECO, BMZ) have re-allocated or withdrew funding for other purposes and also because of project-driven funding structure limited the use of "existing resources to profile FACS strategic and competitive advantage" (UNDP informant). For national initiatives, even if various informants expressed concerns about resource sufficiency to fulfil projects' ambitions, funding from partners like SECO remains constant since FACS is highly strategic in maintaining engagement with governments: "the government was unwilling or unable to implement initiatives through the GEF innovation challenge for more sustainable palm oil approaches, but with SECO funding, such projects became feasible " (UNDP informant).

9.3.3. Partnership modalities

153. **For global initiatives, FACS partnership modalities work well at the country level, within UNDP and with long-standing donors while the picture is more mixed (and with less evidence) when looking at collaborations with other UN agencies and external actors.** UNDP's role as a facilitator is vital in forming partnerships and this has been observed across various dimensions, in particular within GCP. UNDP's role as a facilitator "ensures that all parties can communicate effectively, aligning their efforts towards common goals" (Independent Consultant informant). The partnerships that seem to be working best are within UNDP at the country level because of the project-driven nature of FACS engagements. As one informant stated: "FACS team has invested significantly in gaining traction with country offices" (UNDP informant) and this was also valued by donor's informants as a competitive advantage. Partnerships with donors tend to be with the same actors through "new proposal development and existing collaboration" (Donor informant) since FACS consolidates relationship over long periods of time, like in the case of GCP, demonstrating the value of FACS as trusted partner. When looking at partnerships within other UN agencies, the position of FACS is less clear. For instance, despite UNDP and FAO having signed a MoU to work together on food systems ([link](#)), and among other things, the successful partnership taking place through SCALA, no additional evidence was found on the exact role of FACS in using this specific agreement to support action on the interrelated disciplines of sustainable agriculture, the management of natural resources, improving food security and addressing climate change. Moreover, several informants pointed out that FACS collaboration with FAO has been "competitive rather than cooperative" especially at the country level. Because of scarce resources, FAO and FACS/UNDP have faced some challenges in "working on the ground with policymakers and governments due to limited funding" (UNDP informants) and in the instances where this was reported, the top executives tend to get involved to mediate the situation.

154. **When looking at global partnership with the private sector, the evaluation did not manage to collect sufficient evidence to establish a definitive assessment although some signs indicate that more private sector engagement is needed through FACS global initiatives.** Although there is clear evidence of FACS actions in involving companies in the formulation of action plans at both national and sub-national levels, through national programmes or the Value Beyond Value Chains initiative²⁵, evidence on results of efforts to engage the private sector at the global level remains limited. Even if FACS has a private sector engagement strategy and one internal informant identified the existence of such relationships, "FACS has strong partnership at the global level, particularly with multinational corporations in the commodities sector" (UNDP informant), the majority of other informants (internal and external) perceive the need for more private sector engagement across FACS global initiatives. One participant in FACS Community reported that "the private sector, including finance and investment, is under-represented in the conversation from a systematic perspective" (Independent consultant). Other key informants also stated the importance of increasing the involvement of the private sector within FACS global conversation, not only from a funding perspective. For example, "If FACS program aims to scale up, it requires increased engagement with the private sector to meet beneficiaries' demands" (World Bank informant), its engagement should be seen beyond resource

²⁵ <https://www.undp.org/facs/private-sector-engagement-value-beyond-value-chains>

mobilization and more from a partnership perspective: “private sector engagement faces the issue of being seen primarily as a source of funding, which is a misconception” (FAO informant).

9.4. Coherence Global Initiatives

9.4.1. Internal and External Integration

155. **FACS built internal coherence within UNDP on food systems by co-leading an Integrated Task Team (ITT), launched by BPPS in 2023, and by leading the development of a White Paper on Resilient Food Systems. Yet, some evidence indicates FACS limited ability to integrate strategies at regional level.** Although FACS is establishing a common position within UNDP on food system, the process of shaping global tools and initiatives does not fully integrate one initiative with another (e.g. FACS CoP and COFSA) and does not fully consider the complexity of every context, a common position also expressed by GCP informants. To exemplify this trend, one informant noted: “information sharing tends to be one-sided, with a focus on sourcing information to compile packages and design tools, rather than engaging in reciprocal exchanges, particularly at the regional level” (UNDP informant). Some informants suggested that this is due to limited integration of FACS Global Strategy at the Regional level, which reduces reciprocity in sharing common objectives, as one informant stated FACS appears “somewhat isolated and excluded from regional dynamics” (UNDP Regional Informant). On the other hand, the ability to apply action at the country level is seen as a distinct advantage of FACS team: “There are many initiatives developing tools to help decision-makers to transform their food systems, but without a strong ground presence, like the one from UNDP, implementing these tools can be challenging” (donor informant).

156. **The integration of FACS Global Initiatives can more easily take place through strategic partnerships with other agencies and through successfully coordinated multi-country initiatives such as SCALA.** An important enabler to ensure coherence is when a multi-agency initiative is built on common objectives at design rather than being over-reactive to donors’ funding. An informant explains this position by underlining that, even if the project was not funded at the end, “the collaboration with FACS on the BMZ food system programme, fostered beneficial dialogue during its design phase. Despite competition for resources and mandates between agencies, putting these aside enhanced collaborative efforts at design for better impacts” (FAO informant). This exemplifies how working together at design on common objectives instead of funding targets can bring together strategic perspectives and enable greater integration between agencies, a modality that generates greater coherence. Another important consideration to ensure coherence between different agencies is relational and SCALA provided an example of successful collaboration between FAO and UNDP in building on the same vision while also recognising each agency’s distinct contributions and the importance of shared coordination responsibilities. An informant explained that the coordination responsibility is equally split in each country and “has resulted in increased engagement of country offices (of FAO and UNDP) and greater project coherence” (SCALA informant). While SCALA programme management is not a space FACS is influencing directly, it represents an enabling environment to work with both UNDP and FAO in integrating FACS global methodologies and tools.

9.4.2. Operationalising Food System Approach

157. **FACS team is operationalising a food system approach primarily through national interventions like in GCP but has some leverage to amplify its position through SMLE and by reinforcing its alignment with the Nature Pledge.** Because of its funding structure, FACS is operationalising a position within the food system space primarily through ad-hoc and intervention-driven opportunities like GCP. FACS has also recently developed a set of global initiatives and a White Paper that aims to guide and inform UNDP interventions at the global, regional, national, and local levels and to guide global conversation on the need for a significant transformation. Yet, the visibility of FACS offering in relation to a food system approach still appears vague and dispersed, most informants were able to only explain one specific aspects of FACS work rather than its integrated vision. To illustrate this perception one respondent explained that: “FACS needs a clear narrative about what to do in a resilient food system that is focused and strategic, rather than attempting to do too many different things” (UNDP informant). Two informants at top management in UNDP, particularly involved in GCP, also emphasized the importance to strengthen the alignment with the Nature Pledge, its indicators and language to operationalise a coherent approach that can be understood by other UN counterparts. On the other hand, FACS is already building on its SMLE work to better develop and test hypotheses in the design of interventions, demonstrating a commitment to move towards a systemic approach when looking at food systems. Moreover, FACS and UNDP already have several entry points at the institutional level to approach food system approaches from a policy perspective, as an informant explained: “UNDP excels in governance and institutional issues, having privileged access to ministries of finance and prime ministers, which complements FAO’s relationship with ministries of agriculture” (FAO informant). By leveraging on institutional networks, FACS could advance in operationalising food system approaches starting from UNDP internal common consensus – recently consolidated through ITT.

9.5. Sustainability Global Initiatives

9.5.1. Existing Sustainability Mechanisms

158. **The sustainability of FACS Global initiatives depends if they are demand-driven and if they can rely on local leadership to ensure a focus on the institutionalisation of long-term gains.** The importance of leveraging on local experts and national organizations that have in-depth knowledge about the context is important to ensure current FACS global initiatives can sustain action. This view was shared by about ten informants, some also interviewed in the context of GCP, when discussing ECA. This is exemplified by this respondent: "It's essential to recognize that there is no one-size-fits-all solution and to build upon existing structures while suggesting improvements" (UNDP informant). This was observed more clearly in GCP, but not enough evidence was available to confirm the same for FACS in a wider sense. The sustainability of FACS also depends on how its individual initiatives create demand. For example, the FACS Community is intended to generate long-term gains from the knowledge produced and internalized by implementing partners and key participants in a larger sense. Although the community is growing and the platform has made definite advancement, a large-scale uptake and use of knowledge needs to be demonstrated, as one informant explained: "GEF 8 emerges across 28 countries, FACS should ideally flow into it, though this hasn't been agreed yet. GEF 8 should leverage the learnings from GEF 7, but it is not mandatory for FAO to adopt FACS, leading to questions about its longevity and support" (WB informant) and "to mainstream FACS Community into the development agenda, it must not be seen solely as a UNDP initiative" (WB informant). For newer initiatives like SMLE, it is too early to talk about sustainability: "without extended practice it is challenging to proceed, so the main goal is to demonstrate what has been learned through the SMLE guidance before delving into the sustainability conversation" (UNDP informant).

9.5.2. Future Sustainability Mechanisms

159. **FACS would benefit to discuss with partners and donors about contextualizing action for systemic change while integrating different worldviews, to ensure that a comprehensive and inclusive approach can be sustained in the long-term.** Strengthening public-private partnerships in a contextually relevant matter is an essential condition to sustain FACS engagements beyond project-bound funding cycles. For instance, starting from a clear definition and "agreeing on what collaboration means is key to sustain change" (SECO informant) can help to guide partnerships formation to consider different socio-cultural dynamics, bridging gaps and enhancing mutual understanding about what can be expected within a timeline. This approach requires "developing specific and contextualised guidance for both private and public actors" (SCALA informant) and the inclusion "of diverse perspectives in testing hypotheses when developing exit strategies through adequate SMLE integration" (FACS informant). For global initiatives, in particular regarding COFSA, its sustainability hinges on prioritizing local leadership over project-driven approaches to drive forward initiatives and the learning global FACS initiatives can offer. "Local leadership is key to the sustainability of COFSA" (UNDP informant). An indigenous-centric design approach aligns with the need for "adapting strategies to fit local and national contexts" (COFSA partner) and linking COFSA with "interdisciplinary approaches, such as the UNESCO biosphere research, to integrate inner change into existing initiatives focused on system change" (UNDP informant).

9.6. Impact Global Initiatives

160. **This section presents contribution of the work facilitated by the FACS Global Team to various types of impacts at system and implementation level.** Each type of impact is presented in terms of how it links to a relevant impact area, how strong the signal is and the strength of the causal contribution by FACS. The main source of information is from primary informants since no structured studies were found to further corroborate these findings, so they can be treated as early indications of areas to be studied more in depth during the final evaluation.

9.6.1. Systemic Changes

Key Change 1: Creating a space for marginalized voices to participate to global conversations	
Descriptors of Change	
Signals of Change (Early, Intermediate, Advanced)	Intermediate Signals
Level of Change (Global, National, Regional, Local)	Global
Scale of Change (Significant, Emerging, Minor)	Minor to Emerging
Strength of Causal Contribution (High, Medium, Low)	Medium (FACS necessary but not sufficient)
Link with FACS Impact Area 2	Influencing global debate on food systems
The FACS Community has established a space that has allowed smallholder farmers (SHFs) to participate to one conversation on the global stage through a problem-solving workshop on farmer support systems. As an informant noted: "In one discussion, SHFs shared their voices, and their feedback was valued. Inviting them	

systematically to these platforms was reported as essential as they are rightful stakeholders. The private sector and other stakeholders need to engage in discussions with them for mutual understanding. When aligned, farmers can receive technical knowledge within a social dimension, threading it to a shared value system” (Independent FACS Community participant). This approach ensures that SHFs are not only participants but also contributors to the dialogue: “FACS has begun including farmers in these processes, facilitating and translating their language to bridge gaps between different stakeholders. This alignment helps SHFs learn, gain skills, and prepare for reduced intermediation, fostering empowerment and self-confidence” (Independent FACS Community participant).

Connecting SHFs to this larger community of practice is crucial and recognised also by international organization: “Connecting smallholder farmers to best practices within a large community of practice is critical and immensely valuable. It's not just about promoting GEF initiatives but using this space as a one-stop-shop for broader engagement” (World Bank Informant). The example from the FACS Community is seen as best practice that should further integrate with activities by COFSA and other global initiatives more systematically, as one informant noted “UNDP should play a crucial role in protecting indigenous people within the framework of the Taskforce on Nature-related Financial Disclosures (TNFD)” (External COFSA participant). This perspective highlights the importance of raising the voice of vulnerable communities across all strategic partnerships.

Key Change 2: Mainstreaming COFSA principles across the UN and partners

Descriptors of Change	
Signals of Change (Early, Intermediate, Advanced)	Early Signals
Level of Change (Global, National, Regional, Local)	Global
Scale of Change (Significant, Emerging, Minor)	Emerging
Strength of Causal Contribution (High, Medium, Low)	High (FACS necessary and sufficient)
Link with FACS Impact Area 3	Influencing global debate on food systems

COFSA is a very innovative approach but also quite timely as it is finding a space that is rapidly growing as one informant explained: “there is increasing recognition as seen in the IPCC and UNFCCC's inclusion of inner dimensions. This increased recognition highlights the growing importance of COFSA aspects into broader environmental and social frameworks” (COFSA External Partner). But since inner change is complex “it requires specific skills in system thinking, complexity thinking, and motivating others” (COFSA External Partner) that COFSA is focusing on.

The impact COFSA has on partners is significant. The ones it worked with perceived its contribution in their day-to-day operations but also in terms of the wider effects it has on how associates relate with their own networks. As one informant explained “We work with a network of 600 sustainability experts, deeply involved in day-to-day issues and were influenced by COFSA. This network includes professionals working on data science and value engineering in the agro-food system. They contribute to a repository of best practices for science. They are involved across various spaces like the Food Foundation, Birmingham City Council's sustainable food procurement, the UN Food System Summit, and the Food Consumer World Forum” (COFSA External Partner). The same informant also confirmed that their Theory of Change is based on COFSA principles confirming a full alignment with their organizational vision.

These represent specific perspectives that offer great potential for exploration and confirm the level of impact that COFSA achieved within existing organizational structures of partners that are also influencing the global debate on food systems.

9.6.2. Strategic Partnerships for Impact

FACS has established some strategic partnerships that can support and amplify the impact of its global initiatives but they are not yet fully integrated. Within the UNDP system, FACS and the UNDP Acceleration Lab are working together in the food system context of Perú. This experience can inform a global partnership from an upcoming event in 2024 that will bring together experts from FAO, FACS and the Lab. This event will “showcase different cases to attract donor interest and will form a collaborative effort to highlight the intersection of various initiatives and the role of FACS in value chain development, especially in sectors like cacao and agroforestry” (Acceleration Lab informant). The partnership between FACS and Acceleration Lab seems to hold great promise to achieve impact-level change as they are both global initiatives looking at system change and can move closer to integrated workstreams. Within the wider UN system, the partnership that is best suited to drive an integrated strategy to impact the global food system is between FAO and UNDP. Various informants from FAO and UNDP underlined the complimentary nature of their actions and common interest. This perception was well captured by one informant stating that “FAO and UNDP's

combined focus on food systems and governance positions them well to lead collaborative efforts, creating a more integrated and effective approach to addressing food system challenges" (FAO informant). Another avenue to increase FACS profile and to establish strategic partnerships to impact the food system is through the One Planet Network Sustainable Food Systems Programme. There is willingness to actively engage FACS in this space to strengthen the position on food system: "we are negotiating a component for FACS to support the next global conference of the One Planet Network Food System Program in 2025, with a focus on integrating food systems elements into the NDCs under the Paris Agreement " (Switzerland Government informant).

9.7. Main Conclusions

161. The performance of each criterion is examined in this section based on a satisfaction/performance score of five points (1 being lowest to 5 the highest). For relevance is between 1: not relevant and 5: highly relevant. For efficiency, effectiveness and coherence is between 1: highly unsatisfactory and 5 highly satisfactory. For sustainability is between 1: highly unlikely (with significant risks for sustainability) and 5: highly likely for work to remain sustainable in the long-term. For impact is between 1: low impact/low scale and 5: significant evidence of impact/large scale.

162. **Relevance (Score 4/5) - FACS aligns with national agendas through specific interventions like GCP, while it aligns with global agendas through initiatives like UN Food Systems Summit and One Planet Network's Sustainable Food Systems Programme where FACS holds a strategic position.** FACS Global Initiatives align well with the global agendas. FACS is a favourable position to engage in the global food system agenda through the UN Food System taskforce and this represents a strategic opportunity to increase the relevance of its work. Beyond strategic presence in global platforms or in multi-agency dialogues, FACS is also driving other strategic initiatives like SMLE and FACS Community that could further inform UNDP position in the food system space by equipping the agency and participants with tools and solutions that FACS is developing to learn about new ways to frame and assess system-level impacts in the food space. At the country level, the relevancy of FACS work to align global approaches with national priorities depends primarily on its existing GCP intervention. To further affect national policies, working closely with other UN agencies like FAO, as observed in SCALA, could be instrumental in navigating the complex interplay between national interests and global food system goals.

163. **Effectiveness (Score 3/5) - FACS transition from commodity-centric to food systems thinking is being observed in an increased interest of MSP application across commodities at the country-level and in an increased engagement in the global debate with innovative perspectives focused on inner transformation and system-level MLE to tackle systemic challenges:**

- **Policy Reform:** FACS has transitioned from a narrow commodity-centric focus to a comprehensive food systems approach, and it's leading UNDP in this space also thanks to the ITT on Resilience Food System and White Paper recently finalised. This shift has strengthened the role of MSP and of the importance to include a wider range of actors in the conversation, including smallholder farmers, during the policy making process – to the extent that MSP is creating a demand for replication across commodities in some countries. Yet, influence on policy reforms took place primarily through national interventions and not the global ones. In terms of organizational structures/policies, the introduction of COFSA was reported as a contributor in shaping business models and fostering inner transformation as part of the work culture by partner organizations and their networks that are also working with policy makers and in policy influencing. Early signs indicate potential for expanding COFSA's application during the process of designing biodiversity finance plans, but this is an area without concrete achievements at present.
- **Capacity Building:** Through the FACS community, the FACS team has enhanced technical knowledge and interaction among a wide range of members, facilitating the sharing of knowledge and experiences through continuous engagement. Workshops and capacity-building sessions on innovative approaches like ECA methodologies have also taken place in the context of specific initiatives like SCALA and SLPI. However, resource constraints and mismanaged expectations have limited the integration of ECA into these initiatives.
- **Influencing Global Debates:** FACS's influence on the global food system debate is emerging because of UNDP presence in key global initiatives- like the UN Food System taskforce that represents a space of direct influence. The influence on global debates also happens indirectly by leveraging on existing collaborations with country teams and other organizations like FAO and UNEP that participate to global events (e.g. SCALA design integrating MSP was influenced by FACS experience and their work is now shared in COP and NAP Global EXPO). FACS, through COFSA, has also inspired other organizations to play a larger role in the food system debate. A notable example is OmniAction that intends to place indigenous leaders at the centre of global forum like the next COP.
- **Cross-Cutting Issues:** There is ample space to strengthen MEL practice across programmes. At present, SMLE initiative is at the stage of producing high-quality guidance and lessons learned documentation, its integration into ongoing programs is still evolving and offers high potential. Additionally, gender issues

are being addressed primarily through the FACS Community that is offering specific engagement and supporting relevant publication.

- 164. Efficiency - (Score 2/5) - FACS faces funding and resource constraints given its project-driven structure, requiring improved multi-agency/unit collaboration on a common resource mobilization strategy:** The efficiency of FACS Global Initiatives has faced challenges due to limited funding and resource constraints. While FACS excels at convening, it does not have the bandwidth to implement on the ground all activities that are necessary to fulfil the ambitions of its offering, in particular with respect to global methodologies, as it relies on a supply-driven funding model that limits its ability to sufficiently cover for activities that its strategic priorities require. Therefore, resource adequacy remains a challenge and co-financing strategies to sustain initiatives are expected by most donors' informants. Partnership modalities have shown promising results, particularly between FACS and its long-standing donor (SECO, WB), but no sufficient evidence was collected to comment on the strength of partnership with the private sector or newer donors. Collaboration with other UN agencies has been collaborative at the global level and more competitive at country level, impacting on-the-ground effectiveness.
- 165. Coherence (Score 3.5/5) - FACS is creating greater coherence through ITT work, and it integrates global methodologies at the national level through ad-hoc interventions:** FACS has built internal coherence within UNDP on food systems by participating to extensive consultations within UNDP through the Integrated Task Team (ITT) and developing a White Paper on Resilient Food Systems. However, its ability to integrate strategies at the regional level remains limited, with information sharing reported to often being one-sided. Informants at the country level also reported lack of sufficient alignment between FACS strategy and the Nature Pledge in terms of indicators and articulation of main priority areas of contribution. Despite this, FACS is operationalizing a food system approach through ad-hoc and intervention-driven opportunities that relies on UNDP networks in-country and by building on its SMLE work. Coherence was reported to also depend on the nature of relations between partners' agencies. For example, the collaboration between FAO and UNDP in SCALA and between FACS and FAO, during a recent proposal, demonstrated the benefits of building on common objectives from the design phase, while reactive competition for resources between agencies have posed challenges, as observed in Indonesia.
- 166. Sustainability (Score 3.5/5) - FACS sustainability relies on multi-stakeholder collaboration and national engagements, less evidence was available about its global initiatives being mainstreamed in the development agenda:** Currently, FACS sustains its global role in the food systems by relying on multi-stakeholder collaboration and leveraging the importance of MSP collaboration as demonstrated effectively through GCP actions. For other global initiatives, their level of sustainability was not as clear. For example, FACS must foster demand-driven initiatives that are perceived as value generator in the long-term and that can be mainstreamed into the broader development agenda, as some informants reported about the FACS Community. For the future, public-private partnerships, integrating different worldviews, and contextualizing actions for systemic change were reported as way forwards. Prioritizing local leadership, as seen in COFSA, and adopting indigenous-centric design approaches were also reported as vital pre-conditions for sustainability. To demonstrate value, FACS must showcase how its initiatives contribute to sustainable food systems, ensuring they are not seen solely as UNDP-driven but as inclusive, collaborative efforts.
- 167. Impact (Score 2/5) - FACS initiatives trigger conversation on systemic changes by including marginalized groups in global conversations and promoting inner changes though, this progress can be amplified by building stronger partnerships on a shared vision:** FACS Global Initiatives have triggered some early signs of systemic changes, particularly by including marginalized voices, for example of smallholder farmers without representation in FACS Community, in global platforms and by promoting COFSA principles within UNDP and other partners. Participants in FACS Community indicated that dialogues including smallholder farmers was seen as a mean to foster their empowerment and self-confidence. COFSA's innovative approach is timely, finding space in broader environmental and social frameworks, and significantly influencing partners' day-to-day operations and global debates on food systems. However, further efforts are needed to fully integrate strategic partnerships on a shared vision creation within the UN system and beyond can leverage on the common position reached by UNDP through the ITT. Elevating FACS vision by also linking the experiences from the community of practice and the learning from national interventions (e.g. GCP) to the global debate and key global events (e.g. COP, NAP EXPO, UNFSS stock-takes, etc.) can amplify FACS contributions to influence on observable shifts within food system policies and practices.

9.8. Main Recommendations for FACS

Strategic integration and operational modalities

- 168. Recommendation 1: Complement the country mapping exercise that is taking place through ITT to also zoom in the national regulatory frameworks that are being influenced through country programmes and**

relevant to the 4 dimensions indicated in UNDP Supporting Food Systems Transformation Towards Sustainability and Resilience White Paper: Since the alignment between global approaches and national priorities is primarily intervention-driven, there is value in FACS to learn about all relevant policies that can affect a food system in priority countries. For example, the current exercise ongoing through ITT to map UNDP interventions could be complemented by identifying the main regulatory frameworks that UNDP is seeking to influence in priority countries that are relevant to food systems transformation. This additional piece of information could ease the identification of key institutional actors to include when designing new programmes and to tailor policy-influencing strategies that include global and national-level actors. Since FACS through UNDP country offices already has the leverage to influence institutional changes, it can use this information to ensure alignment between national and global priorities. This shift will clarify FACS's focus, making its initiatives more relevant and impactful across different levels of governance structures and multiple value chains.

- **Who could action this advice:** UNDP, FAO, and other relevant UN agencies
- **Sequence of actions that could be considered (what):** UNDP and other key partners can redefine FACS's strategic framework, incorporating specific national-level policy objectives along specific global positions to influence (e.g. COP 28, UN Food System Summit etc.). This involves revising current policies, engaging with stakeholders at various levels, and promoting an integrated approach across different projects. FACS should organize workshops and consultations to gather insights at the country level to ensure alignment with both national priorities and global agendas.
- **When it could be done:** strategic framework revised, and initial consultations held within the next six months. A policy document/position should be finalized within a year, ensuring ample time for feedback and refinement by country teams.

169. Recommendation 2: Enhance the agility of funding mechanisms to support demand-driven expertise

procurement by setting aside a small portion from various funding streams to grow strategic engagements:

It was observed by various informants that FACS did not manage to fully respond to the needs or expectations of various programmes, for instance in SCALA and also to respond to national needs in GCP, like sufficient support to apply ECA. To strengthen the demand-driven orientation of FACS, it would be useful to rely on a more flexible funding mechanism that can easily deploy support to requests from national and global programmes that are partnering with FACS. Allocating or negotiating with existing donors a small portion of different funding sources for flexible investments/learning objectives could ease the delivery of on-demand expertise that may not be available within the team but is critical to strengthen the visibility of FACS and its strategic objectives. This approach could generate more demand for the services FACS can offer and enhance FACS's ability to respond promptly and effectively to emerging needs from regions and country operations within UNDP and also in other UN agencies.

- **Who could action this advice:** FACS, UNDP, donors, and other relevant UN agencies.
- **Sequence of actions that could be considered (what):** FACS to review current funding structures and identify opportunities to allocate a small percentage of funds for agile procurement of expertise for specific areas or engagements where there is more demand. Develop guidelines and processes for quick mobilization of these funds to address on-demand needs with strategic value. Engage with donors and partners to negotiate a percentage of flexible funding and secure their support in considering the learning from its use.
- **When it could be done:** Initial review and guidelines development within the next six months. Flexible allocations available within the next year, followed by a full rollout based on pilot results and feedback.

170. Recommendation 3: Contextualize global methodologies like ECA to make it more practical and adapted to the cultural environment to encourage feedbacks upstream from operational realities and learning when ECA is expected to be applied over the course of multiple years in long-term programmes:

Resource constraints limit the ability of FACS to tailor global tools in the context of longer programmatic timeframes and to ensure their full institutionalisation. For this reason, various informants reported that it is crucial to allocate more resources (possibly at design) to contextualize the operationalisation of global methodologies and tools. In particular, it reported for ECA that it is necessary to make it more practical (step-by-step) according to the specific cultural, political and socio-economic landscape in each country and to a clear programme objective. This contextualization could help regional and country experiences to shape the modalities to integrate ECA in a way that can be replicated and maintained more easily in ongoing practice over a longer period of time instead of just relying on ad-hoc trainings. Moreover, accompanying the adapted application of global tools, in particular ECA, by national focal points that are knowledgeable about local contexts can address trust issues and ensures sustained level of engagement that is essential for adoption. In the case of ECA, more specifically, promoting a continuous, rather than intermittent, involvement of FACS in mainstreaming it, can more easily build long-term relationship between different actors enhancing their buy-in and integration of improved ways of multi-stakeholder collaboration.

- **Who could action this advice:** FACS, UNDP country teams, regional offices, and other relevant implementing partners

- **Sequence of actions that could be considered (what):** FACS nationally-appointed focal points conduct a thorough assessment to understand the applicability of each methodology to the local context, identifying key challenges and opportunities – for example how to create a safe space in a culturally appropriate way. Engaging with local communities, government officials, and other stakeholders to seek for feedback in a way to address specific needs and constraints. Additionally, regular reviews and adjustments should be made to the operational models based on feedbacks and changing circumstances.
- **When it could be done:** an initial assessment of contextual adaptations within the next three months. A tailored review of operational solutions can be developed within six months, with ongoing reviews and adjustments made regularly.

171. Recommendation 4: Use learning from SMLE to shape the FACS MEL offering that can trace contributions to change over-time: This entails the deployment and promotion of existing MEL methodologies, from the learning SMLE generated, by FACS team to equip and accompany teams involved in implementation to examine behavioural changes of key social actors, policy influencing and contextual changes/assumptions. As reported by several informants, projects supported by FACS need clearer evidence (beyond a logframe) about what is changing and how over-time to secure funding, influence decision-makers and donors. The benefits of equipping these teams with specific methods to help with evidence generation of FACS contributions can help with adapting implementation approaches, with the ability to communicate impact and attract interest and attention from investors and other stakeholders. Practical pilots and ongoing support to implement these methods can also trigger learning and generate valuable insights to inform teams how to scale up or scale down interventions.

- **Who could action this advice:** FACS, UNDP country teams, implementing partners, community representatives, donor agencies, MEL experts
- **Sequence of actions that could be considered (what):** FACS should identify key areas where to pilot relevant MEL methods, focusing on specific learning questions and key operational objectives. Co-design and accompany the implementation of robust monitoring and evaluation frameworks that can capture data on assumptions and behavioural/contextual changes at higher frequency. Engaging with partners at the national level to ensure relevance and buy-in is crucial. Documenting and disseminating the outcomes and lessons learned from the application of these methods can build a strong evidence base to support broader funding and scaling up focused on interventions signalling systemic shifts.
- **When it could be done:** design/support in MEL for impact across existing intervention could begin within six months. Supporting partners on MEL conducted regularly depending on needs and resource availability.

Having a clear vision and shaping global debates through existing spaces

172. Recommendation 5: Ensure a clearer vision of FACS contribution to the Nature Pledge: To reduce programmatic dispersion, as reported by some informants, and to clarify exactly what global influence on the food system debate means and how it should be evaluated, a clearer alignment with the Nature Pledge could offer a solution. To ensure that FACS initiatives link with the Nature Pledge, an integrated Theory of Change or a comprehensive vision for the team could articulate the expected contribution towards global commitments and towards specific positions in the global food system debate that are relevant to the wider UNDP system. Therefore, it was reported the importance to clarify how operational efforts can be articulated on the three pillars: Value Shift; Economic and Finance Shift and Policy and Practice Shift. The benefits of ensuring explicit coherence with the Nature Pledge can improve clarity when planning for engagements and when communicating the value addition of FACS contribution across country and regional teams, for instance on key areas of competitive advantage that UNDP holds like governance and market system development. A clear commitment to a vision that is agreed at the global level can guide strategic planning and decision-making and clear markers to define what influencing looks like in the global food system debate on key areas FACS can focus on when assessing its contribution and partnership models leveraging on value additionality.

- **Who could action this advice:** FACS, UNDP, FAO, Implementing partners, and other stakeholders.
- **Sequence of actions that could be considered (what):** Develop a Theory of Change or strategic vision document, outlining the goals, strategies, and expected outcomes of FACS's initiatives linked to the Nature Pledge. This document should be communicated clearly to all teams and stakeholders through workshops, webinars, and regular updates. FACS can also structure and engagement plan to amplify its influence on areas that require strategic partnerships, ensuring that all initiatives are aligned with the overall strategic vision.
- **When it could be done:** the process to clarify position can start by 2025. Regular updates, reviews and dissemination to ensure alignment and coherence.

173. Recommendation 6: Use existing spaces to influence global debates using examples from national operations: Since FACS has access to key global events and can sustain influence through existing mechanisms (UNTF), there could be more strategic focus and time dedicated on how FACS can engage in existing key spaces like the UN Food System Taskforce to position its experiences and to co-facilitate multi-

agency dialogue. The use of these existing spaces could possibly generate motivation and catalyse efforts to share positions and definition related to food systems, in a perspective of convergence, alongside the types of tools to examine context and trace contribution on systemic shifts. In fact, one of the main objectives of the UNFT is to develop a global monitoring and evaluation system for food systems and it seems like an ideal entry point for FACS. Since FACS/UNDP already has access to key partners involved in global debates, enhancing coordination and collaboration with them would also benefit the position of FACS and increase the learning exchanges based on the experience from FACS national initiatives. Leveraging on the Taskforce would also help to profile existing initiatives in FACS and their relevance in national strategies and priorities.

- **Who could action this advice:** UNDP, FAO, UNEP, Other UN agencies, World Business Council for Sustainable Development and other implementing partners working on food systems
- **Sequence of actions that could be considered (what):** Leading the taskforce coordination by convening key partners and set an agenda to agree on common definitions about food systems and to generate/disseminate operational guidance. Establishing clear communication channels to ensure continuous dialogue in between taskforce meeting on joint deliverables. Increase collaboration between country teams and other stakeholders to use deliverables from taskforce, especially tools/guidance in addressing food systems in terms of vulnerabilities and risks.
- **When it could be done:** from the next taskforce meeting and ongoing until the end of its rotation

9.9. Main Recommendations for COFSA

174. Recommendation 7: Integrate knowledge on the behavioral science related to inner transformation of decision makers into the wider UN Agenda: to integrate COFSA, the FACS team would need to work with a broad range of stakeholders, including companies and local governments, that may be resistant to change and that have power to take decisions that affect systems. This involves partnering with organizations and experts that can support behavioral science research to understand motivations, resistance, and drivers of inner change among a sample of decision-makers coming from a different belief and value system at the global level. Integrating findings from this research and see how these drivers change through COFSA could help to increase its profile and unlock new funding opportunities for potential ground pilots that can affect different levels of decision-making power. The benefits to tailor the language to focus on behaviours could also generate more opportunities to deploy evidence-based strategies to track how inner change happens and how each technique apply across different contexts.

- **Who should action this advice:** COFSA team, SDG Inner Change focal points, behavioral scientists, governments representatives, companies, CSOs and COFSA partners
- **Sequence of actions that could be considered (what):** Initiate behavioral studies on decision makers to identify their motivations and barriers at the global level through interviews, focus groups, storytelling of individuals in companies, local governments, and communities. The findings should be used to develop tailored strategies and track how these drivers of behavioural change. Each engagement is tailored to consider diverse cultural, social, and religious traditions. Collaboration with funding bodies to highlight the evidence-based approach could unlock additional resources.
- **When it should be done:** initial research activities beginning within the next six months. The integration of findings into the COFSA and SDG Inner Change agenda should follow within a year, continuous adaptation and refinement based on ongoing feedback and study results.

175. Recommendation 8: Facilitate the integration between COFSA and FACS Community and also across other global initiatives when applicable: Creating and maintaining a dedicated space like the "Value Shit Series" to facilitate greater integration between COFSA and the FACS Community. By aligning strategies and amplifying the integration of COFSA principles within the broader conversation in FACS Community could help in identifying the behavioural drivers behind certain choices and power structures. Through this dialogue, it is suggested to ensure the voices of indigenous and other marginalized groups are central to the conversation. This involves discussing on how to actively include these groups in decision-making processes and governance structures, particularly concerning conservation efforts and those most impacted by climate change, with other partners at the government and private sector levels. A more inclusive dialogue integrating COFSA, and voices of indigenous groups can trigger a wider reflection on how to change/challenge existing power structures within food systems by also leveraging on inner change.

- **Who should action this advice:** FACS Community, COFSA, indigenous leaders, and representatives from marginalized communities
- **Sequence of actions that could be considered (what):** Ensure the Value Shit Series include representatives from COFSA and FACS Community and indigenous groups. Develop an engagement strategy to develop sessions on specific topics related to inner change/behavioural patterns. Events could be organized to discuss about how role indigenous voices and other marginalized groups are and can be included in decision-making. This could involve regular consultations, participatory decision-making forums, and capacity-building initiatives to empower these groups to engage effectively in FACS community.

- **When it should be done:** a working group could be formed within the next three to six months. An integrated workplan with a series of engagement between COFSA and FACS Community can be implemented with a frequency based on ongoing dialogue and shared priorities.

9.10. Main Recommendations for FACS Community

176. Recommendation 9: Enhance platform functionality and encourage active participation in between sessions:

Currently, the platform's usability and relevance may not fully resonate with all users, particularly beyond project managers and technical staff. By creating a more compelling and streamlined user experience, FACS can encourage active participation across a wider range of stakeholders, in particular private sector and policy makers that seem to be less engaged. Tailoring the engagement experience to be more intuitive can be done by simplifying navigation, streamlining communication, enabling user-driven interaction in between sessions and ensuring that participation is seen as integral to users professional and personal development. Enhancing career and networking resources could promote more meaningful engagement horizontally and help users build valuable connections. By focusing on these improvements, the platform can become a central hub for learning, collaboration, and professional growth, maximizing overall engagement and impact.

- **Who should action this advice:** FACS Community team, user experience designers, community managers and interactive forums facilitators
- **Sequence of actions that could be considered (what):** A review of the current platform's usability to identify user engagement incentives by segmented typology and information needs. Ensure that each annual review is able to capture a segmented and tailored understanding of the needs and user experience for each typology of user. Implement user-friendly design principles, simplifying navigation, and adding interactive features such as active discussion forums, and virtual networking events to make the platform more engaging. Tailored content and resources should be developed to meet the diverse needs of users, encouraging them to actively participate. Provide incentive from engagement, such as professional development opportunities, can motivate a wider pool of users to become and remain involved.
- **When it should be done:** Leverage on existing reviews and annual consultations to set goal of rolling out updates within six months. Ongoing user feedback integration should regularly continue to remain responsive to user needs.

177. Recommendation 10: Facilitate stakeholder collaboration by ensuring representation from a diverse set of actors in the food system through the FACS Community:

The FACS Community should maintain regular spaces to facilitate interactions between the state, private sector, farmers, and other community members on specific topic of shared interest. To attract interest and traction, the Community could also leverage on the network of trusted partners with strong connections and reputation (e.g. World Bank) that could invite high profile speakers or experts for specific topics that can attract a large audience. In fostering opportunities where all voices are heard and valued, FACS Community can level the playing field and facilitate/mediate the conversation to mitigate unequal power dynamics. A conversation between diverse groups can lead to shared commitments and ensure marginalized voices are included when examining a policy or methodology that affects them directly or indirectly. The one example of "problem solving workshop on farmer support systems" was highly praised by informants as a first step to include the voices of marginalized groups more in depth through FACS CoP Since the FACS Community is already recognised to be value-driven it could continue to strengthen dialogue between actors that do not typically meet and sit around the same table.

- **Who should action this advice:** FACS team, state actors, private sector representatives, SHFs leaders, other marginalized voices, World Bank
- **Sequence of actions that could be considered (what):** Regular multi-stakeholder forums and workshops to facilitate dialogue among diverse actors. These forums can be designed with mechanisms in place to mediate the conversation. Training programs on democratic governance and collaborative decision-making should be provided to all stakeholders to build capacity and understanding, in particular marginalised groups. Creating clear guidelines and protocols for participation and decision-making will help maintain transparency and accountability. Finding adequate solutions to support virtual meetings in low connectivity zones can broaden participation and make these processes more accessible.
- **When it should be done:** Invite diverse stakeholders to regular engagement sessions on a 3-6 months basis. Ongoing training and capacity-building activities to marginalized groups could be integrated to ensure their participation is effective during these sessions.

178. Recommendation 11: Improve knowledge sharing and participation of private sector:

Given the lack of engagement by the private sector, sessions within the FACS Community could facilitate more direct contact-making and engagement with it. The motivation to engage could increase by recognising the interests of different private actors positioned along the value chain, by creating incentives for their participation based on topics of interest, and by offering relationship building opportunities and other types of incentive, such as certifications and professional development opportunities. This could enhance private sector participation and their capacity to better recognise its role in sustainable development goals and how it benefits the

business interest. Incentivizing increased collaboration between public and private sectors could also lead to greater collective effort towards policy and technical solutions that create an enabling environment for investment and value chains strengthening.

- **Who should action this advice:** FACS Community team, private sector partners (along the value chain), subject matter experts, policy makers
- **Sequence of actions that could be considered (what):** Assess the internal experience and resources to provide capacity building to private sector stakeholders. Develop a discussion board with advanced search features, tagging systems, and automatic notifications for relevant private sector actors when specific topics are discussed. Organizing regular webinars and Q&A sessions specifically focused on the private sectors to enhance knowledge sharing. Developing an incentive program that includes certifications, public recognition, and other rewards for active engagement by private sector actors. This could be coupled with tailored training programs that address the specific needs and interests of private sector participants, helping them see the direct benefits of their involvement.
- **When it should be done:** updating the discussion board and the development of the incentive program rolled out within six months. Regular engagements and events could be organized according to an internally agreed workplan.

10. Annexes

10.1. TOR and Inception Report (including the Results Framework)



10.2. Lists of Informants

Name	Role	Organization
Indonesia		
Iwan Kurniawan	Program Analyst	Environment Unit
Aretha Aprilia	Head of Environment Unit	Environment Unit
Febri Rahaningrum	Director	PT. Tanah Air Lestari
Rini Indrayanti	GCP-SLPI Project Team	FACS Team
Rifdan Firmansyah	GCP-SLPI Project Team	FACS Team
Risnauli Gultom	GCP-SLPI Project Team	FACS Team
Dedi Junaedi	Former SPOI/GCP National Project Director	Ministry of Agriculture
Dida Gardera	Deputy Minister for Food and Agribusiness Coordination	CMEA
Paramita Kesuma Mentari	SLPI Officer	FACS Team
Christina Rini	LASR Project Manager	Swisscontact
Tri Widjayanti	Technical Advisor for NAP SPO Secretariat	Formerly SPOI/GGP/GCP NPM
Agus Rizal	Head of Estate Crop Office	Jambi Province
Nurbaya Hakim	Director	Yayasan SETARA Jambi
Mugi Setianingsih	Head Estate Crop Section	Estate Crop and Livestock Tebo
Yani	Head of Planning Agency	District Planning Agency
Bakhroin Siregar	Head of Tebo Green Committee	IDH
Soleh Taqwa Parlaungan	PT Tebo Indah	Chairman of TJSL Forum of Tebo
Associates from PPSRU (Perkumpulan Petani Sawit Rimbo Ulu)	Farmers (15)	Focus Group Discussion
Umi Kian	Director	Alam Hijau Indonesia (AHI) of Jambi
Rini	Program Analyst	Environment Unit of UNDP
Aisyah Sileuw	Director	Daemeter
Ari Sutanti	Indonesia Program Director	IDH
Riswan	North Sumatera & Aceh Landscape Manager	IDH
Rostanto Suprpto	N/A	WRI
Dedy Iskandar	N/A	Conservation International
Triyoga Widiastomo	N/A	Sustainable District Association (LTKL)
Rico Pratama Putra	Freelancer, Former WWF Officer, UNDP Consultant	Consultant
Jimmy Wilopo	Program Manager	Siak Pelalawan Landscape Program (SPLP), Daemeter
Violette Ruppanner	Head of SECO	SECO
Dine Chandra Devi	National Program Officer	SECO


Prayudi Syamsuri	Director of Processing and Marketing of Estate Crops	Ministry of Agriculture, Chairman of NAP SPO Secretariat
Sujala Pant	Deputy Resident Representative	UNDP Indonesia
Perú		
James Leslie	Technical Advisor Ecosystems and Climate Change	UNDP Perú
Bettina Woll	Resident Representative	UNDP Perú
Mauricio Chiaravalli	Oficial Senior / Director Adjunto	Cooperación Suiza - SECO Perú
Mario Tavera	Director General	Ministerio de Desarrollo Agrario y Riego - MIDAGRI Perú
Carla Urbano	Especialista en Gestión de Marca	PROMPERÚ
Victor Sarabia	Coordinador Proyecto SIPPO	PROMPERÚ
Mayumi Ortecho	Asesora Proyecto PESIPRO	PROMPERÚ
Gabriel Lama	Head of Solutions Mapping	UNDP Perú- Acceleration Lab
Martín López	Especialista	SENAMHI
Delky Gutiérrez	Presidente de la Junta Nacional del Café	Cenfrocafe and President of the National Coffee Board
Larissa Tenorio	Especialista Comercial	APROCASSI - Coffee Cooperative
Hugo Melasco	Especialista en Producción y Certificaciones	APROCASSI - Coffee Cooperative
Toribio Chimbo Merino Estanislao, Castillo Cortez Aurora, Quito Abad Maria, Lalanagui Huaman, Jose Celedonio Castillo Vicente, Doria, Llacsahuanca Febre, Antonio Pintado, Jimemez, Felipe Facundo Puelles	Cultivadores No Asociados (8)	Focus Group Discussion
Eduviges Llanos Segura	Coordinador General	Multi-actor platform executive committee (Cajamarca)
Filadelfo Córdova Mejía	Alternó	Multi-actor platform executive committee (Cajamarca)
Teodomiro Melendres Ojeda	Sub Coordinador	Multi-actor platform executive committee (Cajamarca)
Carolina Guevara	Especialista en Recursos Naturales	SERNANP
Armando Inga	Facilitador de la Plataforma Multiactor de Café de Cajamarca	Multi-actor platform facilitator - RIKOLTO
Raquel Pesantes	Asistente Facilitación	Multi-actor platform facilitator - RIKOLTO
Lith Montes	Coordinadora nacional de proyectos de café y cacao en Perú	RIKOLTO
Jorge Figueroa	Especialista de Café	Ministerio de Desarrollo Agrario y Riego - MIDAGRI Perú
Carlos Fernández	Sub Gerente de Promoción Empresarial	Gobierno Regional de Cajamarca
Luis Mendoza	Gerente	Asociación Peruana de Productores de Cacao - APPCACAO
Augusto Aponte	Asesor	Asociación Peruana de Productores de Cacao - APPCACAO
Global		
Jeroen Janss	Partner	Inner Green Deal
Gabriel Jaramillo	RTA	UNDP
Lise Colyer	Executive Director	Omniaction
David Hecht	Expert	Independent Consultant
Barbara Mateo	Sustainability & Water & Human Rights Expert	Consultant
Martin Peter	State Secretariat for Economic Affairs	SECO
Patrick Mink	Senior Policy Officer (Sustainable Food Systems)	Federal Office for Agriculture (FOAG)
Lia Ferrini	Program Manager	SECO
Peter Umunay	Manager, Integration and Knowledge Management Division	GEF
Christopher Ian Brett	Lead Agribusiness Specialist	World Bank
Barbara-Anne Krijgsman	Team Lead Policy Coherence and Integration	UNDP Crisis Bureau
Karel Callens	Senior Advisor to the Chief Economist	FAO
Stefano Fotiou	Director	FAO UN Food systems coordination hub
Lina Mahy	Technical officer	WHO
Sibyl Nelson	SCALA global team member	FAO
Julie Teng	Technical Specialist - SCALA	UNDP
Shovon Kibria	Private Sector Engagement - SCALA	UNDP
Xoan Fernandez Garcia	Team Leader/ Strategic Innovation Unit	UNDP

Andrea Bina	SMLE lead	UNDP
Charles O'Malley	Senior Systems Change Advisor	UNDP
Andrew Bovarnick	FACS Lead	UNDP
Midori Paxton	Nature Hub Lead	UNDP

10.3. Supporting Document Reviews

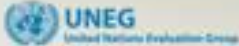
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31. UNDP Project Document for Green Commodities Programme: Phase II, 2021

10.4. Evaluator Code of Conduct (signed)



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

<p>INTEGRITY</p> <p>I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:</p> <ul style="list-style-type: none"> • Honest and truthful in my communication and actions. • Professional, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice. • Independent, impartial and incorruptible. 	<p>ACCOUNTABILITY</p> <p>I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:</p> <ul style="list-style-type: none"> • Transparent regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation. • Responsive as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified. • Responsible for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed. 	<p>RESPECT</p> <p>I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:</p> <ul style="list-style-type: none"> • Access to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability. • Meaningful participation and equitable treatment of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection. • Fair representation of different voices and perspectives in evaluation products (reports, webinars, etc.). 	<p>BENEFICENCE</p> <p>I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:</p> <ul style="list-style-type: none"> • Explicit and ongoing consideration of risks and benefits from evaluation processes. • Maximum benefits at systemic (including environmental), organizational and programmatic levels. • No harm. I will not proceed where harm cannot be mitigated. • Evaluation makes an overall positive contribution to human and natural systems and the mission of the United Nations.
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I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Luella Goveas

01/05/2024

(Signature and Date)